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THE IMPACT OF PRESERVING THE TRADITIONAL VALUE SYSTEM ON PUBLIC ADMINISTRATION IN MODERN ARMENIA

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Key words: economy, public administration, state, society, tradition, conservative values, value system, liberalism, democracy

Introduction

The preservation of the traditional value system is one of the most important problems of the modern globalizing world, which has an existential significance for nations. As is known, in recent decades, the basis of ideological development in the world is considered to be the value system of neoliberalism. Since the 1990s, many transitional countries began to be forced to copy the Western model of liberalism. Naturally, the societies of many states resisted and continue to resist such processes, considering them a threat to their identity, traditions and value system. The society of the Republic of Armenia also faces such problems. In the article, the issue of preserving the traditional value system in Armenia is considered not only from the point of view of preserving national identity, but also as a problem of existence in the context of confronting the challenges of globalization. Thus, the connection between the state power of Armenia and the economy is that the value system transformations directly affect the development of the state administration and the country's economy. Modern challenges, such as globalization, require adaptation of state policy and economic strategy to new world conditions. At the same time, it is important that these changes do not contradict the traditional values and national interests of Armenia.

It should be noted that the state government should take into account global trends, but at the same time preserve the national identity and focus on the development of the economy, which corresponds to the interests and features of the Armenian society. In the conditions of globalization, this requires flexibility from the government, the ability to adapt international experience to domestic conditions, which contributes to more effective governance and strengthening of the economy. It is also concluded that on the path of modern transformations of the value system, the power system of Armenia should consider global developments and new manifestations of worldview, which in the foreseeable future will leave their mark on modern Armenian society. Accordingly, the Republic of Armenia should not unconditionally reject the ideas proposed by globalism, but study them and localize the useful ones that do not contradict the peculiarities of the country and its interests, implementing all this in parallel with the preservation of traditional values. Today, our state is required to pursue a flexible policy: without harming our traditional values, to adopt and localize many civilizational principles that contribute to international recognition. From the point of view of the public administration system of the Republic of Armenia, several factors are important for maintaining this balance. First, public policy should be based on the principles of respect for tradetions and keeping pace with international developments. Secondly, the introduction of the principles of transparency and accountability in the public administration system will also contribute to increasing public trust, which is an important prerequisite for value transformations. Finally, regional decentralized governance can contribute to the presservation of local identity, taking into consideration the peculiarities of different communities in the governance system, while maintaining the general direction of state policy. Thus, the search for a balance between global trends and national traditions is the key to the successful development of both state power and the economy of future Armenia.

Research methodology

The purpose of this study is to analyze the problem of preserving the traditional value system in modern Armenia. The research was carried out using a comprehensive approach, using methods such as historical method, comparative analysis, combination and synthesis, case study, etc. In particular, theoretical approaches related to the tradetional value system, its essence, nature and problems of its preservation in modern societies were studied. The state policy aimed at preserving traditional values in Armenia, public initiatives and their effectiveness are also examined.

Literature review

The theoretical basis of the research consists of theoretical approaches to the value system presented in the works of D.A. Leontiev and other authors are considered as an interdisciplinary concept that includes social, cultural and personal dimensions. The works of Zh.T. Toshchenko and N. Genov, which analyze the changes in public consciousness and behavior in modern conditions, are important for revealing the essence and nature of the traditional value system. While discussing the problem of preserving traditional values it is necessary to take into consideration the impact of globalization, which is presented in the works of J. Ritzer and A. Yengoyan, Kh. Azatyan. In particular, they analyze the changes in the ideological and value foundations of the paradigm of global development. The problem of preserving the traditional value system in Armenia is considered in the works of A.P. Yengoyan and L. Sargsyan, N.A. Dunamalyan, S.O. Khachatryan. They analyze the ideological foundations of socio-political transformations in post-Soviet Armenia and the trends in the development of civic identity.

Scientific novelty

The scientific novelty of this article is manifested in a multi-layered analysis of the factors influencing the preservation of the traditional value system in modern Armenia, using an interdisciplinary approach that combines cultural, sociological and historical perspectives. For the first time, the impact of the digital age and globalization on the transformation of Armenian identity and value system is systematically studied, using up-to-date empirical data. The research reveals a new model of the relationship between traditional values and modern challenges, offering a theoretical justification for rethinking traditions.

Analysis

All transforming societies in the modern world order are facing a very important problem: the implanting of radical, neoliberal values. There are many examples when the societies of different states resist such processes, considering them a threat to their identity. The society of Armenia also faces such problems, which, since the existence of the First Republic, was considered a society loyal to national traditions. Currently, attempts are being made to instill in us such values that often contradict the perceptions of society. For centuries, the motherland, religion, family, the history of generations, language, moral values such as loyalty, devotion to the motherland, historical memory, etc. have been considered sacred for Armenia.

It should be noted that the problem of preserving traditional value systems in modern Armenia raises important questions about the interconnection with governance. This relationship is multidirectional and deeply embedded in Armenia's institutional structures, policy frameworks, and governance practices Armenia's public administration and economic systems must find a development path that allows for the preservation of national identity while not isolating from global developments. This balance is crucial for maintaining the core values that have historically defined Armenian society – homeland, religion, family, historical memory, language, and moral values – while also participating in the modern world order. Likewise, the processes taking place in the modern world require our state to conduct a flexible policy, that is, without harming traditional values, to localize important civilizational principles that contribute to international recognition. The preservation of the traditional value system is one of the most important problems of the modern globalizing world, which has an existential significance for nations. As is known, in recent decades, the basis of ideological development in the world is considered to be the value system of neoliberalism. Due to the wars that took place in world history and the greatest economic crisis (1929-1932), liberalism underwent a number of ideological changes, which are related to the re-evaluation of orientations [Yengoyan 2011]. Socialist and conservative ideologies competed with liberalism, which, using the ideological principles of liberalism and attracting large masses of people to their side, weakened the social basis of liberalism, almost “wearing it out”. Liberal reformism or social liberalism primarily emphasized equality and justice by the state, allowed the active participation of the state in the economic and social life of society, which was fundamentally rejected by the anti-Keynesian traditions. Neoliberalism came up with such an approach, declaring itself the standard-bearer of “classical” liberalism all over the world. The contradictions that arose in liberalism can be conditioned by two different traditions of democracy: on the one hand, Anglo-Saxon, on the other hand, Continental-European. According to the Anglo-Saxon tradition, a state can be considered democratic where the basic rights and freedoms of the individual are guaranteed, and in the absence of which, a person has the right to fight for them. Such an understanding of democracy can be called liberal-individualistic. By Continental-French tradition of democracy, we mean the act of self-affirmation of the nation; that is, the people have the right to decide their own destiny according to their ideas. This is called a liberal-collectivist approach.

Values are the general ideas about the goals of society, the means of achieving them, the relevant norms of behavior, embodying the historical experience and cultural characteristics of a separate ethnic or social group of humanity and, in particular, are the deepest foundations of society [Bashkirova, 1999]. In the post-Soviet period, the changes that took place in the organization of socio-political life in the last few decades are conditioned by the transition from the administrative-command system of organizing economic life to free market relations. The first premise is the change of mass consciousness. There was a sharp disintegration of social groups and institutions, a loss of self-identification with the former social structures, as well as a shaking of the foundations of the normative-value systems of the old consciousness. It is traditionally considered that, unlike political or socio-economic consciousness, mass consciousness is more inertial. However, in the period of revolutionary abrupt transformations, under the conditions of propaganda of new political thinking, ideas and principles, the existing value system underwent significant changes. It can rightly be argued that institutional transformations in all other spheres are irreversible if they are perceived by society and consolidated in the newly created value system of the latter. In this sense, social worldview changes can serve as a favorable guarantee of value transformations [Genov, 2008, 125].

The collapse of the Soviet Union led to the emergence of a number of newly independent states, which still carried the former legacy, and to the formation of a new world order, causing certain value transformations. The latter, in turn, was conditioned, on the one hand, by the urgency of the development process, and on the other hand, by the aspirations to keep pace with the times, to have a great weight in the newly created world order. The development process brought with it certain value transformations. The rapid, and sometimes uncontrolled transformations of various spheres of public life led to the diversification and hybridization of the value consciousness of society [Ritzer, 2008]. And now, decades after the collapse of the USSR, the countries of the post-Soviet region, from the point of view of value perception, face the following problems. First, on the one hand, values that are Soviet heritage, as well as those with a long history of existence, had to face modern problems and challenges. On the other hand, the lack of desire to live the old way of life clashes with disappointment from new ideas and ideals that are inaccessible or simply false. People's lives are individualized; their actions begin to be less dependent on external regulations. It is assumed that members of society should rely on their own strength, take risks, make choices, make decisions and take responsibility.

As N. Genov notes [Genov, 2008, 143], many states on the path of democratization have come under double pressure. On the one hand, the problems of value transformation arise in the conditions of globalization processes, and on the other hand, according to J. Ritzzer, the response of post-Soviet countries to global and regional challenges can take place only in conditions of transformation of value norms and the emergence of new global and local cultures [Ritzer, 2008, 479].

The formation of a new value system under the conditions of weakening political and ideological pressure was accompanied by criticism and rejection of former socialist values or contrived re-evaluation. On the one hand, the rejection of old values would mean denying the experience of previous generations, but on the other hand, such an approach was necessary to face the challenges of the time.

Supposing the development of new value orientations in the transition period, it would not be superfluous to first focus attention on the roots of the democratic social order, to find out how the current value hierarchy was transformed under the conditions of the changed economic and political situation.

The first stage of democratic reforms in post-Soviet countries is considered to be the transition to a democratic society and a liberal-collectivist model. But with the formation of a unipolar world order and the establishment of a new world order with huge financial and economic levers over countries and peoples, "the modern world faced the Anglo-Saxon individualistic interpretation of liberal democracy", which proclaimed itself as the only fair definition of democracy, a doctrine that promotes its own standards[6]. Since the 1990s, many countries in transition have been forced to copy the Western model of liberalism due to the lack of appropriate prerequisites. Due to the perceptions of society, the attitude towards democracy in those countries was different. At the same time, it is necessary to note that in the public life of many countries, the neoliberal approach led to positive results, which were related to the unified informational and educational space of society, free movement and other positive changes.

As a result of its historical development, Europe has created a different cultural-legal space, a different value system. We cannot ignore the fact of the influence of those European values, which some countries of the post-Soviet region want to adopt in modern times. But very often this is hindered by "Eastern genes" and the consequences of one's own historical fate. It turns out that in the conditions of the danger of losing their own values, many transitional states need to master a foreign culture at a fast pace [Fedotova, 1997].

The introduction of market laws fundamentally changed people's consciousness, but if behavioral transformations took place quite quickly, we cannot say the same about value transformations. The latter are the result of the socio-political operation of the public, and the transformation of old values and the generation of new ones require at least decades. The development of progressive processes is a social requirement for the rapid restructuring of the economy and a prerequisite for the establishment of a knowledge-based economy [Kapustkina, 2009, 90].

The most famous value transformation in the post-Soviet region is the transformation from "collectivism to individualism". This meant a rejection of Soviet collectivist ideals and values and the adoption of individual-centered values.

In order to characterize the value dichotomy of individualism-collectivism, it is necessary to consider these concepts separately. Thus, if individualism is focused on taking care of one's own person, then collectivism is based on empathy, collective consciousness, group identification, etc. In addition, variables such as the dependence or independence of one's own person from the group, the priority of individual goals over group goals or vice versa, the need to build social relations, etc., are also important in this case.

Individualism emphasizes the superiority of such qualities as self-confidence, competetiveness, emotional independence from the group. Meanwhile, collectivism implies interconnectedness, the integrity of the whole group, the possibility of socialization, etc.

The establishment of individualism as a new value in the post-Soviet reality was primarily conditioned by the transformation of economic relations, more specifically, the emergence of private property as a new phenomenon. The latter formed in people a constant desire for reliability, stability, overcoming their own limitations and insignificance, self-affirmation, forcing them to compete with others and fight to gain a favorable position.

Different value perceptions are at the core of collectivism and individualism. If collectivism is based on the principles of achieving a common goal through joint efforts and the priority of common interest over individual interest, then in the case of individualism, the opposite is true: the individual is confident that his capabilities are sufficient to realize his goals, as well as individual interest is paramount.

Effective management of society is when the harmony of the interests of the collective and the general is ensured, which should contribute more to the establishment of social justice.

The manifestation of new approaches and ideas towards justice as a value is also conditioned by institutional changes in social life. It seemed that the free market system of liberalism would "put everything in its place", but market rationality and expediency are incompatible with "emotional" perceptions of justice [Shilov, 2007, 154].

Nevertheless, market romanticism is going down in history, and it becomes quite obvious that market spontaneity needs limitations from both the state and civil society. This is where the relevance of the study of justice as one of the guidelines for development comes from. Justice, on the one hand, is a concept that expresses moral-legal; on the other hand, socio-political consciousness [Shilov, 2005, 721].

On the one hand, by focusing on the concept of "justice", we give a characteristic of the main guidelines of public life, what public and state order, attitude towards a person, solidarity between people, morality, etc. should be like. These are the ideals that humanity must strive for throughout its existence, thereby conditioning its development. On the other hand, justice in its content is a relative, insufficiently developed concept full of internal contradictions.

Let us consider how justice, as a value, was perceived in Soviet and European realities. In the Soviet system, the idea of egalitarian or egalitarian justice (from the French egalitarisme, egalite – "equality") was taken as the basis, which implied the desire to equally redistribute public resources for the effective organization of public life, considering it as the most important means of eliminating contradictions in society, and more specifically, in its economic life [Economic Dictionary, 2025]. In essence, we are talking about Marxism-Leninism, which was unequivocally criticized by the classics of liberalism as a form of government during the existence of the Soviet Union. It should be noted that it, as such, did not justify its viability, because people are not equal from the beginning, and it is not possible to distribute public resources equally among them, thus artificially ensuring equality [Reichelt, 1982, 166–169; Fineschi, 2009, 50-70].

The European value system is based on distributive justice, which in turn is based on the approach of individualism. According to the latter, despite the equality of the rights of individuals, each person has the right to use economic goods as much as he "earns or deserves". This approach to justice promotes individual initiative and purposefulness, while in the case of the egalitarian approach, the pursuit of public welfare was paramount [Genov, 2008, 125].

It should be noted that both egalitarian and distributive approaches to justice are based on the value of "equality", that is, in any case, the state provides equal starting conditions for everyone. It is another matter that not everyone benefits from these opportunities equally.

In the European consciousness, "justice" and "legality" are often equated, because by justice Europeans understand conformity to the law and established order, and under the expression “to live justly” is understood to live according to the order established by the state. Thus, justice has been and remains both a legal and a moral category. It is not only a means of rational organization of social life, but also an internal impulse of people living in one community to take into consideration the aspirations of others and to act for the common good. This trend is approaching the traditional value system.

Thus, the transformation of modern norms, principles and institutions of mass consciousness acts as the most important prerequisite for the existence and continuous development of modern society. We can unequivocally state that the realities of Western societies cannot be identified with the post-Soviet reality. In the post-Soviet space, the mass consciousness of society was oriented towards its traditional value system, and in order to adapt these values and institutions to the requirements of Western countries, it is necessary to take into consideration local peculiarities.

The implementation of aspirations to relate to the Western experience, to transform and reinterpret existing values, or to acquire new values can largely predetermine the value-ideological differences of the transformations taking place in post-Soviet societies, the dynamics of socio-political changes, and the main trends.

It is significant the importance of value transformations both for countries in transition and in general in modern realities, because the latter prepare a fertile ground for institutional reforms as well. Institutional transformations, in turn, become truly irreversible, having a solid value system at their core.

The attitude towards institutions such as freedom, democracy, market economy, human rights, multi-party system continues to play a decisive role for value and political-ideological demarcations, marking the beginning of another, newer and more modern phase of value transformations.

All transforming societies today are facing a very important problem: the promotion of radical, neoliberal values in their societies. Examples from different countries show that some societies resist such processes and, moreover, return to the preservation of their own identity.

Referring to our country, it should be noted that after the collapse of the USSR, in the newly independent Republic of Armenia, its own management system began to be formed and the main directions and goals of domestic and foreign policy were developed, based on existing approaches and the value system.

The Republic of Armenia is a mono-ethnic state; therefore, the national mentality of Armenians has always been dominant, and accordingly, the policy in the Republic of Armenia has always been implemented as far as possible in accordance with Armenian thinking and values.

Until recently, it seemed that the triumph of global neoliberal values could not be stopped, because their attraction seemed great among those with individualistic thinking. But, contrary to that, there have been no major upheavals in the political system of Armenia during the struggle of supporters of neoliberal and traditional values. In neighboring Georgia, supporters of traditional values have repeatedly carried out protests and mass actions of displeasure, which have shown that the data of sociological studies on the presence of such moods correspond to reality.

As in Georgia, the Armenian Apostolic Church tried to mobilize public forces in the direction of preserving traditional values. It should be noted that in modern Armenian society, traditional values are considered to be the family consisting of a man and a woman, as well as their children, belonging to traditional churches (primarily the Armenian Apostolic Church), patriotism and nationalism, respect for national values and the history of one's own country, the Armenian language and national culture, etc. (4).

The Armenian Apostolic Church openly declares that, for example, a person's sexual orientation and sexual preferences are everyone's personal business, connected with the salvation of the soul, but the church is against the registration of same-sex marriages and their legalization in this way. Contrary to that, a number of NGOs are engaged in the promotion of radical neoliberal values in Armenia, in the promotion of which the ideas of polysexuality are outlined [Haig, 2004, 87–96].

They are mainly financed by a number of foreign state and non-state organizations (6).

Gender or biological sex is the set of anatomical and physiological characteristics of an organism, which is closely related to reproduction, by which the female and male sexes are distinguished (1).

Gender refers to the social, cultural, and psychological roles and expectations that society associates with each gender [Butler, 1990, 561-573]. It is interesting that in many countries of the collective West in that period, these sexes (genders) were marked in passports, entry permits, and state references from a liberal point of view [Udry, 1994, 561–573].

US President D. Trump from the first day of his tenure tries to put an end to that, in his opinion, perversion. By force of law, he wants to force US society to recognize only two genders (male, female), which are not subject to change throughout the lives of individuals (14).

In Armenia, these "innovations" never came to pass. In the Republic of Armenia, the debate between supporters of traditional values and liberal approaches took place on the occasion of the adoption of legislative acts [On Ensuring Equal Rights, 2013]. In particular, it should be noted that in the Republic of Armenia on May 20, 2013, the Law of the Republic of Armenia "On Ensuring Equal Rights and Equal Opportunities for Women and Men" was adopted, and on June 29, 2013, it entered into force, the subject of regulation of which is the political, social, economic, guarantees of ensuring equal rights and equal opportunities for women and men in cultural and other spheres of public life, and the relations arising in connection with them are regulated. That is, the Republic of Armenia has established at the legislative level that, as such, it recognizes two genders: female and male, and the above-mentioned law is aimed at defining the equality of rights, duties, responsibilities, and opportunities of these two genders in different spheres of public life and ensuring their preservation. It is also noteworthy that the Russian Federation, which after the adoption of its latest constitution presents itself to the world as a society pursuing traditional, conservative values, is constantly looking for an opportunity to form one common civilizational space with the societies of the post-Soviet states, which will allow it to effectively resist the advancement of neoliberal values. It is no secret that the most significant signs of people's orientation towards conservative values in the conditions of modern post-Soviet societies include the following: a conviction that justice is more important than human rights; loyalty to traditions; a conviction that the interests of the state and the people are higher than the interests of the individual citizen; an attitude towards a strong state as a factor in ensuring order and well-being; the possibility of restricting some rights of citizens for the sake of achieving common goals, etc. As you can see, there are all grounds for the close integration of many Eurasian societies, not only on the basis of the similarity of economic problems, as well as ideological and political commonality, but also on the basis of the segments of a deeper character and content that flow from this - spiritual and civilizational aspects, which may play a decisive role for integration processes.

Nevertheless, it should be noted that, in general, Armenian public opinion is not unanimous regarding modern neoliberal "innovations." It also bears the influence of the Western ideas of our time. Thus, one of the public opinion polls conducted in 2018 shows that 95% of the respondents are against the legalization of same-sex marriages (95% of those surveyed in Armenia are against the legalization of same-sex marriages). However, the noticeable changes in the structure of Armenian society also affect the general atmosphere in this matter.

The same applies to religious sentiments. Thus, according to various calculations, the number of followers of non-traditional churches is already more than 360 thousand[1]. The majority of about 6,300 NGOs are officially operating in Armenia operate with Western grants and are open or silent bearers of the aforementioned value system. In 2018, the newly formed power system in Armenia declared a benchmark to form a new society

[1] The percentage of sect followers in Armenia is higher than the world average - expert https://regnum.ru/news/1550386#! access date: 01/23/25

based on modern Western political and social values. In this regard, it is noteworthy that after Armenia adopted the goal of becoming a part of the European family, public organizations operating in that direction became unprecedentedly active in the country. The Armenian authorities specifically stated that the experience of neighboring Georgia in joining the European Union is very instructive[1]. It is noteworthy that Georgian society itself has learned lessons from the 20-year history of European integration and believes that it has every right to become a full member of the EU in 2030. Armenia can learn some lessons from Georgia's experience, in particular the experience of combining new European standards and traditional values. However, even simple comparisons show that borrowing the Georgian experience in its entirety is simply not right for the Republic of Armenia, although the friendly peoples of Armenia and Georgia have lived side by side for millennia. The essential differences between their identity, traditions, and national cultures have amazed everyone for centuries. Today, in the fight for their traditional values, Armenian and Georgian political and public figures do not feel the need for each other's help. In any case, there is no information about such cooperation. It is also obvious that in communications with each other, the differences in the perception of identity have always been emphasized. This should be taken into consideration when talking about borrowing Georgia's experience by Armenia.

The preservation of national identity in Armenia is not only a question of preserving the traditional value system, but also a problem of existence in the context of facing the challenges of globalization. According to the analysis of Nzhdeh's doctrine, the peculiarities of Armenian national identity should be viewed from three perspectives: past, present and future [Zakaryan, 2001]. That is, it can be said that in the issue of preserving our national identity and modernizing our identity, we must take into consideration the real combinations of the past, present and future [Armenia in the context, 2023].

We believe that on the way of modern transformations of the value system, the Armenian authorities should take into consideration global developments and new manifestations of world perception, which in the foreseeable future will leave their mark on modern Armenian society.

It is obvious that for the Republic of Armenia, deviating from traditional values and following the path of globalism can become an existential threat, in particular, for the preservation of statehood and sovereignty. The above does not imply that the Republic of Armenia should unequivocally reject the ideas proposed by globalism; on the contrary, the most important of them should be studied and localized, taking into consideration the

[1] As soon as it gained independence, Georgia made a strategic choice: Uniting with the European Union is one of the main priorities of our country's foreign policy. https://infocenter.gov.ge/hy/eu-georgia/#step-1, access date: 25.01.25

peculiarities of one's own country and its interests, but all this should be implemented in parallel with the preservation of traditional values [Sargsyan et al., 2023, 12].

Those transformations also naturally affect the public consciousness of our country, and as a result, the state policy. However, the Republic of Armenia should take steps to preserve and develop the national identity accordingly by developing the right strategy for nation-building and presenting it to the general public.

It should be noted that the third Republic of Armenia has a formed ethno-national identity. In connection with this observation, however, it should be noted that in the modern world and in the context of global changes, the Republic of Armenia has also undergone transformations in various spheres of public life. Therefore, there was a need to strengthen the society with an ethno-national identity at the state level, turning it into a nation with a state identity.

It is assumed from the above that the current problem is to form a system that will ensure a mindset with a civic and state identity. It should contain the components of the national code and also have a society with a sense of state and statehood, which will be a guarantee to protect the sovereignty and interests of the Republic of Armenia, as well as to act from advantageous positions in global processes.

Conclusion

The problem of preserving the traditional value system in modern Armenia is a multifaceted and complex phenomenon that requires an interdisciplinary approach. The results of the research showed that traditional values continue to play an important role in Armenian society, but they are undergoing significant changes under the influence of globalization, technological developments and socio-cultural transformations. The research revealed that the main challenges for the preservation of traditional values are the change in the value orientations of the young generation, the weakening of the institution of the traditional family, the changes in gender relations, and the spread of religious influence. The research also showed that a comprehensive approach is needed to preserve traditionnal values, which includes the development of state policy, the implementation of public initiatives, and the development of educational programs. Thus, the problem of presserving the traditional value system in modern Armenia requires continuous attention and systematic efforts to ensure the preservation of national identity and cultural heritage. These multifaceted approaches would enable Armenia to navigate the complex terrain of modernization while preserving its core national identity. The goal should be a governance system that draws strength from Armenia's rich cultural heritage while adapting to meet contemporary challenges – creating not just effective administration, but meaningful governance that reflects the soul of the nation.

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The impact of preserving the traditional value system on public administration in modern Armenia

Key words: economy, public administration, state, society, tradition, conservative values, value system, liberalism, democracy

The preservation of the traditional value system is one of the most important problems of the modern globalizing world, which has an existential significance for nations. As is known, in recent decades, the basis of ideological development in the world is considered to be the value system of neoliberalism. Since the 1990s, many transitional countries began to be forced to copy the Western model of liberalism. Naturally, the societies of many states resisted and continue to resist such processes, considering them a threat to their identity, traditions and value system. The society of the Republic of Armenia also faces such problems. In the article, the issue of preserving the traditional value system in Armenia is considered not only from the point of view of preserving national identity, but also as a problem of existence in the context of confronting the challenges of globalization. It is concluded that on the path of modern transformations of the value system, the power system of Armenia should consider global developments and new manifestations of worldview, which in the foreseeable future will leave their mark on modern Armenian society. Accordingly, the Republic of Armenia should not unconditionally reject the ideas proposed by globalism, but study them and localize the useful ones that do not contradict the peculiarities of the country and its interests, implementing all this in parallel with the preservation of traditional values. Today, our state is required to pursue a flexible policy: without harming our traditional values, to adopt and localize many civilizational principles that contribute to international recognition. From the point of view of the public administration system of the Republic of Armenia, several factors are important for maintaining this balance. First, public policy should be based on the principles of respect for traditions and keeping pace with international developments. Secondly, the introduction of the principles of transparency and accountability in the public administration system will also contribute to increasing public trust, which is an important prerequisite for value transformations. Finally, regional decentralized governance can contribute to the preservation of local identity, taking into consideration the peculiarities of different communities in the governance system, while maintaining the general direction of state policy.

MAIN RISKS IN THE DEVELOPMENT OF PERSONNEL BASE IN SCIENCE

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Key words: science, personnel base, risks, scientific degree, educational institution

Introduction

The level of development of each country is determined and evaluated by the level of scientific development and its importance. In the Republic of Armenia, measures aimed at promoting excellence in scientific and technical activities and creating a nationally competitive research system in the international arena must be consistent and systematic, while the key indicators for evaluating their effectiveness must be accessible and transparent. The formation of a synergetic system of education, science, technology and innovation, and the implementation of an effective system for the reproduction of scientific personnel in Armenia continue to remain relevant. In this context, personnel policy should be part of and derive from the science development strategy. It is necessary to realize that management is primarily the management of people, and for the latter, it is extremely important to study the patterns of personnel behavior, psychological differences in the formation and development of individuals in a certain environment, and the peculiarities of their communication in the field of science. The relevance of this article's topic is conditioned by the above. Our goal is to identify existing risks through the study of the scientific personnel base and present suggestions for the targeted use of existing potential. To achieve this goal, we have set out to study the change in the number of degree holders in the population's gender and age structure, their involvement in the scientific-educational system, the existing problems in the process of training personnel for science, to identify factors affecting the efficiency of scientists' work, and risks.

Methodology

During the study, comparative, descriptive, economic-statistical, and synthesis methods of scientific research were applied. For the purpose of analyzing the dynamics of the scientific personnel base, we studied the data from comprehensive censuses-three censuses conducted in independent Armenia. To mitigate temporal gaps, these were combined with administrative registry data, which naturally do not reflect the complete picture. Based on official statistical data, we calculated the productivity indicator per scientific worker and presented its dynamics over the last ten years. Scientific works related to the field, normative legal acts regulating the field, official statistical data, and various reports served as the information basis for the article.

Literature review

In the second half of the last century, considering that knowledge had become the third factor of production in leading economies, Paul Romer proposed making knowledge-based technology a component of the economic system in neoclassical theory [Romer, 1986, 1002-1037]. According to T. Courchene «...knowledge, along with human capital, is increasingly finding itself at the cutting edge of competitiveness, while social policy stemming from old-style economic policy becomes insignificant in terms of growth and innovation» [Courchene,2004]. Knowledge, unlike materialized resources, is not consumed during use but is continuously reproduced, which ensures high economic efficiency today and in the future. Soviet Armenia was one of the most active centers of science, research and development work, and high-technology production in the former USSR. At its peak growth point in 1987, about 100,000 specialists worked in the field of science and technology [Armenian information technology report, 2004-2010]. Today, the situation is not quite satisfactory, although the country's government has periodically adopted strategic development programs for the field. Thus, the RA Science Sector Development Strategy for 2017-2020 analyzed the field's strengths and weaknesses and established performance evaluation indicators for the program [Resolution 35, 2017]. Perhaps one of the most important challenges is increasing the field's attractiveness for young people. It was for this purpose that the RA Minister of Education, Science, Culture and Sports approved the «Program for Involving Young Personnel in the Field of Science».

Scientific Novelty

Our research allows to identify existing risks through analysis of scientific personnel base data, as well as to characterize the dynamics of change in scientific personnel potential, and its degree of utilization. The issue of aging scientific personnel has been addressed, and the reasons for the field's low attractiveness for young people have been revealed. The productivity of scientific workers has been calculated, and its dynamics over the last ten years have been presented. The analysis of data supporting scientific and educational institutions' contribution to scientific personnel training is also useful.

Analysis

Increasing the effectiveness of human resource management in the field of science implies the evaluation of individual characteristics by the leader, revealing and developping potential. In addition to having professionalism, deep knowledge, and high responsibility, the leader must be able to create a harmonious and capable collective. Like every field, science also puts forward qualification requirements for personnel, which in our formulation are:

- High mental, creative, analytical, and informational abilities, necessary knowledge;
- Clear understanding of the goals and directions of regulating society and human life activities, economy, ability to contribute to the formation of certain behaviors, values, and attitudes of citizens;
- Enjoying high authority and respect in society;

- Contributing to the harmony and effectiveness of social relations and phenomena through their work; this should be achieved through the materialization of their scientific output;
- Ability to properly represent the country in international platforms through scientific publications;
- Without diminishing the value of the above considerations, in our conviction, the most important is the presentation of applied suggestions aimed at national economic development.

Table 1. Movement of degree holders according to the results of 2001, 2011, 2022 censuses, person

	By age groups				
		26-29	30-39	40-49	50+
	Total	**2001**			
With a scientific degree	7946	261	822	1765	5098
Men	5382	203	494	1188	3497
Women	2564	58	328	577	1601
Urban	7488	245	723	1636	4884
Rural	458	16	99	129	214
2011					
With a scientific degree	5786	477	1024	711	3574
Candidate of Science	4746	477	964	608	2697
Doctor of Science	1040	-	60	103	877
Men, Candidate of Science	2886	342	595	300	1649
Doctor of Science	786	-	36	63	687
Women, Candidate of Science	1860	135	369	308	1048
Doctor of Science	254	-	24	40	190
Urban Candidate of Science	4409	425	882	563	2539
Doctor of Science	978	-	52	92	834
Rural Candidate of Science	337	52	82	45	158
Doctor of Science	62	-	8	11	43
2022					
With a scientific degree	6108	290	918	907	3993
Candidate of Science	3035	290	445	459	1841
Doctor of Science	3073	-	473	448	2152
Men, Candidate of Science	1780	188	283	233	1076
Doctor of Science	1252	-	229	108	915
Women, Candidate of Science	1255	102	162	226	765
Doctor of Science	1821	-	244	340	1237
Urban, Candidate of Science	2921	262	412	459	1788
Doctor of Science	2610	-	352	401	1857
Rural, Candidate of Science	114	28	33	-	53
Doctor of Science	463	-	121	47	295

Source:https://www.armstat.am/am/?nid=82&id=2623,https://armstat.am/am/?nid=187, https://armstat.am/am/?nid=748

Looking at the dynamics of census-based data, one can notice that the Republic of Armenia inherited a better legacy in terms of the number of scientists from the Soviet system. Thus, according to the 2001 census results, 7,946 scientists were registered in Armenia; ten years later, in 2011, the indicator decreased by more than 27 percent, and in 2022, despite recording a 5.6 percent increase compared to the previous census, it is still 23.1 percent behind the 2001 indicator. Perhaps it would be more correct to consider the indicator in relation to the population number; in this case, we have 0.272 percent in 2001, 0.209 percent in 2011, and 0.224 percent in 2022. The gender structure of RA scientists has changed significantly during the observed period, especially in the last decade: the share of men decreased from 67.7 percent in 2001 to 49.6 percent in 2022.

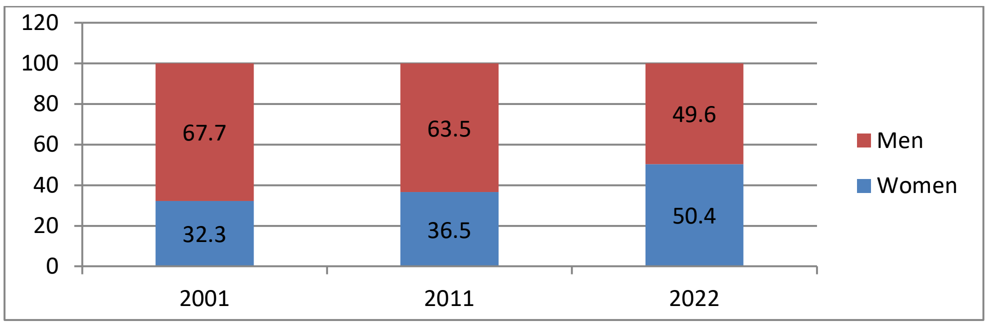

Figure 1. Change in gender structure of degree holders, 2001, 2011, 2022 censuses, %
Source:https://www.armstat.am/am/?nid=82&id=2623,https://armstat.am/am/?nid=187

The change in the age structure of scientists is also interesting: the weight of the 40-49 age group representatives decreased by 9.9 percentage points in 2011 compared to 2001, while the weight of those under 30 increased by 12.3 percentage points. The weight of the over-50 age group has been high in all years. Perhaps it is natural that the vast majority of degree holders (over 90 percent) live in the city, although a declining trend has been recorded over the years (94.2-90.6 percent).

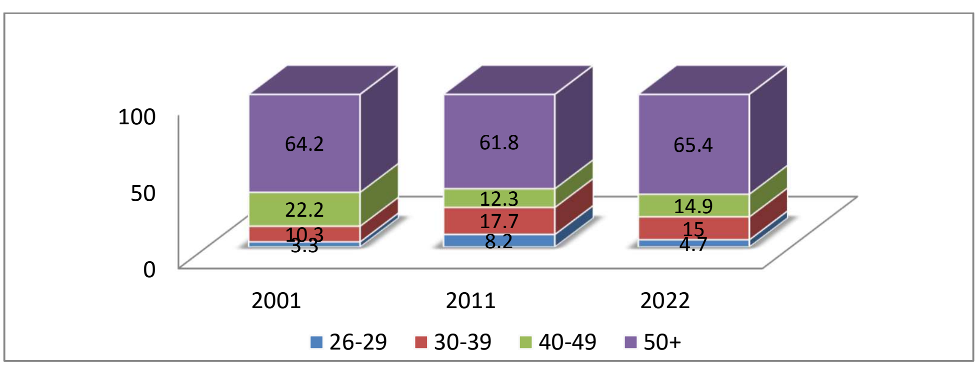

Figure 2. Change in age structure of degree holders, 2001, 2011, 2022 censuses, %
Source:https://www.armstat.am/am/?nid=82&id=2623,https://armstat.am/am/?nid=187

In 2001 and 2011, the majority of degree holders were candidates of science, while in 2022, according to census results, the share of doctors of science was 50.3 percent. This indicator does not inspire confidence, especially considering the form of data collection (according to survey), and there are also other administrative registry data according to which candidates of science make up a significant part of degree holders in all years.

Table 2. Movement of the number of scientific-educational organizations and their personnel base 2014-2023

Source:https://armstat.am/file/doc/99552303.pdf, https://armstat.am/file/doc/99516758.pdf

	2023	**2022**	**2021**	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**	**2014**
Scientific institutions, total	89	91	94	65	63	63	69	69	70	66
Researchers and technicians	4005	4003	3949	3657	3512	3552	3807	4002	4164	4514
having academic degrees of Doctor of Science	437	437	428	403	425	410	426	436	457	497
Candidate of Science	1592	1594	1542	1400	1378	1403	1553	1578	1594	1579
Volume of scientific and technical works, mlrd drams	15,8	16,7	14,4	12,3	11,8	10,9	12,2	12,1	12,6	11,5
Domestic costs, mlrd drams	16,9	17,8	14,9	13,7	12,1	10,5	11,9	11,1	11,9	10,9
Nuber of higher educational institutions	53	54	55	55	56	56	61	63	60	62
Number of teaching staff	6450	6505	6484	6538	6747	7002	7406	7598	7947	7913
having academic degrees of Doctor of Science	614	589	659	624	624	653	634	663	683	681
Candidate of Science	2758	2845	2924	2931	2972	3043	3182	3257	3352	3247
working part time	2078	2388	2261	2323	1991	1845	1990	1932	1907	2109

In 2021, the number of operating scientific organizations in Armenia increased by 45 percent compared to the previous year, with an average annual figure of 74 over the last ten years. For small Armenia, perhaps, this is not a bad indicator. The number of researchers in scientific organizations averaged 3,916 people over the last ten years. It is noteworthy that about half of the researchers in scientific organizations did not have a scientific degree in 2023. Over the last ten years, the volume of scientific research work in our country has increased by only 37.4 percent or an average of 3.7 percent annually, which is 1.0 percentage points lower than the average annual economic growth rate during that period - once again proving that scientific development is separated from economic and social development. In our conviction, it should have a leading role, contributing to economic growth as well. As a result, the productivity of one scientific worker continues to be low, having the following trajectory over the last ten years.

A significant problem is also the low level of candidate thesis defense by PhD graduates. As shown in the figure, the weight of candidate thesis defenders compared to PhD graduates in scientific organizations is higher than the corresponding indicator for universities in all observed years. The fact that the state also lacks a clear strategy for preparing scientific personnel by specialties is evidenced by the study of the professional structure of PhD program admissions or graduates. And this implies that there is no assessment of economic demand, no proper cooperation with the private sector.

The social prestige of science in Armenia has such a low level that scientific discussions are completely absent when marking the country's development goals and ways to achieve them. The main risks in personnel potential development in modern science are:
-The first group of risks relates to personnel provision, their correspondence to specific fields and research directions. Against the background of rapid technological developments, it is impossible to make medium-term, let alone long-term predictions about the number of necessary personnel in specific fields. Today, this problem is no longer solved by the state; it is partially left to those choosing the profession - students, who naturally are in worse starting positions due to lack of information. It is also extremely important to prevent brain drain from the country.
- The next group of risks is related to the initial requirements for engaging in scientific activities: they have become stricter and more diverse - high level of knowledge, work experience, ability to learn independently, perfect knowledge of languages, certain skills, etc. These requirements, considering the current salary level, are too much for university graduates. On the other hand, according to the criteria approved by RA Government Decision N2298N of December 21, 2023, those who received their first graduation document in higher professional education programs maximum 20 years ago cannot hold junior researcher positions. As a result, even a scientist of different ranks who doesn't have the corresponding number of articles in international scientific databases in the last five years cannot hold a junior researcher position and will be forced to leave the field of science.
- The third group of risks is related to the low motivation of those who chose scientific activity as a profession. When we talk about the field of science, we essentially imagine unstable employment, dependence of highly qualified workforce payment on place and time.
- The fourth group of risks is related to the choice of science development strategy. The selection of priorities in the context of growing private financing share in production and fierce competition, both domestically and internationally, depends less and less on scientists and more on those who hold financial resources.
- The fifth group of risks is related to the commercialization of scientific research. The difficulty of achieving balance between fundamental and applied research is essential for the development of scientific research and technology; recorded deviations can have negative consequences for both science and the future development of the country and the world. We believe focusing on producing knowledge with commercial demand can significantly harm the development of fundamental science.

- The absence of strategic indicators, goals, and measures to achieve them regarding the state's demand for scientific personnel by specialties can be considered the sixth risk. Clear formulation of short-term and long-term problems is also very important.
- The next group of risks is related to the international aspects of scientific activity. The balance between open and closed scientific and technological developments (the dilemma of openness versus know-how), the balance between local and international participation in scientific research, unequal distribution of talent are significant issues in the dynamics of human resource potential.
- Science is not a field that can be disregarded today, closing scientific institutions, and then quickly reopening and moving forward tomorrow when they are needed. This is the field where recovering what is lost will require decades, enormous efforts, and many times more finances than required to maintain it.

Personnel flow should be periodic in the education-science-production chain; only through the combination of these three can we rapidly develop our country.

Conclusions

The development of the personnel base in the field of science is a super-task for both the sector and the country's economic and social development. Strategic systematic steps are needed that will aim to improve the quality, number of scientific personnel, and their participation in research and innovation. Modern science should be interesting, innovative capable to demonstrating its impact on everyday life. For improving the scientific personnel potential, we have suggested:
- Create a nominal database of scientists living in RA, which should collect data about scientific degrees, titles, specialties, fields or topics of study, age, workplace, residence, completed scientific works, their contributions, etc.
- Expand the list of official statistical data: it is very scarce today and insufficient for analyses, studies, and resulting evaluations and suggestions. There is a need to change or update administrative statistical reports.
- Scientists should receive competitive salaries, social guarantees, and development opportunities. The field also needs to implement an evaluation and incentive system, where the criterion should not only be becoming a co-author of an article in international scientific databases through some tricks, but also presenting applied suggestions aimed at national economic development, the scientist's contribution to the development of that branch of science in the country.
- The quality of scientific personnel largely depends on the level of education. The post-graduate education system should integrate with the science sector development strategy to provide optimal scientific, expert, technical skills.

In our rapidly changing era, science also needs clear management models, where scientific research, publications, and scientific personnel training processes should be coordinated. Science must be closely connected with the economy working together to rapidly apply scientific research results and bear innovations.

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Main risks in the development of personnel base in science

Key words: science, personnel base, risks, scientific degree, educational institution

In the Republic of Armenia, measures aimed at promoting excellence in scientific and technical activities and creating a nationally competitive research system in the international arena must be consistent and systematic, while their effectiveness evaluation key indicators should be accessible and transparent. The formation of a synergetic system of education, science, technology and innovation, and the implementation of an effective system for the reproduction of scientific personnel in Armenia continue to remain relevant. In this context, personnel policy should be part of and derive from the science development strategy. Comparative, descriptive, economic-statistical, and synthesis methods of scientific research were applied during the study. Based on official statistical data, we calculated the productivity indicator per scientific worker and presented its dynamics over the last ten years. Scientific works related to the field and normative legal acts regulating the field served as the information basis for the article. The productivity of scientific workers has been calculated, and its dynamics over the last ten years have been presented. The analysis of data supporting scientific and educational institutions' contribution to scientific personnel training is also useful.

THE POLITICAL ECONOMY OF THE NATURAL MODERNIZATION OF ARMENIAN CIVIL IDENTITY: PROSPECTS FOR COOPERATION BETWEEN GLOBAL AND LOCAL CIVILIZATIONS

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Key words: political economy, civilization, network management, crises of development, natural modernization, civilizational challenge, culture of cooperation

Introduction

In the structure of modern political science, it is customary to study changes in the domain of theories of political modernization and development. This approach began to circulate actively after the collapse of the USSR, when the newly independent countries, including the Republic of Armenia, had to answer the challenges they faced with the objective question "Where is the world going, and where are we going?" In order to value-based self-determination in an accelerated time, it was first necessary to master (learn) political science, since within the framework of the USSR's concept of "developped socialism," that science was declared "false" and "capitalist." That is why Z. Bzhezinski claimed that the most fundamental reasons for the epochal collapse "… are philosophical, since history and concepts of human nature were fatally incompletely interpreted. Thus, the failure of communism is an intellectual failure" [Bzhezinskij, 1989, 226]. Agreeing with Brzezinski, one should note that even after the collapse of the USSR, social scientists of the newly independent countries did not develop new paradigms to adequately respond to the existing challenges, unconditionally trusting the modernization models proposed by experts. Meanwhile, the demand of the time was to systematically analyze and study the playful nature of transformations taking place in multidimensional time, with its cause-and-effect relationships, through the prism of a scientific-analytical paradigm. In fact, a new socio-economic and spiritual-cultural value space of modern Armenian society emerged in the logic of radically dismantling the Shiite, emotional, and Sovietism. This was followed by the fact that the sociologists of the "Homo Sovieticus" group, who were engaged in the analysis of socio-political transformations after independence, not only failed to predict the outcome of the process of political development called the "democratic transition" of linear liberalization and "voucher" privatization, but also did not attach importance to the game logic of the model of democratic "transition to consolidation" political development based on the (neoliberal) ideological basis.

Hence, politeconomic modernization and development in the post-Soviet countries took place in the 50s of the 20th century according to the rigid dichotomy of "traditional-modern" values of African and Latin American countries. The fact that already in the late

1960s, considering the ineffectiveness of the changes that had taken place, political scientist J. Alexander had recorded the "irreversible end" of the theory of modernization was ignored'' [Alexander, 1994, 175]**.** The basis of such a harsh opinion was the destructive experience of the newly established democratic value orientations of political development in Latin American and African states, which had settled the socio-ethno-cultural chaos on the basis of "running/catching up" modernization. This forced these societies to re-evaluate the traditional and question who they were, what their prototypical values were: myths, symbols, rituals, language, religion, historical memory, customs and public institutions. Hence, the interest in political modernization was interpreted in a new way when the newly independent post-Soviet countries, as new centers of modernity, were involved in this complex process [Tiryakian, 1991, 165-180]. Meanwhile, already in the 70s of the 20th century, summing up the crises of political development that arose in African and Latin American countries, it was proven that political modernization has a civilizational dimension. In addition, since the 90s of the 20th century, transition scholars have admitted that the transformations carried out for the purpose of democratic transition have not yielded the desired results [Bauman, 2008, 240], since they were based on a mechanical model of flowing modernity and political modernization, not on the application of civilizational dimensions [Margaryan, 2017, 21].

Therefore, the question of "Where is the world and us going?" remains relevant for the Republic of Armenia and the post-Soviet countries to this day. The emergence of Gorbachev's perestroika in the newly independent countries, fueled by the opportunities of "voucher privatization" of accelerated and mechanical socio-political changes, and the revolutionary changes carried out by the first generation of "new rich" elites, were followed by crises of political development (distribution, mobility, participation, identity, legitimacy). The alienation, poverty, emigration, and marginalization created as a result of these crises more than revealed the vulnerability of the linear liberalization model of "democratic transition". Hence, the elites and political analysts of the newly independent countries were forced to reassess the network nature of the mechanical transformations of local civilizations, saturated with uncertainty and economic turbulence [Margaryan & Margaryan, 2024, 3-20]. Based on the above, it is possible to substantiate the approach that this process of establishing a new world order, saturated with multi-level uncertainties, turbulence, post-truth, neo-Malthusianism, neo-Machiavellianism and manipulative technologies, has put forward new imperatives for theories of political modernization and development. Therefore, it is necessary to harmonize future-oriented, possible development approaches to the processes of modernization of humanity (formational, anthropological, hermeneutic, cultural, environmental, scientific and technical) into a single theoretical and applied whole. Hence, the natural modernization of local civilizations must be considered as a unit ensuring stable balance and viable diversity, a spiritual beginning. Moreover, we are convinced that such an approach is the imperative of the time. In other words, the approaches substantiated in the theoretical plane should become a basis for revealing not only the civilizational reasons for the periodic manifestation of crises in the political development of the Republic of Armenia, but also for ensuring strategic cooperation between the state, church and diaspora in order to prevent it. Otherwise, it is possible that the crises of public coexistence, alienation, marginalization and political development of ensuring security, manifested in a new quality as a result of the "velvet revolution", will not be overcome. At the same time, it should not be ignored that the crisis of public coexistence was initially manifested in Armenia, since in parallel with the process of the dissolution of the USSR, political modernization and development were implemented by circulating several vectors promising democratization: the elimination of the consequences of the tragic earthquake in Spitak (December 7, 1988), the solution of the Karabakh issue with the "Union" demand, and the active internationalization of the "Hay Dat". In other words, the transformation process was initially multi-vector, while the voucher privatization process that began was linearly liberal, which aimed to dismantle the Soviet state wealth considered national, but the state established norms of social responsibility towards the newly formed "first generation of the rich" and foreign investors. As a result, today, the study of the issues of natural modernization of civilizational identity in the process of establishing a new world order is dictated by the new quality of socio-economic relations being formed between the "power poles" striving for dominance and the political-economic ruptures of "center-periphery" state power and power relations. Periodic wars, revolutions, ethnic cleansing, emigration, poverty testify that the global process of political modernization and development, with all its components, stages game scenarios that destabilize the humanization of global and national capital, the idea of tolerance, the rescue mission, and intercultural ties.

In this regard, the axis of the civilizational challenge is essentially twofold. First, political economy, engaged in the study of the distribution, consumption, and accumulation of production results existing at different stages of society's development, presents certain requirements to modern societies in order to maintain biopolitics and the ability to naturally modernize: to ensure social responsibility, management of results, public coexistence, and security with an expanded agenda. Second, these are requirements posed to modern societies, which, adapting to sharply changing conditions, are obliged to ensure economic development and human relations in the process of productive work, income distribution, and capital accumulation. Therefore, natural modernization is the basis of the value system of civilizational dimensions of socio-economic, moral-psychological and political development of society. This multidimensional process assumes that there should be an integration of global and local civilizations without a mechanical equalization of the civilizational order, without considering local spaces as a source of cheap labor and raw materials, without losing resources for self-realization and self-presentation, without encouraging the interests of countries with unfounded ambitions and imperialistic tendencies. The multi-level list of civilizational challenges of our time aimed at the Armenian society, the Armenian Species, and the RA - Diaspora relations suggest that after the ethnic cleansing of the Republic of Artsakh, which has the status of an “unrecognized state”, it is necessary to implement strategic forecasts within the framework of a scientific-analytical paradigm aimed at the strategic future of the country. This will provide an opportunity to ensure rational competitiveness, emphasizing cooperation with the dominant forms of civilization and not encouraging the decline of the Species, alienation, and emigration through self-rejection and self-destruction. Thus, in order to systematically present, interpret, and predict the theoretical and methodological analysis of the problems of the natural modernization of civilizational identity, we emphasize the imperatives of political and economic cooperation of global and local civilizations.

Research methodology

Considering the multi-layered nature of the problem, we have applied structural-functional and synergistic methods. From the perspective of the structural-functional method, we have considered that we can offer the prospects for institutionalizing the future toolkit of the civilization of change. By paralleling the structural-functional and synergistic methods, we have substantiated the possibilities of overcoming the current problems of local (in other words, Armenian) civilization and its natural modernization. And by applying the synergistic method, we have proven that society, as a complex system, includes such characteristics as nonlinearity, imbalance, bifurcation transition, the possibility of random fluctuations (fluctuations), etc. In this case, the factors determining mirror, reflected, mechanical modernization sharply increase. According to O. Toffler: "...the Prigogineian paradigm is particularly important in that it focuses attention on those aspects of reality that are characteristic of modern accelerated social changes: instability, disruption of the existing order, imbalance, nonlinear relationships, where the smallest signal at the input can have a strong response at the output, and frequency can increase sensitivity over time" [Tofler, 1986, 16-17]. And as a result of such interaction, the system passes to its new, stable state through self-organization and self-development. We are convinced that the use of structural-functional and synergistic methods is promising, as it reveals the peculiarities of the modern stage of development of cognitive science. From this point of view, we have tried to reveal the dangers of the mechanical selection of universal civilizational values presented to local civilization (in our opinion, Armenian) in a metaphysical sense and to develop specific aspects of natural modernization.

Literature Review

The research problems in this work are dictated by the logic that from a metaphysical point of view it is necessary to assess and value not only the evolution of global civilization, but also the ontology of one's own coexistence (people, nation, state) in this sphere. In this regard, we have emphasized the approaches of the English thinker D. Hume (1711–1776). Taking the consequences of the English bourgeois revolution as a basis, he interpreted civilization in the realm of "liberalism, nation, civil society" as a means of overcoming the problems that have arisen through purposeful, silent and persistent work, self-government and the conclusion of a "pact" of cooperation. This model was adopted by the Scottish enlightener, professor of moral philosophy at the University of Edinburgh A. Ferguson (1723–1816). Being a representative of English classical political economy, A. Smith's (1723-1790) friend A. Ferguson presented civilization as a certain level of self-government, where the dominant social classes develop cities, literature, and culture through their purposeful, silent, and persistent work, and society, maintaining the norms of coexistence, experiences progress. Placing the establishment of citizenship at the basis of the development of civilization, A. Ferguson developed his model of social progress as an ideal of coexistence, morality, and responsibility. In this way, he substantiated the laws of economic development and accumulation of national wealth developed by A. Smith, as well as the relationships between people, the process of productive labor, income distribution, division of labor, and capital accumulation as a certain result of political and economic development, and not a consequence of revolution [Smith, 2007, 960]. The scheme of the three stages of human development: savagery, barbarism, civilization, developed by A. Ferguson [Ferguson, 2000, 138-139], was used in their works by L. Morgan ("Ancient Society", 1877) and F. Engels ("The Origin of the Family, Private Property and the State", 1884).

Based on today's revolutionized realities and consequences, it can be said that A. Ferguson's approach remains topical in a philosophical sense, since it has stood the test of time: civilization means gaining power and wealth as a result of thrift and hard work, and not through revolution. Thus, the ideas of A. Ferguson and K. Marx's ideas are radically different. Marx substantiated the formational approach to the development of civilization, proving the idea of the dictatorship of the proletariat and the inevitability of world revolution. And Ferguson, emphasizing the communal form of self-organization of society, painted humanity's transition to civilization as a political-economic basis for the creation, accumulation and maintenance of good in groups whose members were ontologically useful to each other [Ferguson, 2000, 391]. Following the approaches of A. Ferguson and A. Smith, the issues related to the unique use of the concept of "civilization" were divided into two directions: anthropological, which studies the transition of primitive societies to civilization, and sociological, which focuses on the processes of historical experience: self-development and self-modernization of society, nation, state, and individual [Abramov, 2008, 195]. On such a theoretical basis, by systematizing the literature we have studied, we have considered the process of political modernization as a rejection of the rigid dichotomy of “traditional-modern” values in favor of emphasizing the strategy of measuring civilization. From this perspective, we have substantiated the strategic, apocryphal and ontological significance of the civilizational dimension of political modernization and the culture of power implemented by the ruling elite. We are convinced that without the implementation of the civilizational dimension by the strategic elite (according to A. Toynbee, the creative minority), it is impossible to overcome the uncertainties, turbulence and crises of political development in the Republic of Armenia [Margaryan, 2004, 312; Margaryan, 2005, 303].

Analysis

The dominant discourse in modern Armenian reality is the a priori emphasis on the leading role of humanistic demands on the ruling or power-seeking forces. The existing discourse lacks the critique of postmodernism, the postmodern perspectives of metamodernism, and the ineffectiveness of the problems of overcoming the crises of current political development, uniting the dispersed, fragmented, and postmodern society, subjecting the consequences of the decline of the Armenian SSR to scientific analysis, and increasing the social responsibility of capital. The socio-economic structural-functional, systemic, and phenomenological analysis of the "center-periphery" of the newly independent countries proves that it is impossible to objectively analyze the trajectory of their chronic crisis situations (alienation, poverty, unemployment, emigration) if the imperative of the natural modernization of civilizational identity is ignored. All this implies a new quality of knowledge, a new language for revealing, to describe and explain different events, styles, and lifestyles. Naturally, the cognitive aspects of modernization must crystallize either as completely new or as newly developed within the domains of previous discourse, on the basis of which the forms that have preserved the vitality of the originality of civilization are emphasized. We present the discursive construction of these qualities and forms as a convergence of two interconnected processes: first, the degree of kaleidoscopic theatricalization of rapid changes in events in reality, and then, considering deliberative communication in all social dimensions as a strategy for the natural modernization of the political project of civilizational identity. Hence, it is impossible to analyze the essence of maintaining public order, the nature of power, cultural practices without its political economic foundations. Why, because the civilizational structure is determined by the value-based resources that structure the political economic foundations of personal and social practices - through the responsibility of capital, the level of income management, the introduction of technologies, the value saturation of free time, and not through mechanical imitation (Imitation).

Thus, the problems of civilizational dynamics have increased: Armenian society without the civilization of capital, the humanization of state administration may periodically encounter not only the socio-cultural, but also existential Moreover, the topic of modernization of the economic market and capital of the Republic of Armenia remains imperative, as a rupture has arisen between the natural modernization of Armenian civilization and the political modernization of the Republic of Armenia [Margaryan, 2019, 312]**.** It is urgent for Armenian society to raise the issue of the place and role of social responsibility and public coexistence in ensuring spiritual security by the economic and political market, in parallel with its integration into global civilization. This, of course, is not a mechanical identification and acceptance of the modernization (Westernization) model through linear liberalization, but the ability to present oneself with one's own identity in the modern civilizational structure, to cooperate. The pivotal moment of change, in our opinion, was 2008, first with the tragic events that unfolded on March 1, and then with the brutal manifestations of the general economic crisis in Armenia. Paradoxically, this flow of fears, threats and dangers quite organically fit into the general trend of development and harmonized with the monotonous rhythm of public life. The national financial and banking business, which had previously been in a "shadow" or "establishment" status and "oscillating" between political forces and "power poles", clarified its global connections, which emphasized not only its speculative nature, but also the fact that it enjoyed state support. Hence, the 2008 crisis in Armenia created a two-level "mutually agreed oligarchy" between different generations of the new rich, the new rich and the state, as well as the high-ranking state bureaucracy. Meanwhile, the state, as the supreme institution of the political system, was supposed to take on the role of the initiator of new national projects, the organizer of the main spheres of public life, the guarantor of social justice, the maintenance of the norms of coexistence, and the provider of spiritual security. But the state of Armenia first of all protected the interests of big capital, and the threats of movements pregnant with social rebellion forced it to stage a new, "velvet" version of the "color revolution" [Margaryan & Margaryan, 2021, 342]**.** The inefficiency of the state, more precisely, its assumption of the status of a group power in agreement with capital, was accompanied by the activation of "soft power" in the structure of civil society. Hence, the Armenian person, alienated from his historically formed civilizational territory, either became a network actor importing foreign civilizational values, or emigrated.

The establishment of a new world order is accompanied by powerful civilizational transformations, which has attracted the maximum number of participants from all over the world into the orbit of global economic turbulence. Those who have been attracted by the illusory temptations of the values of mass society and the pleasures of insatiable consumption have appeared in the new civilizational vortex and continue to actively assume roles. This complex process is presented as a progressive phenomenon, but the fact that progress implies ensuring the competitiveness and increasing the efficiency of one's own resources (natural, human) through self-control and self-realization is ignored. All those who accept progress as a kind of opportunity to admire the power of transnational economic and cultural networks, as well as to fanatically believe in their magical equality and freedom, are in for disappointment [Margaryan & Margaryan, 2024, 179-192]**.** This is evidenced by the politics of the "Arab Spring", color revolutions, the collapse of Syria, the Russian-Ukrainian war, the decline of the Republic of Artsakh. These are the troubled nodes of civilization, which can both become active and multiply due to the ongoing rearrangements between the “power poles”. In this regard, the decline of the Republic of Artsakh, which was subjected to ethnic cleansing after a year of blockade and had the status of an “unrecognized state” for 30 years, is very noteworthy. The question that the issue has not been resolved, which is voiced by both Armenians, Artsakh residents, and international structures, is fraught with uncertainties and political risk. In fact, the ethnically cleansed Armenians of Artsakh can be drawn into games with an uncertain outcome staged by the “power poles”. It is obvious from the above that in the process of natural modernization in the Republic of Armenia, the main thing is to be the quality of the functioning of the political order and institutions of the political market management is conditioned by the nature of the actions of "continuous reforms from above". In other words, the process of natural modernization is not carried out in the conditions of a social tabula rasa, on which any political program can be "written". It is primarily influenced by the cultural traditions of the exercise of power and the quality of social responsibility of the capital owned by the "new rich".

In fact, natural modernization is conditioned by factors of ensuring national and state-building, socio-economic, cultural-value and spiritual security. Summing up the process of democratic transition of the Republic of Armenia, in relation to the mentioned factors, the political elite can be accused of choosing a destructive path of "mutually agreed group-government" development. Therefore, there is reason to conclude that marginal (protest bearer, insurgent) individuals who have appeared in a divided social space, as the standard-bearers of "color revolutions" who have assumed the sacred duty of making just changes, question their group interests the ontological features of historically crystallized civilizational key components. This also gives rise to insurmountable uncertainties, since natural modernization implies many scenarios of political consolidation, the choice of which requires an objective analysis of the crises of political development from the elites of the Republic of Armenia and the Armenian society. Such an approach will allow us to substantiate that the main characteristic of natural modernization in the Republic of Armenia is the active application of the “reforms from above” or “revolution from above” scenario, as well as the rejection of the “winner takes all” principle of governance. In this regard, the democratic “transition-consolidation” process in the Republic of Armenia has certain parallels with all transitional countries, whose political systems are formed, established, and transformed under the conditions of both mechanical and natural modernization of civilizational identity. Which condition is dominant depends on the quality of cooperation between the political and economic forces generating the value system of the political agenda, the level of government responsibility, as well as the political and economic convergences of civilizations. It follows from this that political and economic changes in society clearly affect the mentality, normative value systems, behavioral stereotypes, and concepts of ensuring security. A radical shift is taking place in the moral-value-normative center of gravity formed in historical time: a dispersed polynormative decentralized cultural environment is actively created and developing in parallel with mononormative cultural environment [Bauman & Donskis, 2019]. The universal networking of the social environment of the quality of culture, moral norms, and religion that ensures common coexistence reaches an extreme: on the one hand, the devaluation (neutralization) of national culture, on the other hand, the fulfillment of the dream of becoming a participant in a life saturated with irresponsible consumption. In this uncertain process of socio-economic and cultural-civilizational network changes, a theatricalization of the "rejection" of the identity of Armenian civilization has taken place, conditioned by the presentation of alternative democracy by "soft power".

Discussion of the results

Human resource management in business, politics, science, and education (migration, outsourcing, transnational networks) testifies to the rapid civilizational movement of the Armenian people in the new socio-cultural map of the global civilizational space. The need to provide effective responses to the various civilizational challenges of our time requires cooperation between civil society, government and business operating in the homeland-diaspora-host state network dimension. As a systemic whole, cooperation includes appropriate knowledge, skills, merits, goal-setting based on self-discipline, self-actualization and self-realization. As a result, the Armenian "I", adopting the principle of "cooperation is the basis of security", gets the opportunity to cooperate with various "I". In this process, the issue of modernization of national identity and cooperation cannot be separated from the politics of the state, a state whose main duty is not to reject public coexistence by calling its citizens to irresponsible freedom, but to make them virtuous through education and moral discipline, enlightening their minds, purifying their hearts and teaching them their rights and responsibilities. Education anchored on the logic of cooperation is a process that ensures the fundamental values of security, where the value of a person's socialization is determined by the ability of the ruling elite to modernize the political and economic market. Accordingly, it will provide an opportunity to ensure national security through the development of a civic stance and an expanded agenda [Margaryan, 2018, 193-200]. From this perspective, it is necessary to combine the best Armenian national traditions formed in the course of history - the creative essence, diligence, spirituality - with the scientific and educational innovations of the West, which will enable the Armenian person to establish himself as a person and respond to challenges. In this context, the following observation by A. Meneghetti is noteworthy: "Freedom from the Lord does not yet imply the achievement of freedom. Physical obstacles are eliminated, but the problems of becoming a person, realizing oneself and building one's own "I" remain as before [Manegetti, 2007, 80]. By emphasizing the rational management of human resources, it is imperative that national competitive education be considered a network process of self-realization of cooperation and purposeful participation, which includes planned learning of ideas of apocalyptic significance for strategic reasons.

The value system of purposeful participation, creating a strategic environment for civilizational contacts, allows not only to naturally modernize the identity of Armenian civilization with the help of the culture of RA – Diaspora - Church cooperation, but also to make it viable, ensuring a place and role in the network domain of global politics.

The approach proposed by us is based on the approach of "civilization as a zone of authority and network communication" developed by R. Collins. R. Collins defines civilization as a zone of self-expression of authority, which has one or more centers where symbolic objects of various types that attract people's attention are produced. According to R. Collins's zone of civilizational attraction always has two social aspects or spheres of action: a) civilization as a zone of loyalty and social identification of people living on the periphery of civilization and representing it; b) civilization as a network of attraction that penetrates over a large area from one civilizational zone to another. Any civilization is characterized by territorial flows of people in two directions. One is directed inward - to centers of civilizational authority, which attract students, tourists and other visitors temporarily from the periphery of the given zone and from other civilizational zones. The second is in the opposite direction - the flow of teachers and missionaries from the centers of civilization to the peripheral regions of the civilizational zone and beyond its borders [Collins, 2001, 421–437]. The sphere of influence of a civilization is a network structure of social contacts, flows of people and their attention. For this reason, civilizations are always larger than societies or states, that is, social systems that have borders. Centers of civilization can be located within states and depend on them, but the authority of centers of civilization can go beyond the borders of the state. Criticizing the idea of civilization as a static, monolithic and fixed entity in one territory, R. Collins substantiates the approach that civilization is a sphere of influence, not just a cultural code. The acceptance of civilization as a zone of authority allows intellectual groups to be active in the representation of cultural diversity. It thus creates a common space of attention, where the main components of civilizational creativity are competing positions or schools of thought, which intersect at a common center or are connected to each other at several centers (these can be cities, monasteries, universities). Even if there is only one center, it is creative, because it is the point of intersection of competing positions. It is at this point that the introduction of civilization takes place. Here R. Collins makes several generalizations. First, not only ideas or even religions, but also entire forms of social structure can be imported through these networks of cultural contacts. The frequency of this importation varies historically and depends on the balance of economic and political power between the exporting and importing civilizations. Second, importation can occur repeatedly, over centuries, and through various channels of influence from a neighboring civilization of high prestige (for example, Chinese civilization was not only Buddhist or Confucian, but also a combination of these and other elements). Third, in some historical periods, a new civilization is created from the combination of imported and local elements, which deliberately breaks or at least significantly weakens its ties with the civilization on which it depends. But even in this case, movements of civilizational autonomy owe their formation to the interaction or the inter-civilizational intolerance they confront. According to Collins, the network manifestation of civilizational autonomy is not a simple reflection of geopolitical and economic relations, but has its own specific cultural dynamics. It is based on social networks of intellectuals and organizations, which provide a material basis for cultural production. Therefore, when an organization of the intellectual world is created in the territory of the peripheral zone, which develops its own local creativity, then new groupings appear in the area of intellectual attention, which are no longer directly dependent on import chains. R. Collins especially emphasizes that no civilizational zone of authority has ever been isolated: each of them, through network dynamics of both attraction and repulsion, has been shaped by others, and has itself shaped others. Hence, the autonomy of civilizational authority depends on geopolitical and economic hegemony. As R. notes Collins, politically and economically focused sociological models, such as world-system theory, adhere to the approach that hegemonic position in geopolitics or the world economy leads to cultural dominance. But in reality, neither geopolitical nor economic hegemony automatically creates a center of civilizational authority. This can be proven by historical examples, when a people enclosed in a politically weak, conquered or economically backward region nevertheless creates a center of civilizational authority, where, in parallel with the flows of representatives of geopolitical or economic hegemons, there is a desire to fill time with cultural flows. Thus, although the Roman military organization conquered Greece, Greek civilization retained its authority and achieved cultural absorption by Rome. From this point of view, the presence of Armenian culture in the global space at all times is very remarkable. In this sense, the example of the Mekhitarist Order, founded in Venice on September 8, 1717 by the abbot of the Benedictine Order of the Armenian Catholic Church, Mkhitar Sebastatsi, and still in operation, is valuable. During their activities, the monks have published numerous Armenological, religious, and scientific works [Pztikean, 2003]. Theoretically, the conditions that foster civilizational creativity (at least in the intellectual sphere) and, consequently, prestige are different from those that ensure the achievement of geopolitical and economic dominance.

To become a zone of civilizational prestige that attracts foreigners, Armenia must not only develop its existing social and spiritual structures, but also create new ones. They will create organizational conditions to support the intellectual creativity of a small number of competing schools. Such networks have been built in Armenia since the time of city-states and institutionalized in the higher education system, which has supported creative competition for centuries. Such structures were created in Armenia in different centuries under the auspices of the Armenian Apostolic Holy Church. Of particular importance is the University of Gladzor, which operated in the 13th-14th centuries, which contemporaries called the "Second Glorious Athens", "Capital of Wisdom", "Famous University" [Encyclopedia, 2002, 215]. The role of the University of Tatev, which operated in the 14th century (1375), is also great, which, according to Hravard Hakobyan, "The 10th century university of Tatev was the first in the Christian world [Hakopyan, 2009, 180]." In these and other educational centers, the idea of Spiritual Armenia was formed and developed. Guided by this basic knowledge, we consider it necessary to consider the idea of Spiritual Armenia, formed in the course of history, in the context of the natural modernization of the Republic of Armenia and ensuring its security, emphasizing the issues of spiritual, socio-economic and individual development of the Republic of Armenia and the Diaspora.

The idea of "Spiritual Armenia" is a special value phenomenon for overcoming the uncertainties of our times, the basis of the spiritual vitality of Armenian civilization, the existence of which not only gives us the opportunity to restore the connection between phenomena and clearly answer the question "Who are we?", but also to find out how to have a worthy PLACE and ROLE in the global governance system. As such, the Armenian community, with its readiness to respond to the challenges thrown at it, and why not, also to throw challenges, is obliged to overcome the crises of political development through vitality, solidarity and consolidation, as well as to naturally modernize itself in line with the imperatives of our time. Therefore, the natural modernization of "Spiritual Armenia" implies is the implementation of biopolitics in line with the essence and nature of our time, based on new information and communication technologies, with the aim of truly humanizing the culture of public coexistence and the exercise of power. The idea of "Spiritual Armenia" has a profound political and civilizational significance, we propose to consider it from now on as a systemic whole that naturally modernizes Armenian reality through the adoption of the values of our time: competitive education, social responsibility, public coexistence, lasting socialization of the individual, ensuring security with an expanded agenda, civic culture, results and future management policies [Margaryan, 2004; Margaryan, 2023]. At the same time, the idea of Spiritual Armenia can serve as the basis for a new network-institutional cooperation between the Homeland - the Diaspora and the Church, increasing the level of responsibility of secular and spiritual classes. In essence, R. Collins's approach clearly demonstrates how challenges to local civilization can be overcome through a network approach. In this regard, the network manifestation of Armenian civilization, due to its wide spatial coverage, can provide representation in many layers of global civilization, increasing the possibilities of presenting Armenianness through the functionality of the Armenian Network. The development of the Armenian Network is primarily aimed at presenting its own political culture in the midst of the multi-civilizational relations of time. In this regard, the crystallization of the spirituality of Armenian civilization in the sphere of multidimensional relations is of great importance, the continuous implementation of which will lead to its equal participation alongside major civilizations. In fact, the development of the Armenian Network is an attempt to present the unique Armenian political culture to the world, which will create the conditions for full participation in the work of the global political society, as well as prerequisites for occupying more advantageous positions in the implementation of a new international division of labor. This trend, within the framework of the scientific-analytical paradigm, by giving a multi-vector nature to RA – Diaspora - Church relations, will increase the possibility of real use of the resources of the Armenian network. It follows from this that the network actors of the Armenian civilization, by expanding cooperation, will have the opportunity to influence the balanced development of the administrative-territorial units of the RA and the development of deliberative communication through their manifestations of interaction. At the same time, in accordance with the imperative of the time, the Armenian civilizational network can create an opportunity to cooperate with the world community in various dimensions.

The culture of cooperation, as a value system providing ideological, normative and role incentives, assumes that the most important resource of the civilizational political project in the process of social transformations is competitive education, political, national, civic consciousness, responsible participation and is a person who has the opportunity to freely express his or her civilized identity. All these incentives play a decisive role in the formation of the middle class and the openly recruited ruling elite as carriers and creators of deliberative communication. In this case, the task of governance is the transition from a marginal-populist model of participation to a liberal model. It is undeniable that populism "simplifies" the political space, replacing the complex multiplicity of "differences" with a clear dichotomy, both poles of which are not certain [Laclau, 2005, 18].

As a result of the value simplification, dispersion, and also the oscillation of the political space, the marginal populist participation model in the Republic of Armenia is implemented on the basis of the non-institutionalized principles of the "iron law of group rule" and pursues the preservation of the role monopoly. Ultimately, the actors of the marginal-populist model revolutionize the behavior of society. With this logic, we consider it necessary to emphasize the transition from postmodernism to metamodernism as a mechanism for increasing the viability of Armenian civilization by responding to challenges.

The experience of political development accumulated in the course of history proves that political subjects constantly strive to include new actors in the field of political project design of their civilization. These actors, as "soft forces" belonging to alternative civilizational centers, invade the spatiotemporal space of other states and societies with their value system, becoming "centers of gravity." This phenomenon often causes the reevaluation of archetypes in the structure of civilizational political projects and the emergence of conflicting value contradictions. In order to explain the essence of such conflicts and obtain balanced answers, it is necessary to define the concept of a "civilizational political project" as a hierarchical and networked self-governing system that synthesizes the ideas and resources necessary for natural modernization, creates its institutional foundations [Margaryan & Margaryan, 2024, 79-95]. In order to consider it as a basis for natural modernization and ensuring security, it is necessary to take its historically formed socio-cultural energy as a starting point. It is a phenomenon formed and transformed in the historical context on the basis of a cultural text (culture as a text) - symbolic capital transmitted with semantic nuances, religious, ritual, customary, as well as a form of institutional memory of the state and other structures, and social codes of conduct [Klifford, 2004, 560]. Being a comprehensive description of the potential and vitality of social communities (state, nation, society, individual) formed and developing in the historical context, it has the ability to both adapt to global challenges and silently, naturally modernize its own identity. At the same time, the mechanisms for activating "sociocultural energy" are directly related to its "energy sources" (government, state, army, writing, literature, educational system, symbols, religion, church, translation art, archetypes, etc.) [Eisenstadt, 2000, 21]. It should be noted that in the course of historical development, not only the models of transformation of civilizational political projects change, but also the "sources of energy" - as well as the "multiple fields of transformation (cyclic, linear, impulse, segmental models) that nourish them and are full of conflict tensions" [Eisenstadt, 2004, 48-66]. In order to reduce the conflict nature of the transformations of civilizational political projects, it is necessary to converge the mechanical and natural processes of modernization. This duality is our formula for ensuring intra-civilizational dialogue, a defensible state and citizen security, which will enable Armenian civilization to maintain its fidelity to its cultural text through the quantitative and qualitative growth of public institutions, creating a strategic development model of "a smart society, a responsible state, a citizen with political, civil, national identity". In fact, by emphasizing the development and implementation of the principle of a scientific-analytical paradigm implemented at the institutional level, we clearly substantiate the goal of our work: the civilizational political project is the basis for natural modernization. And this guarantees the provision of both deliberative communication and an expanded security agenda in the Republic of Armenia at the same time. Such an approach, with its game logic, definitely implies strategic thinking, which "…is based on fundamental skills and helps to understand how to get the most out of them" [Diksit & Nejlbaff, 2015, 15]. It follows from this that the strategic development model of "smart society, responsible state, citizen with national, civilizational, political, civic identity" has a spatiotemporal comprehensive nature, since its structural multi-layering ensures the process of natural modernization of the military-political, geopolitical, socio-cultural and human resources of the civilizational political project. In other words, only with the presence of strategic thinking is it possible to resist the main component of cognitive wars in Armenia - cyber wars. With such a confrontation, a creative minority will be created for the self-presentation of the Armenian civilizational “I”, a “smart force”, which with its strategic thinking (“think tanks”, creative individuals) will authentically represent the domains of public coexistence, social responsibility, as well as solidarity and the intersection of conflicts in the conditions of the establishment of a new world order. This should be accompanied by building guidelines for a civilizational political project in the Republic of Armenia, by the natural modernization of historically formed national public institutions: the family, the educational system, the defense army, the national church. In this context, ensuring spiritual security is not only a response to new challenges, but also a new quality of cooperation culture can be formed through the long-term socialization of the main bearer of natural modernization, youth. This multidimensional process is effective if the following factors necessary for the natural modernization of a civilizational political project are taken into account: First, the “power poles” implement numerous regional and local political projects through the “soft forces” included in their sphere of interests. They cannot claim the status of civilizational political projects, since they pursue the goal of ensuring their influence. Therefore, the functional clarification of the lines of convergence between political projects and civilizational political projects is crucial for natural modernization and security.

Secondly, the civilizational political project is a system of values, meanings, symbols, archetypes that have been historically formed and ensure the viability of a social unit. It is apographically relevant if it is implemented by both the establishment and the “creative minority” with a harmonious analysis of the peculiarities of “sociocultural codes”. In this context, a multi-level study of natural modernization in terms of ensuring an expanded security agenda has become mandatory.

Third, the establishment of a new world order is taking place in the conditions of flowing modernity. Therefore, it should be borne in mind that states and societies with unfounded imperial ambitions, as allies of the “power poles”, erasing their historical past and ignoring the crises of the political development of their countries, transform their “I” with multi-level developed game technologies. This is accompanied by the activation of actors carrying alternative values, who, by creating a conflict between the old and new centers of civilizational political design, can deepen uncertainties and introduce images of fear, inferiority complex, the poor, the alienated, the victim into socio-cultural texts. In this sense, in the Republic of Armenia, the development of political, civilizational, national, civic identity, as well as the establishment of universal values, through the long-term socialization of youth, is paramount. necessity. Only if guided by the awareness of public, state and national interests can the Armenian people overcome external and internal challenges filled with uncertainties, ensuring their viable and secure ontological paradigm in the past-present-future.

Conclusion

The process of political modernization and development is a challenge to the identity of civilization, to which each society responds in accordance with its value system and political consciousness. The theory of modernization needs to be revised in line with new challenges, in parallel with the studies of multidimensional changes created in the conditions of the continuous development of information and communication technologies, the widespread use of artificial intelligence.

On the one hand, it is conditioned by the inefficiency of linear development in the modern era, on the other hand, by the new appreciation of the provisions of the value theory of security policy, and on the other hand, by overcoming the uncertainties arising during network management. Hence, the theory of modernization, with its game logic, does not exclude that, as a complex whole, it includes several systems of values, each of which is endowed with its own logic of problem solving and scientific substantiation. With this in mind, it is appropriate to consider political modernization as a prerequisite for economic progress, politics characteristic of postmodern societies, but also a process of change from postmodernism to metamodernism, hierarchical and network activity of the nation-state, implementation of security with an expanded agenda, civic participation, and the involvement of a polyarchic elite.

In this context, the apocalyptic imperative is that not only political actors, but also the creative minority are responsible for the natural introduction of both democratic values and a civilizational political project. This approach, first of all, allows us to consider natural modernization as a combination of traditional and modern values, as a third generation The phenomenon of indigenization. If the first generation of "democrats" was attracted by linear liberalization and the mechanical adoption of the "winner takes all" game, and the second did not formally break the connection with its national values, then the third generation is obliged to develop a civilizational political project, legitimizing and humanizing not only power relations, but also national spiritual capital. In fact, in the current conditions of the development of information and communication technologies, political modernization and development is a challenge, the coherent response to which definitely implies the indigenization of both secular and spiritual elites as their functional mission. It should be noted that since the 1990s, indigenization has become a a key component of the competitive strategic management agenda: in Islamic societies, the key ideas were the revival of Islam and re-Islamization, in India, a selective attitude towards Western values and the return of Hindu values to public policy, in East Asian states, the propaganda of Confucianism, which was accompanied by active discussions by elites about the idea of strengthening their states, and Turkish modernization is also statist.

It is noteworthy that the need for institutionalization of the globalization process as a factor in ensuring public viability was emphasized on the international stage as early as 1971, within the framework of the 5th international report presented by the UN Department of Economic and Social Affairs. Currently, globalization is considered not only in the socio-psychological, but also in the institutional domain, as a three-level process.

They are: 1) transmission - the linear and mechanical introduction of the Western model in developing countries, 2) indigenization - this stage begins with a reaction caused by the inconsistency of the theoretical and practical application of the introduced model, 3) authentication - the stage of "real compliance", when the signals received from the bottom up are also taken into account. In this context, Ibrahim A. Ragab's departure from Authentication as a "return to the roots in search of direction":

From the above, it is clearly seen that only through the civilized dimension of natural modernization is it possible to simultaneously solve the problems of the legitimacy of property, the modernization of national identity, the open recruitment of the political elite, the employment of the creative minority, the culture of cooperation, social dialogue, and political discourse, and overcome the crises of political development.

Natural modernization is a complex political-economic mosaic of institutional interactions between political actors, bearers of new values, and the culture of exercising power. It operates according to the role-playing operations that dictate the management of the value system of capital management, traditions, religious environment, mentality, the specific features of ensuring security, and the hierarchical and network manifestation of national interests. Accordingly, the following features are characteristic of the political modernization of the Republic of Armenia:
First, political marginal, revolutionized, and theatricalized forces operating stably in the Republic of Armenia perceive the values of democracy differently, since in reforms, personal (individual group) interests prevail over public, national, and state interests.
Second, the diversity of participants in political life in the Republic of Armenia is apparent, since their role functions are limited, conditioned by mutually agreed oligarchic interests or the goals of appearing in the zone of influence of these interests.
Third, the crises of political development that underlie political modernization in the Republic of Armenia, with their various manifestations, have included in the public consciousness justified and unjustified aspirations to position themselves advantageously. Thus, the processes of political participants in the Republic of Armenia are uncertain and unpredictable. For this reason, “mutually agreed oligarchic” relations are periodically formed between the political and economic elites, and the discourse that has developed is theatricalized on a symbolic basis.

From the above, it is obvious that Armenian society has faced the eternal problem of “mirror modernization”. Moreover, political modernization is reduced to the reproduction of the image of a “marginal Armenian” with a high level of revolutionization, striving for “fair democracy”.

Let us summarize: As a result of the mechanical introduction of political modernization in the Republic of Armenia, the culture of self-determined and competitive development of the civilizational political project has been and is being rejected. Due to the absence of the latter, the self-expression of separate "soft forces" has taken place in the form of so-called revolutionary groups striving for marginalized modernization. As a result, "elite" isolated groups have periodically formed and are being formed in the Republic of Armenia, which, manipulating the Armenian civilizational political project, question the possibilities of natural modernization and feverishly absolutize the processes leading to mechanical cooperation.

We are convinced that the prospects for the civilizational dimension of political modernization are determined by the fact that in the conditions of current uncertain and turbulent development, as well as diverse and unpredictable migration flows, it is necessary to design a new level of both hierarchical and network consolidation of the RA state - the Armenian Diaspora and the Church. They can confidently It should be emphasized that global challenges require consistent implementation of a civilizational political project from all states with different levels of power, since traditional domestic and global security programs are not able to effectively predict and prevent threats. Therefore, only through the development of a cooperative culture, mutual assistance, and the design and implementation of joint programs in the virtual and multidimensional space of the RA - Diaspora - Church, it is possible to ensure both the national security of the RA, and solve the priority problems of preserving the Armenian identity in the Diaspora, and ensure spiritual security. In the context of globalization and transnational processes, in parallel with geopolitical, economic and cultural transformations, the discourse of identity in all national Diasporas at the global level has been and will be activated. in response to the processes of reshaping ethnic community value boundaries. Taking the above into account, we propose to emphasize the scientifically substantiated presentation of practical mechanisms for the development of cooperation between all segments of Armenians in the sphere of RA – Diaspora - Church cooperation. This will allow not only to identify the ways of integration of RA – Diaspora - Church in other civilizational spaces by modernizing their own values, but also to rethink the key issues of natural modernization in terms of preserving Armenian identity. Hence, it is necessary to emphasize the importance of the RA – DIASPORA - CHURCH cooperation in the context of global political transformations. It is a guarantee of preventing new threats to the national security of the RA and the preservation of the Armenian identity, a process of mutual assistance and mutual trust formation through the combination of virtual and real space management mechanisms. In the context of the above conclusions, it is necessary to abandon those factors that, hindering the overcoming of political development crises, contribute to the revolutionization and marginalization of the country and enable the mutually agreed-upon group government to manipulate the issues of natural modernization of public interest, public consciousness, identity, coexistence and security from the positions of absolutization of its interests, both globally and locally.

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The political economy of the natural modernization of Armenian civil identity: prospects for cooperation between global and local civilizations

Key words: political economy, civilization, network management, crises of development, natural modernization, civilizational challenge, culture of cooperation

From the standpoint of objective analysis and forecasting of current uncertainties and multi-level turbulent network realities, the need to study the process of natural modernization of civilizational identity is justified. The authors are convinced that the crises of political development (distribution, mobility, participation, identity, legitimacy) can be overcome if the actors of transformation, especially all types of elites, act as carriers and creators of the management of a culture of deliberative communication and cooperation. The position is formulated that the topic of modernization of the economic market and capital of the Republic of Armenia remains imperative, since it breaks emerged between the natural modernization of Armenian civilization and the political modernization of the Republic of Armenia. In other words, it has become urgent for Armenian society to ensure the processes of spiritual security, social responsibility and natural modernization of public coexistence by the economic and political market, in parallel with the integration into modern civilization and increasing the viability of Armenian civilization. According to the authors, such an approach allows us to reveal not only the interdependence of overcoming the "identity crisis" of global and local civilizations, but also to outline the political and economic foundations of their solution through the development of a culture of cooperation, rejecting neo-Malthusianism and neo-Machiavellianism. With these considerations in mind, in order to ensure the viability of Armenian civilization, it is proposed to implement the value convergences of local and global civilizations by institutionalizing the level of state-church-diaspora responsibility and the foundations for the functioning of indigenous (native) elites. From this perspective, modern The basis for responding to civilizational challenges is the convergence of rational and irrational in the socio-political life of the Republic of Armenia, as well as the issues of social responsibility of economic and political markets, result management, public coexistence, objective analysis of archetypes and the development of a political project for a competitive (viable, dignified) future policy.

ECONOMIC AND TECHNOLOGICAL EFFICIENCY ISSUES IN THE SOFTWARE DEVELOPMENT PROCESS FOR THE OPERATION OF PROGRAMMING DEVICES

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Key words: economic efficiency, programmer, FPGA, programming, Windows, Linux, Java Native Interface, encapsulation, cross-platform

Introduction

This article examines the economic efficiency of developing methods and techniques for software delivery, focusing on processes managed by developers in Windows and Linux environments. Each method is described in detail, considering the specific intricacies of each operating system. Beyond the technological perspective, the article also addresses economic efficiency by optimizing programming processes to save resources, reduce development costs, and enhance workforce utilization. The proposed solution for Windows OS can be implemented in any programming language that can access the operating system's software interface, such as C/C++ or Delphi. The resulting solutions can be used with Java Native Interface technologies to create cross-platform Java toolkits, which help reduce development and operational costs.

Methodology

Programmable devices such as ROM chips, FPGAs, and microcontrollers are widely used today. These devices are commonly referred to as programmers. A programmer is a combination of hardware and software designed for writing and reading information in one-time programmable permanent memory devices [Kernighan & Ritchie, 1988, 272].

Typically, a programmer is an external device connected to a computer via a USB interface. Once connected, the device is recognized as a USB mass storage device and can be accessed as a file for reading and writing operations. The primary challenge lies in the development of an automated work environment (AWE) for the calibration and testing of quartz generators. The process of controlling and monitoring quartz generators is carried out using a programmer and an external frequency counter.

The calibration is performed as follows: coefficients and other parameters, such as amplitude values, divider frequencies, and input buffer types, are recorded into the device's operational memory via the programmer. Then, using thermal cameras, the temperature is altered, and temperature-frequency characteristics are measured.

If the obtained results meet the required standards, the selected coefficients are permanently stored in the device's memory using the programmer.

From an *economic perspective*, the implementation of an automated work environment (AWE) can significantly reduce production costs by decreasing enterprises' dependence on manual calibration and testing processes. AWE not only reduces the impact of human factors but also accelerates production cycles, allowing for efficient resource allocation and a reduction in operational expenses. For such an AWE it is necessary to develop a programmer control module with the following requirements:
1. Cross-platform compatibility to ensure applicability across various environments.
2. No proprietary components from third-party vendors in the code to enhance cost efficiency and reduce dependencies.
3. Code reusability to minimize development and maintenance costs.
4. Since the core AWE code is implemented in Java, the module must be provided via Java Native Interface (JNI) to ensure flexible integration and reduce the need for additional development.

The article describes the module's implementation in Windows and Linux operating systems, considering both technological and economic factors that can contribute to improving the efficiency of software development.

Literature review

Software Development for the Programmer in Windows OS

To manage the programmer in Windows OS, it is possible to use the operating system's software interface, known as WinAPI. Interaction with the device requires the following functions [Hopcroft & Ullman, 1979, pp. 512]:
1. CreateFile – This function opens the device as a file for reading and writing. The device name is passed as a string: "\\.\PhysicalDrive t", where t represents the device number, starting from 1. It is important to distinguish between two versions of this function: CreateFileA and CreateFileW. The preprocessor selects one of these based on the encoding type. The first version supports Windows-1251, while the second supports UTF-8. If necessary, either can be explicitly used.
2. SetFilePointer – Sets the pointer for reading and writing data.
3. ReadFile – Reads a specified number of bytes into a buffer.
4. WriteFile – Writes a specified number of bytes to the device.

When using these functions, it is necessary to define certain parameters. To interact with the device, the following parameters are commonly used: "deviceName", GENERIC_READ | GENERIC_WRITE, FILE_SHARE_READ | FILE_SHARE_WRITE, NULL, OPEN_EXISTING, FILE_ATTRIBUTE_NORMAL, 0". These parameters allow obtaining the required level of access to the device.

After detecting the device, the pointer must be set for reading data using the **SetFilePointer** function. The programmer's device typically contains specific fixed-size sectors. To calculate the location of a specific sector, it is enough to pass the following parameters to the function: "hDevice, (SECTOR_NUMBER - 1) * SECTOR_SIZE, NULL, FILE_BEGIN", where *hDevice* is the device handle, and *SECTOR_NUMBER* and *SECTOR_SIZE* are the sector number and size, respectively.

After that, data reading can begin using the **ReadFile** function. It is necessary to first create two buffers: one for reading and one for writing. The call to the **ReadFile** function will look like this: "hDevice, bufferRead, SECTOR_SIZE, nb, NULL", where *bufferRead* is the buffer in which data of size *SECTOR_SIZE - 1* will be read, and *nb* is a variable where the number of bytes read will be recorded.

After reading the data, it is necessary to copy the contents of the read buffer into the write buffer. Before re-writing, the pointer should be repositioned again. To write, the pointer must be positioned at the beginning of the section where the data is to be written, and then the **WriteFile** function should be executed with the following parameters: "hDevice, bufferWrite, SECTOR_SIZE, nb, NULL". Data is written to specific sections of the device memory as defined by the programmer. Thus, interaction with the programmer can be carried out in Windows OS.

Below is an example code for connecting with the device in Windows:

```
bool connectToDevice()
{
  char deviceName[19] = "\\\\.\\PhysicalDrive ";
  for (int i = 1; i < 6; ++i) { deviceName[17] = i + 'O';
    hDevice = CreateFileA( deviceName,
        generic_read i generic_write, file_share_read i file_share_write, null,
        open_existing,
        file_attribute_normal,
        O
        );
    if (hDevice != INVALID_HANDLE_VALUE) {
      std::cout << "Some Device found!" << std::endl; SetFilePointer(hDevice,
(SECTOR_NUMBER - 1) *
          SECTOR_SIZE, NULL, FILE_BEGIN);
```

```
        ReadFile(hDevice, bufferRead, SECTOR_SIZE, nb, NULL); for (int i = O; i <
sizeof(bufferRead); ++i) { bufferWrite[i] = bufferRead[i];
        }
        return testSignature(bufferRead, signature);
      }
      std::cout << "Can't find device!" << std::endl;
   }
   return false;
}
```

Software Development for the Programmer in Linux OS

To develop software for programmer management in Linux OS, it is possible to use the operating system's software interface. The following functions are sufficient for interact-ting with the device [Knuth, 1997, pp. 800]:

- open – Establishes a connection with the device. It is defined in the fcntl.h header file.
- lseek – Sets the pointer for reading and writing data.
- read – Reads the specified number of bytes.
- write – Performs data writing.

As can be seen, these functions are very similar to the corresponding functions in WinAPI. For connecting to a block device, the following parameters are typically used: "deviceName, O_RDWR, O_SYNC, O_DIRECT". The **O_RDWR** flag allows for both reading and writing, while the **O_SYNC** and **O_DIRECT** flags ensure direct and synch-ronized access to the device.

As discussed in previous topics, before reading data, the pointer needs to be set. This is done using the **lseek** function with the following parameters: "hDevice, (SECTOR_NUMBER - 1) * SECTOR_SIZE, SEEK_SET", where **SEEK_SET** indicates the beginning of the file.

Reading and writing work the same way as in WinAPI, and they are defined in the **unistd.h** header file. This method will only work if the appropriate driver is installed in the system, allowing interaction with the device. If the driver is absent, direct communication with the device can be established through the UAS protocol [Tanenbaum, 2006, 1056], and the location where reading and writing need to be performed can be identified.

Scientific novelty

The article presents a new methodology for the combined application of programmer devices and software, which reduces the complexity of integrating hardware and software components. The proposed solution is based on encapsulating low-level logic, allowing developers to interact with devices through high-level APIs without delving into technical details. This enables the creation of cross-platform solutions that ensure the efficient development of software systems across different operating environments (Windows, Linux). From an *economic perspective*, this approach significantly reduces software development, maintenance, and testing costs due to its modular structure and code reusability. The developed technology allows avoiding redundant programming for different platforms, which reduces the time to market for software products and ensures a high return on investment (ROI). The application of this methodology can stimulate technological innovations in the software industry by increasing productivity and the availability of cost-effective solutions [Pressman, 2010, pp. 929].

Analysis

Combining C++ and Java. The porting of C or C++ code can be accomplished through an automated generator that automatically generates the porting wrapper based on a provided interface. It is also possible to manually write this wrapper using Java Native Interface (JNI) functions. Below is an example of creating a porting wrapper using the "Simplified Wrapper and Interface Generator" (SWIG) tool [MacKie-Mason & Varian, 1994, 75-96]. From an *economic perspective*, combining C++ and Java plays a crucial role in reducing software development costs. The high-level flexibility of Java and the performance advantages of C++ enable the creation of efficient and cross-platform solutions without the need to develop separate software for each platform. This reduces development and maintenance costs and accelerates the implementation of new features [Nordhaus, 2007, pp. 48].

Assuming there is an original file written in C, to connect it to Java, it is first necessary to create a file with the "i" extension, which includes the information required to make it accessible from Java, such as functions, classes, etc. Below is an example of an interface file for the programmer.

```
%module Programmator

%{

tinolude "programmator.h"

%}

struct Coeff {

int inf, lin, scale, cub, four, fifth, vc, so, ampl, foh, div, of, oo, offset;

};

char* test();
```

```
bool connectToDevice();
bool isConnected();
bool setUc(int uc);
bool powerOn();
bool powerOff();
const char* readBurnedValues();
const char* readCurrentValues();
int send(struct Coeff coeff);
int burn(struct Coeff coeff);
const char* readKs();
```

After creating the interface, it is necessary to generate the porting file. This can be done using the following command:

“swig -c++ -java -package mypackage.wrapper interface_file.i”

Here, **mypackage.wrapper** is the name of the package where the generated files will be placed in Java, and **interface_file.i** is the name of the interface file. It is important to pay special attention to the package structure, as after the generation process, these files cannot be moved to other packages.

The ***economic advantages*** of this method include:

- *Cost reduction:* The use of high-performance base code in C++ reduces optimization issues that arise when using Java alone.
- *Efficient use of workforce:* Teams can work in parallel, with one focusing on the interface and business logic in Java, while the other focuses on low-level performance optimizations in C++.
- *Cross-platform development:* It allows avoiding redundant programming for different operating systems, reducing software maintenance costs [Dutta & Lanvin, 2023, 464].

As a result of executing this command, a porting file in C++ and corresponding source files in Java will be created. Before compiling them, it is necessary to include the Java Development Kit header files, specifically from the /jdk/include and /jdk/include/operative_system directories, where operative_system is the name of the operating system under which the porting is performed.

After completing all these steps, the C++ files will be compiled into a dynamic library. Before starting the porting tasks, it is necessary to place the dynamic library in the java.library.path or the system's path environment variable.

Finally, in the Java code, you will need to call System.loadLibrary("libraryName"), where libraryName is the name of your dynamic library without extensions.

Conclusions

As a result, a description of the interaction with developers has been implemented, where the device is represented as a USB Hash. Through the encapsulation of low-level logic, the ability has been created to abstract hardware characteristics at the software level. Thus, code written in C or C++ can be used in Java in an object-oriented manner, allowing the developer to work with the generated Java code without worrying about the low-level complexities of the USB device.

From an *economic perspective*, this approach offers several key advantages:
• *Cost reduction* – The encapsulation of low-level logic means that developers can work with higher-level languages, avoiding the need for complex low-level programming. This reduces the need for specialist retraining and lowers the software development budget.
• *Faster development* – The use of generated code in Java allows developers to work with intuitive APIs, saving time that would otherwise be spent on low-level engineering solutions.
• *Increased reliability* – Automated generation reduces the likelihood of errors, which in turn decreases the costs of future corrections and technical maintenance.
• *Reusability* – The resulting solution can be generalized and reused for working with different devices, saving on development and optimizing resource distribution.

The results obtained can be applied to interact with any device that supports such functions. The designed module can be generalized and used as a software library for high-level programming languages, such as Java. This will allow the development of similar programs using only high-level languages, which will accelerate development and reduce the potential number of errors.

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Margarita YEGHIAZARYAN, Vigen KHACHATRYAN, Hayk GEVORGYAN
Economic and technological efficiency issues in the software development process for working with programmable devices
Key words: economic efficiency, programmer, FPGA, programming, Windows, Linux, Java Native Interface, encapsulation, cross-platform

The article discusses the key issues related to the economic and technological efficiency of software development involving programmable devices. It highlights the fundamental factors that influence the effectiveness of programming platforms and tools, considering both technological advancements and economic implications. As software development becomes more complex, optimizing resources and minimizing costs while maintaining high performance has become increasingly important.
The developed model provides software developers with a structured approach to reducing development time, lowering costs, and improving overall system reliability. One of the critical aspects covered in this study is the use of the Java Native Interface (JNI), which facilitates seamless integration of C++-written code within Java-based applications. This approach allows developers to leverage the advantages of both languages without requiring in-depth knowledge of low-level hardware interactions, simplifying the development process.
From an economic standpoint, this methodology significantly reduces initial investment costs and enhances the competitiveness of software solutions in the market. Furthermore, by streamlining development workflows, companies can lower operational expenses while ensuring better system performance. The proposed solution is highly adaptable and can be applied across various industries, including industrial automation, electronic device management, embedded systems, and high-performance computing. It opens new possibilities for software engineers to create scalable, efficient, and cost-effective solutions while maintaining flexibility across different technological platforms.

UNIVERSAL BASIC INCOME (UBI) IN THE US IN THE CONTEXT OF WELFARE STATE POLICY: FEASIBILITY, CHALLENGES, AND POTENTIAL IMPACT

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Key words: Universal Basic Income, social impact, economic feasibility, political context, psychological effect, welfare programs, poverty, unemployment, transfer, benefits.

Introduction

The discussion of UBI has become relevant in recent years because it is one of the most actively discussed projects for social reorganization, especially in the context of growing inequality, economic disparities, jobs automation and etc. Furthermore, interest in the concept has grown against the backdrop of current socio-economic uncertainty, when the problems listed above are particularly evident, and society is increasingly demanding change. The unconditional basic income is the idea of a periodic and equal amount of money in cash paid to all members of a particular society without any preconditions, either totally or partially replacing existing forms of social security. The concept of a UBI is an offshoot of the thinking and debate about the minimum-income or equal basic welfare concept, as the idea of UBI continuous further development and application nowadays was made under various terminology like «state bonus», «national dividend», «social dividend», «negative income tax» etc.

Methodology

This study focuses specifically on the Universal Basic Income (UBI) in the United States in the context of welfare state policy**.** It analyses the main implementation challenges and feasibility aspects of concept: economic, political and social. It also examines the potential impact of the UBI such as cutting back poverty and social inequality, economic growth and income generation, technological achievements, entrepreneurship and innovation, etc. The methodology for this study involves a mixed-methods approach: the methods of systematic approach and comparative analysis and synthesis were used. Thematic analysis was allowed to interpret the findings, concentrating on recurring patterns and significant themes.

Literature review

This literature review synthesizes existing research on UBI, focusing on its feasibility, potential challenges, and impact within the context of welfare state policy. The references examined span academic studies, practical experiments, and historical perspectives on UBI. Proponents of UBI argue that it can reduce poverty, alleviate inequality, and provide individuals with economic freedom in an ever-changing labor market [Atkinson, 2015;

Van Parijs, 1995]. The welfare state, on the other hand, typically involves means-tested programs such as unemployment benefits and food assistance, which focus on providing support based on need [Esping-Andersen, 1990].

In the U.S., the current welfare state is fragmented, with numerous programs targeting specific groups in need, often with bureaucratic hurdles for eligibility. UBI offers a radically different approach by providing universal coverage without the complexity of means-testing. Several scholars have examined UBI in comparison to the U.S. welfare system, highlighting both the potential benefits and challenges it could pose [Hoynes & Rothstein, 2019; Panitch, 2011]. Several scholars have examined the feasibility of implementing UBI in the U.S., evaluating its costs, funding mechanisms, and potential effects on existing welfare systems [Charlier, 1848; Dean 2002].

The feasibility of implementing UBI in the U.S. depends largely on how it would be funded and integrated into the existing welfare framework. Funding a universal basic income is one of the most significant challenges discussed in the literature. Atkinson (2015) suggests that progressive taxation, including wealth taxes and taxes on automation, could help finance UBI. However, other studies highlight the immense financial cost, with estimates suggesting that providing a basic income could require trillions of dollars annually [Gentilini et al., 2020]. In this context, Dorn (2023) argues that the U.S. could potentially fund UBI by redistributing funds from existing welfare programs or implementing new taxation strategies, though such measures would require significant political will.

Scientific novelty

This article provides a novel framework for evaluating UBI as a complementary rather than substitutive component within the existing welfare architecture in the United States. Our research introduces a new methodological approach that evaluates welfare program administrative friction costs against the comparative efficiency of direct transfers. Finally, our analysis challenges prevailing assumptions about labor market effects through longitudinal data from pilot programs, revealing nuanced impacts on economy participation, entrepreneurship rates, and workforce mobility.

Analysis

Currently the world community is facing a lot of challenges: not high enough economic development, social and economic problems that were caused by the beginning of the post-epidemic era, and the problems with employment, which are linked to the development of artificial intelligence. As a consequence, unemployment in the labor market keeps on growing, thus increasing the number of poor and the gap between rich and poor. In light of this, the question arises of «how to ensure confidence in income stability and an environment full of uncertainty, maintain the highest standard of living for all citizens and protect their basic dignity and decency in modern society» [Basic Income, 2024].

More and more countries and regions are beginning to explore the possibilities of implementing the concept of universal basic income based on the existing social protection system. Therefore, studying the history of the development of the concept of universal basic income and generalizing the practical experience of different countries will allow us to obtain a more comprehensive and systemic understanding of this concept, as well as assess the evolution of social protection concepts and trends in possible institutional changes in the field of social protection.

According to the definition of the World Basic Income Network, Universal basic income is a method whereby the state regularly pays each citizen or resident some amount of money, apart from his social or economic standing. In other words, UBI is a periodic cash payment unconditionally delivered to all citizens, without a means test or work requirement. In terms of practical attempts to implement the idea of a universal basic income, from the late 1960s to the early 1970s in the United States there were plans such as the Family Assistance Plan proposed by President R. Nixon, but it was ultimately not implemented. In the mid-1970s and early 1980s, some countries in northwestern Europe began actively discussing basic universal income programs, and in the United States, the Alaska Permanent Fund was created to provide annual dividends to all residents of this region [World Employment, 2023].

Since the 1990s, universal basic income has become an actively discussed public issue around the world. Various countries such as the United States, Canada, Finland, Iran, even India and Kenya have conducted various experiments with universal basic income. However, due to financial, political and other reasons, these pilot projects were limited in scale and time of implementation and did not become a long-term strategy at the national level. In the context of the U.S. welfare state policy, UBI could be regarded as an inherent system restructuring, as it eliminates benefits directed towards specific groups (low-income earners, the unemployed, needy families etc.)

The idea of Universal Basic Income (UBI) has gained significant attention in recent years, especially in the United States, due to rising concerns about inequality, job displacement and the shortcomings of existing welfare programs. Considerably more constructive than a real universal entitlement, a UBI would be about targeted policies for defined population segments (workers who are unemployed, families with low incomes, etc.) rather than universal entitlement for everyone in the near future.

UBI proposes a direct, unconditional cash transfer for all citizens regardless of their socio-economic status or political views which stands in contrast to the many complex welfare and social aid programs in the U.S. (for example, Temporary Assistance for

Needy Families (TANF),[1] Supplemental Nutrition Assistance Program (SNAP),[2] and Medicare, Medicaid)[3]).

The idea of UBI arouses curiosity and enthusiasm, accompanied by a critical reaction from researchers and politicians in both high- and low-income countries. It became part of political debates and electoral platforms. Guy Standing - one of the most famous supporters of the idea - formulated the main thesis in support of it: «UBI will really strengthen personal freedom. It will give people more control over their own lives and the freedom to make decisions». The famous inequality researcher Thomas Piketty writes the following: «The problem with most discussions about basic income is that they overlook real social problems and reduce the idea of social justice to cheap redemption». No less well-known researcher of poverty and social policy, Martin Ravallion, tried to reconcile these opposite judgments: «...politicians should not close their eyes to the fact that, in certain conditions, targeted social assistance programs may yield to simple and transparent universal approaches, such as basic income». The growing number of pilots, starting from the 1970s, shows that UBI has long since moved «from thought experiments to concrete policy options» [Gentilini, 2020].

Disputes over the Universal Basic Income may arise to be heated both in the scientific context and in public discussions, and there is no common understanding. UBI's universality, simplicity, and potential to empower individuals have spurred interest among political economist, political scientists, policymakers and social justice advocates, even though challenges to its implementation remain formidable.

The concept of Basic Income itself isn't something new. The idea of social support for the population was first voiced in the 15th century, in Thomas More's «Utopia», where the author, discussing the reasons for the prevalence of theft despite the existence of the death penalty for this crime, noted that «it would be much more necessary to provide some means of living, so that no one would be forced to such a hard necessity of first stealing and then dying» [More, 2018]. «Agrarian Justice» by Thomas Paine (2017) resembles an unconditional capital grant (for example, a one-time gift to a specific group

[1] The Temporary Assistance for Needy Families (TANF) program is designed to help families with children experiencing low-income achieve economic security and stability. States receive block grants to design and operate programs that accomplish one of the purposes of the TANF program. While TANF jurisdictions must meet certain work participation and cost sharing requirements, they have considerable flexibility with TANF funds to implement programs that best serve their distinct communities.

[2] SNAP provides food benefits to low-income families to supplement their grocery budget so they can afford the nutritious food essential to health and well-being.

[3] Medicare/Medicaid is a federal and state program in the United States designed to provide medical care to low-income people, including children, the elderly, the disabled, and some other population groups. The program was created in 1965 under the Medicare and Medicaid Act and has since become one of the main tools of social protection in the country.

of people) aimed at combating the transmission of poverty from one generation to another [Paine, 2017]. Milton Friedman (1968) considered the «negative income tax» as a way to completely replace the American welfare state to overcome administrative inefficiency.

The idea of paying all citizens money was proposed by Joseph Charlier in the mid-19th century, and the Belgian writer and lawyer linked the justification for such payments with the implementation of the natural right to «unconditional needs».

The idea of a basic income or national dividend began to grow in popularity around western politics in the early 20th century, particularly in response to the acute poverty being felt in Britain as result of the first world war. Although the idea had been discussed by thinkers in earlier decades and refined by Charlier, the concept had yet to gain much traction within the political sphere until then [Dean, 2022]. Thus, a truly broad academic discussion of Basic Income arose in the 20th century, and the symbol of its beginning is the publication of the work «Paths to Freedom» by the outstanding British philosopher and mathematician Bertrand Russell. In it, Russell discussed the teachings popular at that time: «So anarchism guarantees us freedom, socialism guarantees labor; but what will guarantee us both? In my opinion, there is a way out» [Permanent Fund, 2024].

According to the philosopher «after the renewal of labor by science and management it will become possible to pay a guaranteed subsistence minimum to all citizens. Such payments, on the one hand, will not have a negative impact on the motivation to work, as could be the case with anarchy, since people will want to consume above this minimum, but on the other hand, people will have the freedom to engage in unrecognized crafts (or to do nothing), which is difficult under socialism. In this, the philosopher saw "reconciliation of freedom with justice» [Permanent Fund, 2024]. Philippe Van Paris (1992) is a supporter of regular, universal, unconditional and generous money transfers. «Participation Income» by Anthony Atkinson (1996) complements existing social programs and the minimum wage and is conditioned by a certain form of «social» participation — contribution to public life through employment, education, childcare or other types of activity [Atkinson, 2015].

Proponents and opponents of the universal basic income emphasized several aspects, and the arguments in favor of it mirror the arguments against it. Some supporters point out that it provides better coverage of the poor than means-tested programs, that is, programs that determine the right of individuals or families to receive state assistance based on income or assets. Programs based on need testing may not provide coverage of intended recipients due to many factors — such as administrative potential, high informational and administrative costs, low efficiency of mechanisms for identifying recipients — aid recipients, and social stigma. However, in this broad spectrum, two common features characterize UBI programs and distinguish them from others.

1. Universal, or very broad, coverage of members of society.

2. Unconditional, or conditional provision of benefits in very general terms, as in the case of Atkinson's «participation income».

In principle, simple universal basic income programs can save administrative costs and increase the transparency of transfer systems, which makes them less susceptible to administrative arbitrariness and corruption. Proponents also tout its usefulness as a strategic tool for supporting structural reforms, such as eliminating inefficient programs such as energy subsidies [Coady and Prady, 2018]. Universal basic income programs can increase efficiency by preventing a sharp withdrawal of benefits as incomes increase, which is a common problem with many means-tested programs, which tend to reduce incentives to participate in the labor market. Opponents usually focus on sustainability — high budget costs, since all households receive benefits, including households with medium and high incomes that do not need to support their incomes. Skeptics worry about the effectiveness of the funds, warning that it undermines work ethics, and also about opportunity costs — the risk of diverting limited resources from other priorities, such as health care, education, and investment.

Following the academic discussion, a political discussion followed in different countries of the world, which led to experiments with Basic Income. The first experiment, or rather a series of experiments, was conducted in the United States from 1968 to 1980. In total, more than 8.5 thousand people took part in the experiments [Widerquist, 2005]. The experiments examined the impact of a negative income tax on employment – a type of Basic Income proposed by Milton Friedman [Friedman, 2006], in which additional payments are made up to the income level at which taxation begins. A similar experiment was conducted in Canada from 1974 to 1976 [Forget, 2011].

These experiments did not result in serious reforms of social policy because of the inter-party domestic political confrontation in the United States. However, in 1976, against the background of the disagreement of local residents with decisions of the authorities on the direction of spending oil revenues of the budget, in the state of Alaska, a referendum was held on the adoption of an amendment to the constitution, which provided for the establishment of a fund for future generations. Beginning in 1982, residents of the state began to receive annual payments, the amount of which depends on the financial results of the fund over the past 5 years. For example, in 2019, the payment amounted to $ 1,606, which is just over 100,000 rubles at the average annual exchange rate, and the total amount of funds paid was $ 1 billion [Jones & Marinescu, 2018]. Feasibility of UBI in USA the US is conditioned by a number of economic, political, and social aspects.

Economic Feasibility. Most of the questions about feasibility in the U.S. hang on how to finance the UBI. The champions of UBI believe it might be paid for by restructuring and reforming the welfare state system already present, whereas critics cite how prohibitively high it could be. On the other side, funding UBI needs huge resources. According to estimates, in order to provide the basic income of all adult Americans, the state will need several trillion dollars per year. This will require either an increase in taxes or a redistribution of existing public expenditures. For example, the idea of financing UBI through a wealth tax, an automation tax, or an increase in the corporate tax is actively discussed in political circles. Estimates for the cost of providing a modest UBI in the U.S. range from $2-3 trillion annually. For example, in 2020, a Universal Basic Income of $1,000 per month for all Americans would cost approximately $3 trillion per year. By comparison, total U.S. federal spending in 2023 was about $6 trillion, making UBI's potential cost about half of the federal budget. This is a huge burden for the budget, which calls into question the economic feasibility in the short term.

In the context of UBI economic feasibility it should be also identified some new aspects:
-*Progressive Tax System:* Increasing taxes on high-income earners, corporations, and wealth (e.g., wealth taxes, capital gains tax reform, or corporate tax increases). Some UBI proposals suggest increasing the tax rate on the top 1% of earners.
-*Redistribution of Existing Welfare Programs*: UBI could replace or reduce the complexity of the existing welfare state programs, which might allow for a more efficient resources' allocation.
-*Monetary Policy:* Some proponents of UBI suggest that the government could print money to fund UBI, similar to what's been done with stimulus checks during economic crises (though this raises concerns about inflation).
-*Impact on Budget: Federal Debt and Deficits:* Financing UBI through taxation could increase the federal budget deficit in the short term. But long-term sustainability would depend on economic growth stimulated by increased consumer spending and productivity.

*Political Feasibility***.** The political feasibility of UBI in the U.S. is complicated by ideological divisions and UBI ideas face stiff resistance from both Republicans and moderate Democrats. The U.S. welfare state policy has been fragmented, with public support for welfare programs often being polarized along partisan lines.

Opponents of UBI claim that it will lead to a huge increase in government spending, raise taxes and weaken incentives to work. However, supporters of UBI argue that it will help reduce poverty, boost entrepreneurship, enhance education, simplify the social security system and stimulate the economy. Furthermore, in the context of political feasibility of UBI we should underline several dimensions:
-*Political Support of the UBI concept:* UBI has gained interest from a variety of political perspectives according to which it is argued that UBI could reduce poverty and inequality, and free individuals from economic.
-*Opposite Views*: The opposite views on UBI often centers around concerns about the work disincentive effects, the high costs of implementing such UBI policy, and potential

inflationary effects. Additionally, there is skepticism about its ability to reduce poverty through welfare programs like food provision, Medicaid, and unemployment insurance, etc.
-*Bipartisan Compromise:* There is potential for bipartisan support in a scaled-back version of UBI, such as providing cash transfers to individuals who are unemployed or underemployed due to automation or other structural economic changes.
-*Political Climate:* In the USA, where sustainable fiscal and economic strategies are of greater importance, the introduction of UBI will require overcoming significant political barriers and consensus among different political forces.

Social Feasibility. The social feasibility of a universal basic income (UBI) is an important and multifaceted issue that touches also social aspect. UBI assumes that the state guarantees all citizens regular unconditional payments that allow them to cover the minimum needs of life. This can be either a fully or partially covering amount to ensure a basic standard of living.

The question of social acceptability of UBI in USA is also open. Many citizens may perceive UBI as an ineffective or undesirable form of social assistance, especially in the context of long-term economic or cultural changes due to sicentific and technologic progress and automation.

The social feasibility of a UBI depends on many factors, including economic stability, political will, public support, and sound implementation. Despite the economic and political challenges, UBI offers a solution to combat poverty, reduce inequality, and improve quality of life in a rapidly changing world of work [Schulz, 2017].

In the context of social feasibility of UBI we should highlight several aspects:
-*Social Justice and Inequality.* A UBI can be a tool to reduce social inequality by providing all citizens with a minimum level of income. This can be especially important to combat poverty in the context of uneven distribution of wealth.
However, it is worth considering that a UBI doesn't solve all social problems, such as inequality in access to quality education, health care or housing. In this case, additional measures may be necessary to effectively address social problems.
-*Work Motivation and Changing the Work Model.* One of the main questions is the impact of a UBI on motivation to work. Some fear that without the need to work, people may give up work. However, others believe that a UBI can encourage people to work more productively and creatively, and will also allow them to choose more meaningful and socially useful activities.
A UBI can facilitate the emergence of new forms of employment, such as freelancing, project work or creative work, which can increase job satisfaction.

-*Psychological and Social Effects.* The introduction of UBI can reduce stress and uncertainty about the future, improving the overall well-being of citizens. It can also reduce social tensions, especially among poor and marginalized groups.

In the long term, this can lead to increased social solidarity, reduced crime, and increased civic engagement.

As for UBI implementation challenges, one major concern regarding Universal Basic Income is about *work disincentive:* it might discourage people from working hard enough to earn a living wage of their own needs to the possibility of everyone being granted a fixed income without having to engage in employment activities; detractors contend that this could result in a considerable number of individuals opting out of the workforce and causing a decline, in the overall level of productivity. Moreover, UBI suggests a new approach to work necessity: proponents of UBI argue that Universal Basic Income can be utilized for pursuits, like education, self-employment or entrepreneurship to positively impact on the economy [Panitch, 2011].

The second challenge regards to *inflation:* financing UBI by increasing money supply or through deficit spending raises concerns about inflation. Opponents argue that increasing the increasing the amount of money in circulation without increasing goods and services could lead to inflation. The third one is *gradual enhancement of UBI* by starting with its introduction to limited categories of the population, i.e. only the jobless or low-income laborers, can help to contain opportunities for inflation and also come to a precise evaluation of UBI's economic effect.

It is also essential to discuss the *UBI impact on ongoing welfare programs:* eliminating or cutting back on existing welfare programs might present difficulties for the vulnerable groups that depend on the present-day assistance and social services that target certain areas, such as housing, health- or child care. In this context we should discuss the *loss of targeted assistance for low-income individuals*: In the US, various welfare programs include provisions to support low-earning individuals, in areas such as food, shelter financing, and health assistance. On the contrary, UBI offers cash payments for no specific reason. Although completely removing these programs could adversely affect people with more specific needs, some supporters believe that UBI can be combined with other programs as well to fill those gaps. The third one is about the *hybrid approach* where the UBI is implemented alongside with other targeted programs like Medicaid, Medicare, TANF, SNAP etc. [Systemic Challenges, 2024].

In this case it is essential to discuss also the potential impact of UBI in the U.S.: the main objective of the UBI is *cutting back poverty and social inequality.* It eases the condition by altering, through financial cushions, the state of millions of impoverished Americans, income inequalities, and the wealth gap among different groups of socio-economic strata.

For example, a month-to-month payment of $1,000 going to every adult can pull millions up above the impoverished threshold, especially in such job markets where pay is so low that even basic living standards are often hard to come by.

The second impact is *economic growth and income generation:* regular cash transfers could promote consumer spending, the major part of US GDP. Much of their income might also be spent on varied goods and services; hence, the would-help boost demand and thrive small businesses. The third one is *entrepreneurship and innovation:* UBI can empower entrepreneurship because the individual would be very confident and might take up risky ventures or establish new businesses, or creativity. All these activities might not be possible in failing economic times.

The UBI has also some *psychological and social benefits:* UBI might minimize psychological and economic distress and anxiety due to insecurity, thus improving mental well-being and satisfaction with life. By increasing control over one's finances, UBI can increase general welfare and encourage an increase in civic participation and social stability.

And the last one is *automation and labor markets:* UBI offers a reprieve for workers displaced by automation and AI, giving them the opportunity to reorganize into new industries or pursue reskilling options without the immediate pressure of financial difficulty. As for computerization and non-standard working we should say that income guarantee might provide some remedial for these kinds of workers who, in many cases, experience the need for benefits such as health insurance or retirement savings. Such a benefit may also extend to some such non-traditional forms of work, such as caregiving or freelancing [Jones & Marinescu, 2018].

As for the Universal Basic Income (UBI) implementation in the U.S., it should be noted that the in the United States it has not yet been fully implemented, but in recent years the idea of introducing UBI has received considerable attention and discussion at various levels, from local initiatives to federal proposals. UBI is a form of social support in which citizens are guaranteed a regular payment of a sum of money, regardless of their social status, income, or employment.

In recent years, several UBI experiments have been conducted in the United States at the level of individual cities or states. One of the most famous examples is the program in Stockton, California, which was launched in 2019. The program provided 125 city residents with $500 per month for two years. Studies conducted during the experiment showed that program participants experienced less stress, improved mental health, and increased financial stability.

In the 2020 presidential election, American entrepreneur and Democratic candidate Andrew Yang proposed a universal basic income (UBI) for the entire country. His plan would have provided $1,000 monthly to all adult U.S. citizens. The proposal received a lot of attention but failed to gain widespread support at the federal level. Despite this, his campaign did a significant job of popularizing the idea of UBI [Skachkova & Xiaran, 2023].

The coronavirus pandemic has also served as a catalyst for the UBI debate, as the crisis has exposed the vulnerability of many individuals and families to economic uncertainty. In response to the pandemic, temporary economic stimuli, such as direct payments from the government, have been introduced that resemble elements of UBI. For example, several rounds of stimulus checks were issued to U.S. citizens in 2020, which has provided an opportunity to evaluate the effectiveness of this approach in the context of the crisis [Hoynes & Rothstein, 2019].

Although UBI has not been implemented at the federal level, some states, such as Alaska, already have a form of regular payments to their citizens through the Permanent Fund Dividend. Each year, Alaskans receive payments that vary but average several thousand dollars, funded by revenues from the state's oil reserves. This program is not a universal basic income in the strict sense, as the amount of the payment does not cover all of life's needs, but it is an example of a mechanism similar to the idea of UBI [Wan, Li, Lu, 2022].

There were also some differences between the Trump (2017-2021) and Biden (2021-2024) administrations' policies towards UBI. The Trump administration didn't propose UBI as a policy. There was sporadic talk of direct cash transfers but more as stop-gap measures than as an ongoing UBI program. The Trump administration didn't pursue or endorse UBI but did provide temporary economic relief through one-time direct payments. Additionally, the administration's economic agenda centered around tax cuts, deregulation, and policies to spur business and job growth. Thus, in this case UBI was not a priority: it remained a theoretical policy during his term [Zandi, 2024].

The Biden administration, like Trump's, didn't formally implement a national UBI. The discussions around UBI and the expansion of social safety nets have been more prominent under Biden, reflecting a more progressive approach to income support. The Biden's emphasis on social safety nets and direct cash assistance placed UBI within the conversation about policy. During the Biden administration, while not enacting UBI, was more open to policies that resemble it, such as the expansion of the Child Tax Credit and direct cash payments support for local guaranteed income programs which include features of UBI but are not universal.

Instead, Biden's administration was more willing to entertain the idea of UBI, particularly in the form of pilot programs and local experiments. Internal pressures on the party were balanced by also progressive figures pushing UBI that was not implemented, at the level of the federal government.

As for long-term economic vision in the context of UBI policy, we should emphasize that the Trump administration's economic policy emphasized creating jobs through tax cuts, deregulation, and fostering a business-friendly environment. UBI was not seen as a solution to poverty or job loss under Trump's economic vision. Instead, the Biden's administration has shown a greater willingness to address income inequality through expanded social programs like direct payments and universal child benefits, with some support for UBI-like measures, particularly during economic downturns. UBI-style policies have been part of the ongoing conversation around economic reforms and social safety nets [The Trump Tax, 2024].

Thus, UBI was not pursued or endorsed by the Trump administration, which provided one-time direct payments as a temporary economic relief measure. UBI remained theoretical during his term. The Biden administration was more welcoming to similar policies although they fell short of implementing UBI such as local guaranteed income programs and expanding Child Tax Credit. Under Biden, there have been bigger debates around UBI and growing social safety nets on income support that have shown a shift towards progressivism in such conversations. In essence, while both administrations offered temporary direct cash payments during economic crises, Biden's approach had more momentum toward exploring UBI-related ideas, even though a national program has not been adopted.

Thus, UBI is not yet a political reality in the US, but its discussion and experimentation continue, which opens up opportunities for further changes in the country's social policy. The fact remains that Universal Basic Income in the U.S. brings up both electrifying openings and insurmountable challenges. While UBI has the power to lower poverty levels, it gives individuals a measure of independence and addresses potential economic disruption caused by automation, UBI faces issues of finance, politics, and social acceptance. However, UBI can be made practical; it is going to turn the U.S. welfare state upside down: simpler, fairer, and more attuned to the realities and challenges of welfare state in the 21st century [Dean, 2022].

Conclusions

While full implementation of UBI in the US is unlikely in the coming years, the idea continues to evolve and gain support, particularly among those concerned about the impacts of automation, climate change, and economic instability. In the future, individual steps may be taken to increase social benefits, improve access to health care, and improve education, which could lead to a gradual approach to the concept of universal basic income.

The main conclusions of this work can be briefly summarized in the following five theses.

✓ Universal Basic Income (UBI) seems simple, but in practice, actual examples of a universal basic income are much more complex than abstract designs;

✓ UBI is not a goal in itself: it is just a means it is just one of the means for the ends to be reached within the social protection system, and they, not abstract ideas, will set the design parameters and relationship with existing programs and measures;

✓ UBI could help to overcome some weaknesses of existing systems, but also simultaneously exacerbate their problems;

✓ Despite a tremendous number of publications, practical experience for the implement-tation of UBI remains strikingly poor.

✓ The financing and the simple cost of UBI plus political-ideological factors, make the implementation of UBI difficult on a practical level. Any serious analysis of UBI projects needs to be made through detailed comparison of costs and results, and comparison with alternatives.

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Universal Basic Income (UBI) in the US in the context of welfare state policy: feasibility, challenges, and potential impact

Key words: Universal Basic Income, social impact, economic feasibility, political context, psychological effect, welfare programs, poverty, unemployment, transfer, benefits

This article analyses the universal basic income (UBI) concept as a policy proposal within welfare state policy in the United States, studying the possibilities and challenges and their likely implications. The article discusses both the historical debate and the contemporary discussion of UBI in the United States, compares it to current social programs, and reflects upon its possible role in lessening problems such as poverty, inequality, and unemployment in rapid economic and technological change and shifts in labor market conditions. It considers both theoretical and practical aspects of UBI implementation, including financial feasibility, social acceptability, economic stability, social cohesion and the impact on labor force participation. It also deals with political and ideological barriers to the implementation of UBI and discusses its feasibility in the US political context. Through the critical reflection of existing debates and empirical evidence, this article aims to develop an in-depth analysis of UBI as a paradigmatic policy that has the potential to transform the US social security system in the 21st century.

EVALUATION OF ECONOMIC AND TECHNOLOGICAL INDICATORS OF THE COMBINED FRONTAL PLOUGH FOR SMOOTH PLOWING

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Key words: economic efficiency, combined machine, fuel consumption, resistance, plow balance, disc, angle of attack, traction force, Roller

Introduction

No matter how much the technologies and technical means used in modern agriculture have improved, there are still problems that demand urgent solutions. Currently, particular emphasis is placed on the high energy expenditures during soil cultivation and on the mechanical degradation of the soil, which make the operation of agricultural machinery environmentally and economically inefficient. Modern agriculture views the creation and improvement of combined machines as a way to address these issues. In Armenia, specifically at the Armenian National Agrarian University, certain work has also been carried out in this direction [Esoyan et al., 2023]. However, like all combined machines, the proposed machine also requires further research and refinement.

Within the framework of this article, the equilibrium problem of the proposed combined machine has been examined, and based on experimental results the quality of work on slopes has been evaluated to outline the main directions for future improvements.

Methodology

The solution to the problem of machine balance aims not only to determine the forces acting on the machine but also to find solutions that will improve its performance. Naturally, this will contribute to reducing operating costs and increasing the economic efficiency of using the combined machine [Raish and Ugorov, 2000, 400].The equilibrium of the proposed machine was examined on flat terrain. Considering that the main component of this machine is a frontal plough that has undergone certain structural modifications, the problem was solved using the example of a traditional plow's equilibrium. As is common in similar problems, several assumptions were made [Tonapetyan, 2004; Grigoryan et al., 1998, 320]:

1. The combined machine moves in a straight line at a uniform speed.
2. The working organs of the frontal plough and the disc harrow included in the combined machine's composition enter the soil uniformly, while the third unit (the roller), which does not penetrate the soil, presses the soil uniformly across the entire working width. Naturally, each of these units is subject to resistance forces over the entire contact area

with the soil. For simplification, it was assumed that the entire resistance of each working organ is concentrated at a single point.

Under these assumptions, solving the equilibrium problem reduces to determining the support reactions in the vertical and horizontal planes [Tarverdyan et al., 2001, 349]. Moreover, the results obtained must satisfy the specified equilibrium conditions.

Literature Review

All the structural and working components of the proposed combined frontal plough [Esoyan et al., 2023] that "rest" on the soil during operation are aimed at ensuring the equilibrium of the machine. The reaction forces arising from contact with the soil help enhance the machine's stability. Generally, the greater these reaction forces, the higher the stability of the machine. Because the combined machine is considered mounted, its equilibrium problem is examined by analogy with mounted mechanisms [Meshcherski, 1990, 584; Tarverdyan et al., 2006, 425].

The forces acting on the three units of the combined machine were investigated, and the values of those forces that can be determined theoretically were found. The frontal plough is of a mounted type, attached to the tractor by a three-point linkage. It has two degrees of freedom: Rotation in the vertical-longitudinal plane (XOZ), Rotation in the horizontal plane (XOY) around a vertical axis [Grigoryan et al., 1998, 320; Sineokov and Panov, 1977, 328]. Accordingly, the force analysis was carried out in both planes. In the vertical plane, the following forces act on the combined machine [Yesoyan et al., 2023, 315–320]:

-$G_{c.m}$ (the weight force of the combined machine), which is the sum of three components: G_p (weight force of the plough), $G_{d.b}$(weight force of the disc battery), G_r (weight force of the roller). Therefore, $G_{c.m}= G_p+ G_{d.b}+G_r$.
- R_{xz} (the soil reaction force component acting on the plough bodies).
- F_{fr} (the frictional force between the plough bodies and the bottom of the furrow).
- R_d (the resistance force of the plough's disc coulters).
- P_{xz} (the traction force component of the combined machine).
- R_{wxz} (the reaction component of the frontal ploughs's support wheels).
- $R_{d.b}$ (the resistance on the disc battery).
- R_r (the resistance on the roller).

Using theoretical methods, the following values of some of these forces were obtained [Yesoyan et al., 2023, 315–320]:

G_p=9,8kN, $G_{d.b}$=0,8kN, G_r=0,6kN, $G_{c.m}$=9.8+0,8+0,6=11,2kN, R_{xz}=27,5kN, F_{fr}= 3,92kN, R_d=0,6kN, $R_{d.b}$ =4.32kN, R_r=1,2kN:

It is not possible, however, to determine the traction force component P_{xz} of the combined machine and the support wheel reaction component R_{wxz} theoretically. These two

unknown forces can be found graphically, based on the known fact that their directions are known. The reaction of the wheel is directed at an angle of 120 degrees relative to the vertical (for medium-hard soils), and the traction force is directed along the line connecting the tractor's instantaneous center to the machine's center of gravity [Sineokov and Panov, 1977, 328]. By the same principle, the equilibrium of the combined machine in the horizontal plane is also considered. In this plane, the following forces act:
- R_{xy} (the soil reaction force component on the plow bodies).
- F_{fr} (the frictional force between the plough bodies and the bottom of the furrow).
- R_d (the resistance force of the plough's disc coulters).
- P_{xy} (the traction force component of the combined machine).
- R_{wxy} (the reaction component of the support wheels).
- $R_{d.b}$ (the resistance on the disc battery).
- R_r (the resistance on the roller).

In this case as well, certain force values were determined theoretically, specifically:
R_{xy}=28,5kN, F_{fr}= 3,92kN, $R_{d.}$=0,6kN, $R_{d.b}$ =4.32kN, R_r=1,2kN

Scientific novelty

As a result of solving the balance problem, the forces acting on individual working organs and the overall traction resistance of the combined machine have been determined. This enables the selection of an appropriately powered tractor within the aggregate, the formation of an optimal aggregate, and the establishment of optimal operating modes for different conditions. Consequently, this approach helps avoid unnecessary economic expenses [Trubilin et al., 2014, 654-672]. The traction force of the combined machine and the reaction of its support wheels have been determined by solving the equilibrium problem for the plough. The most suitable approach for this is a graphical method.

For that purpose, the structural diagram of the plough is drawn in two projections (Figure 1) using a certain scale. The vectors of the acting forces are placed on the diagram, then a force polygon is constructed, and the geometrical sum of the known forces is carried out. The forces can be summed in any order; however, in the final step, one must add the support reaction and the resultant of all the resistance forces (i.e., the traction force). Their magnitudes are unknown, but their directions are known.

According to the equilibrium condition, the force polygon must be a closed shape, and the resultant should pass through the instantaneous center of rotation of the system illustrated in Figure 2.

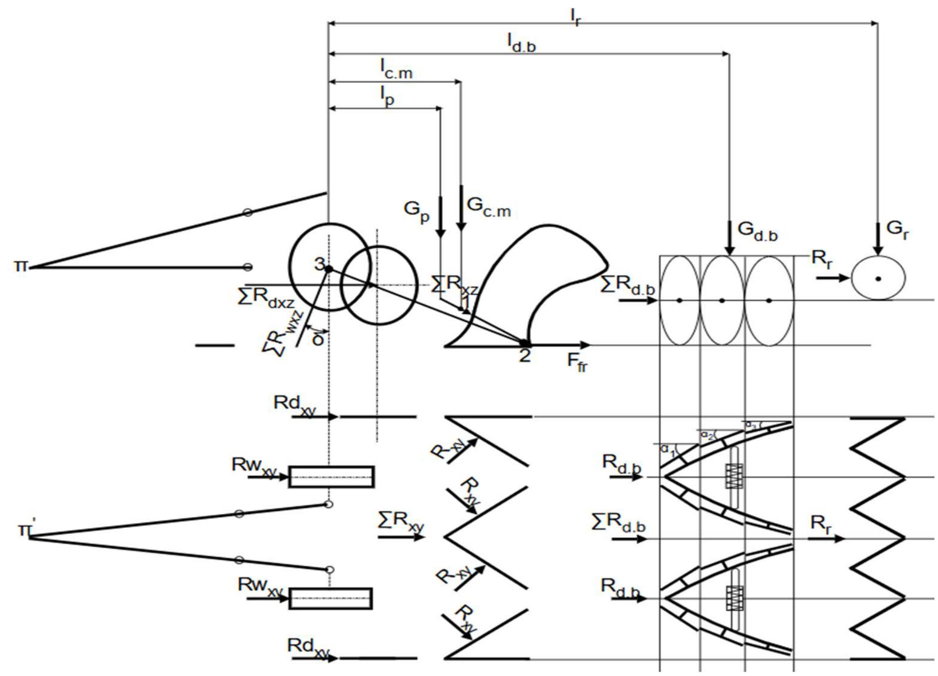


Figure 1. Schematic diagram for determining the traction resistance of the combined frontal plough using a graphical method.

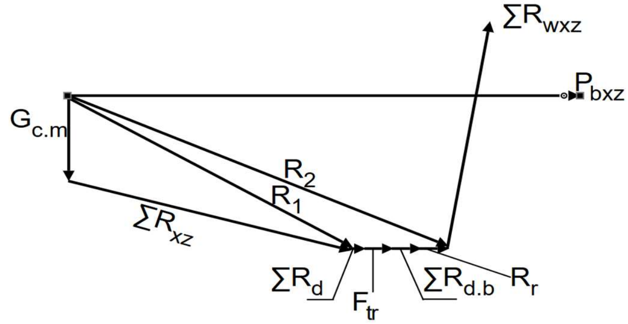


Figure 2. Force polygon for determining the traction resistance of the combined frontal plough.

Analysis

First, using the technological diagram of the combined machine, the coordinates of the point of application of the combined machine's total weight were determined. For this, the condition of equilibrium of the weight forces was set up [Esoyan et al., 2002, 81–87; Timofeev, 2023, 432].

$G_{c.m}*l_{c.m}= G_p*l_p+ G_{d.b}*l_{d.b}+ G_r*l_r$ (1) where

$l_{c.m}$, l_p, $l_{d.b}$, and l_r are the distances from the tractor to the center of gravity of, respectively, the combined machine, the frontal plough, the disc battery, and the roller. Taking into account that the structure of the machines in the examined system is symmetrical, it was assumed that the weight forces of the individual components of the combined machine are applied at their geometric centers. Consequently, the values of $l_{p,}$ $l_{d.b,}$ l_r were obtained through measurements.

Using the equilibrium condition (1), the distance of the combined machine's center of gravity from the tractor, denoted by $l_{c.m}$, was found:

$L_{c.m}=(G_p\times l_p+G_{d.b}\times l_{d.b}+G_r\times l_r)/G_{c.m.}$ (2)

On the force polygon, the weight of the combined machine is added to the resultant of the forces acting on the plow bodies, denoted by ΣR_x. This yields the force R_1.

In the vertical projection of the machine's diagram, the intersection point of those force directions is designated as point 1. From point 1 on the diagram, a line is drawn parallel to R_1 until it intersects the line of the friction force F_{fr} (between the plow bodies and the soil) at point 2.

On the force polygon, starting from the endpoint of R_1, the forces F_{fr}, ΣR_d, $\Sigma R_{d.b}$, and R_r are added head-to-tail. Connecting the endpoint of these vectors back to the start of the polygon gives their resultant, R_2 .

On the diagram of the combined machine, from point 2 a line is drawn parallel to R_2 until it intersects the line of the support-wheel reaction ΣR_{wxz} at point 3. Point 3 becomes the point of application of the resultant of $G_{c.m}$, ΣR_{xz}, ΣR_d, F_{fr}, $\Sigma R_{d.b}$, and Rr. This resultant is in equilibrium with the combined machine's traction force, P_{tr}, which passes through point 3 and the instantaneous center of rotation of the combined machine. Thus, the direction of the combined machine's traction force is determined by connecting point 3 and the instantaneous rotation center (marked "π" in the figure), i.e., direction (3–π).

To find the magnitude of the traction force, one draws from the endpoint of R_2 in the force polygon a line parallel to the support-wheel reaction ΣR_{wxz}, and from the polygon's origin a line parallel to the direction of the traction force. The intersection of these lines (in the force polygon) makes it possible according to the chosen scale to determine the magnitudes of the traction force and the support-wheel reaction.

Using this force polygon, the magnitude of the support-wheel reaction and the resultant of all resistance forces acting on the combined machine (equivalent to the traction resistance) were determined, and it totaled 32.3kN.

Next, the technical-operational indicators of the technological processes carried out by the combined machine (and also individually by the frontal plough, disc harrow, and roller) were calculated. These results are given in Table 1.

Comparative analysis of the technical-operational indicators of the proposed combined frontal plough and the individual operations (frontal plough, disc harrow, and roller independently) shows that, when using the proposed machine, the fuel consumption per hectare decreases by 3.83 liters or 8.9%, while the specific traction resistance (when the moldboard skimmers remain in the frontal plough's construction) is only 0.7kN higher than the sum of performing the individual technological operations separately. If the moldboard skimmers are removed (the proposed version), the specific traction resistance of the combined machine decreases by 1.91kN or by 11%.

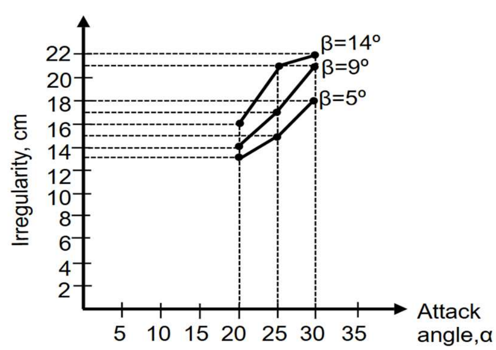
Table1.Results of calculating combined machine's technical, economic, energy indicator

Tractor	Farm Implements	Operating Speed (km/h)	Time Utilization Factor	Working Width (m)	Productivity (ha/h)	Fuel Consumption (l/ha)	Traction Resistance (kN)	Specific Traction Resistance (kN/m)
In the case of the combined machine								
T-150k	PFN-2A Frontal Plough without Moldboard Skimmers + Disc Harrow + Roller	5.2	0.85	2.1	0.928	38.9	32.3	15.3
In the case of separate technological processes								
T-150K	PFN-2A Frontal Plough with Moldboard Skimmers	5.5	0,89	2,1	1,03	31,5	30.57	14.56
MTZ-80.01	BDN-3 Disc Harrow	8	0,91	2,8	2,07	7.56	5.6	2,05
MTZ-80.01	3KKS-6 Roller	7.8	0,92	5,7	4,09	3,67	3.42	0.6
	Total							17,.21

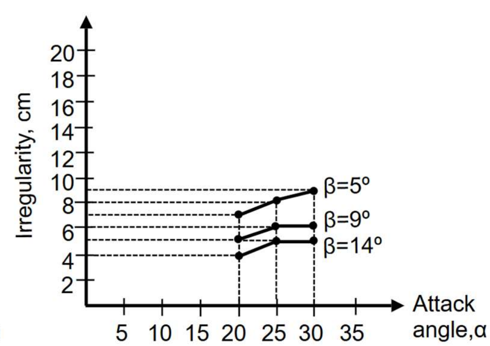
If we also consider that the number of passes will be reduced by two thereby decreasing the machine-induced degradation of the soil (which will naturally have a positive effect on crop yields) it is clear that reducing the number of passes will likewise reduce wind erosion and certain operational costs. Hence, it becomes evident that the introduction and use of the proposed technology and technical equipment are efficient, economically feasible, and environmentally sustainable, making them a practical solution for modern agricultural practices. To analyze the technological indicators of the proposed combined machine's operation on slopes, the quality of cultivation was evaluated in field experiments under different disc attack angles and slope inclinations [OST, 2003. 16]. The purpose of this experiment is to assess the quality of the disc unit's work, improved by laboratory and field experiments, under mountain conditions. The slope inclination and the average disc attack angle were taken as independent factors, while the cultivation quality measured by the unevenness of the cultivated soilserved as the factor to be optimized. The goal of the experiment is to refine the disc attack angle for both uphill and downhill leveling on sloping ground. The object of the experiment is a pair of disc batteries set at different attack angles, determined in laboratory experiments. The experiment was carried out on three slope inclinations: 5°, 9°, and 14°. The individual disc attack angles of the disc batteries were chosen from three different ranges observed during laboratory experiments, for each slope inclination. The results are summarized in Table 2 and presented graphically in Figures 3 and 4.

Table 2. Results of the experiments on the combined machine's disc unit

Experiment variant	**Disc attack angles (N1, N2, N3)**	**Measured Unevenness, cm**					
		Slope gradient 5^0		Slope gradient 9^0		Slope gradient 14^0	
		Uphill	Downhill	Uphill	Downhill	Uphill	Downhill
1	30^0,20^0,10^0 medium 20^0	13	7	14	5	16	4
2	35^0,25^0,15^0 Medium 25^0	15	8	17	6	18	5
3	40^0,30^0,10^0 Medium 30^0	18	9	21	6	22	5

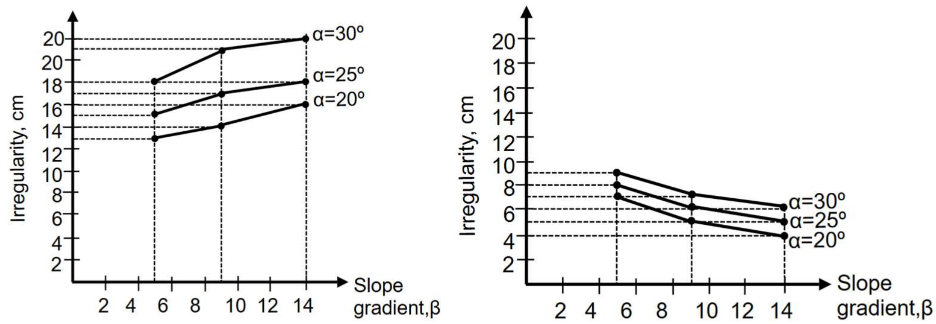


A



B

Figure 3. Variation of soil unevenness with disc attack angle for different slope inclinations: A. Uphill operation, B. Downhill operation



A B

Figure 4. Variation of soil unevenness with slope inclination for different disc attack angles: A. Uphill operation, B. Downhill operation

Analysis of the results of the field experiments shows that increasing the disc attack angle on slopes has a negative impact on the quality of soil cultivation when operating uphill, whereas operating downhill is not significantly affected. As the slope inclination increases, the quality of cultivation decreases, which is especially pronounced when working the soil uphill. When working downhill, the slope increase inclination reduce unevenness.

Conclusions

1. The proposed combined machine for soil cultivation is a complex mechanism consisting of multiple units, which has complicated its equilibrium problem. This problem was solved by a graphical method, also taking into account the results of theoretical research. Solving the equilibrium problem made it possible to assess the machine's energy indicators to outline ways to optimize these indicators, enhance the machine's structural reliability, reduce operational costs, and increase its overall economic efficiency.
2. Analysis of the technical-operational indicators of the combined machine showed that its use is expedient both from an economic point of view due to improved operational indicators and from an environmental point of view due to fewer passes in the field and reduced negative impact of the machinery.
3. Analysis of the field experiment results of the combined machine's disc batteries on slopes showed that increasing the disc attack angle when soil is being transported uphill adversely affects the quality of cultivation, whereas in downhill operation it has a positive effect. Therefore, based on the experimental results, the optimal disc attack angles were determined primarily by the data obtained for the uphill soil transportation scenario.

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Evaluation of technical-economic and technological indicators of the combined frontal plough for smooth plowing

Key words: combined machine, plow balance, disc, angle of attack, traction force, economic efficiency, fuel consumption, resistance, Roller

A technological scheme of the combined machine was developed, allowing for the determination of the coordinates of the point of application of the machine's total weight force. Based on the results of theoretical research**,** the equilibrium problem of the proposed combined machine for soil cultivation was solved using a graphical method**,** and its energy performance was assessed. The technical-economic and operational indicators of the combined machine were determined, and through comparative analysis with base machines, the feasibility and efficiency of using the proposed machine were substantiated from both technological and economic perspectives**.**

Based on the results of experiments, the technological indicators of the disc working elements of the combined machine were analyzed during operation on slopes.

The research results provide an opportunity to outline the main directions for optimizing the parameters of the proposed combined machine and improving its design.

EDUCATIONAL SECTOR MANAGEMENT EFFICIENCY THROUGH INFORMATION TECHNOLOGY

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Key words: information technology, educational paradigm, educational process, public administration, diversification of processes, information literacy, competence

Introduction

Nowadays, in compliance with globalization and digitalization trends, information technologies have penetrated all the spheres of public life, including the educational sector. In accordance with public administration, the educational paradigm has been subjected to changes in terms of organization and management methodology. In particular, the effective implementation of information technology in the educational sector, enabled to ensure a wide range of important factors such as the promotion of learning motivation, the use of various teaching methods, the availability of lifelong learning and the modernization of continuous professional improvement mechanisms, significantly increasing the effectiveness of the educational process. However, with this set of tools, increasing the efficiency of the educational process, information technologies have also arisen a number of challenges [Buckgham, 2003, 4]. In particular, these challenges refer to the competent and effective use of IT by both learners and teachers. It implies the mastery of a set of competencies, which will enable, on the one hand, to provide, and on the other hand, to receive education based on professional skills, the outcome of which will be the continuous maintenance of professional competitiveness in the constantly fluctuating job market. Perhaps, this is possible only due to the effective implementation of modern information technologies in the educational sector.

Methodology

The research has been conducted using theoretical, empirical and statistical methods. First, domestic and foreign literature related to the field has been studied, then the results of experimental training (case study) and statistical data have been analyzed.

Literature Review

Management processes in the education sector have been subjected to study from the viewpoints of informatization of the educational system, continual education and modernization of the content of education. A body of research has figured prominently in the study [Astvatsatryan & Terzyan, 2004; Astvatsatryan & Avagyan, 2015; Bayadyan, 2005; "Draft State Program for the Development of Education of the Republic of Armenia until 2030″].

Besides, the works of a number of foreign authors have also been taken into account [Baranov, 2002; Lau, 2006; Smetanina, 2002; Sysoev, 2010; Fedorov; 2015, Chelisheva, 2009; Chicherina, 2008; Alderson, 2000; Andersen, 2013; Bravender, 2015; Buckingham, 2003; Coiro, 2008; Joosten, 2012; Serafini, 2010; Trebor & Scholz, 2010], UNESCO's fundamental documents, guidelines and manuals related to the field of media education.

Scientific novelty

New principles referring to the management of educational processes through information technology have been elaborated based on theoretical data and case study analysis.

Analysis

The implementation of information technology in the educational sector is interlinked with the efficiency of the educational processes management. The first attempt to incorporate information technologies into the educational process was made in France in 1915, and by the 1960s in most universities in Western Europe and the USA [Fedorov 2015, 271]. Interestilngly, information technologies can be effectively incorporated into the context of any field of education and can ensure the achievement of the expected measurable outcomes. As an example, the article illustrates the use of information technologies, specifically the Internet, in teaching foreign language vocabulary. In particular, the features of linguistic and non-linguistic, translational and non-translational methods of vocabulary teaching in the context of innovative education have been considered and the advantages of the digitalization towards the effectiveness of the educational process have been emphasized. These advantages include the increase in learner's motivation, the diversification of the educational process, the consideration of different learning styles, the development of information literacy, and the feedback provision.

In the context of traditional education, working out vocabulary is significantly different from the context of innovative education. The conditions of innovative education imply the implementation of digital technologies into the educational process for didactic purposes. And if in the first case we deal with a bilateral relationship: teacher-learner, then in the second case we deal with a tree dimentional relationship: teacher-interface-learner. This mediated educational process greatly contributes to the mastery of any aspect of a foreign language, in particular, due to the increase in the level of visualization of the learning material. Visualization allows to significantly increase the level of perception of the information conveyed in the text by the learner due to the combination of mental and visual analysis of information [Troyan, 2006, 3]. Thus, in case of teaching vocabulary, information technologies can perform the following didactic functions:

1. Increase in motivation.

A key factor of increase in the effectiveness of teaching-learning process is learnners' motivation, especially in case of studying foreign languages. In general, the formation of communicative competence requires a lot of effort and time. It includes persistent dictionary work, memorization of unknown words, repetition, continuous and intensive study. Sometimes, even after making a lot of efforts and alotting time, learners face difficulties and lack of result, that gradually leads to the decline in motivation. Making the educational process diversified and interesting, engaging learners in the educational process becomes more effective through the use of information technologies, which give an opportunity to suppliment the educational material with audiovisual tools and to make the teaching-learning process more interactive and alive. In other words, if in the context of traditional education, working out vocabulary implied long and boring dictionary work by the learner, in the context of innovative education, using Internet resources, working with vocabulary can be faster, more efficient and interesting, contributing to the maintenance of learners' stable motivation.

2. Diversification of the educational process.
Diversifying the educational process means enriching it with different teaching aids and making use of a number of methods and techniques. In the case of teaching vocabulary, the overall process refers not only to the translation or explanation of unknown words, but also to listening, watching a video with the use of a given word, preparing flashcards or animations via the Internet. For example, working out unknown words with online dictionaries, enables not only to identify the meaning of a word, but also to hear the pronunciation and to see the semantic map of the unknown word. In this case, those senses of percetion are activated, which contribute to the effectiveness of the acquisition of any language point [Minasyan, 2004, 29]. Moreover, it is possible to use both linguistic and non-linguistic methods of teachning vocabulary. In case of non-linguistic methods (revealing the meaning of a word through objects, images, gestures, or actions), the Internet offers a wide range of websites with ready-made images, videos, and animations to explain the meaning of unknown words.

As far as linguistic methods are concerned, the Internet is filled with a number of online dictionaries for the application of the translation method. Working with an online dictionary accelerates the speed of search and is more available for learners if they have a gadget. As for revealing the meaning of a word through non-translational methods (explanation in the target language, enumeration, synonym, antonym, keyword, guessing the meaning, word formation analysis) it can be carried out through websites designed for an immediate obtention of the entire semantic and morphological paradigm of a given word on a single platform.

3. Consideration of learning styles.
The effective implementation of information technologies in the educational process, makes it possible to organize the teaching-learning process in accordance with students' individual learning styles. For some learners, listening is more effective for memorizing

newly assimilated words, while for others, solving online crosswords or communicating with artificial intelligence is fare more useful.

4. Formation of information literacy.
The use of information technology in the educational process significantly contributes to the development of learners' cognitive skills. Looking up an unfamiliar word in an online dictionary, learners use hypertexts. Each hyperlink immediately provides new information and meanwhile raises new questions, continuing in an endless chain. Moreover, hyperlinks might contain information not only in a textual format, but also in audio, audiovisual and graphical (hypermedia) format. Thus, the search for word meaning evolves into an interconnected chain of educational and cognitive activity, which gives the learner the skills to figure out and satisfy his own information needs. The latter is the cornerstone of lifelong language learning, which is the imperative of modern educational policy. In fact, nowadays learning foreign languages is considered to be a lifelong task, thus it is extremely important to develop appropriate skills and motivational features and abilities in order to continue language learning beyond the classroom. And today, Internet resources have become an invaluable and inexhaustible source for self-study and continual professional development (CPD) [Sisoev, 2010, 10].

5. Feedback provision.
Feedback is of crucial importance in the organization and management of education. Providing feedback through information technologies is characterized by accessibility, speed and objectivity. In this case, the Internet is filled with websites and applications through which one can independently assimilate foreign language vocabulary, test their knowledge and get an instrumental feedback.

Conclusions
The didactic potential of information technology contributes to the efficiency of language learning to a great extent. It imples new challenges towards developing language skills in a new pedagogical condition. Specifically, a kind of rearrangement of the roles of a teacher and a learner takes place: the teacher acts as a guide, and the learner as an individual who is skilled with the appropriate compitences in order to identify his own information needs and to outline his learning path. The modern educational policy underlies this toolbox as a strategic sector of public management and sustainable development.

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Educational sector management efficiency through information technology

Key words: information technology, educational paradigm, educational process, public administration, diversification of processes, information literacy, competence

The integration of information technology in all the spheres of social life is challenging the foundations of education. The key outcome of today's education is becoming the development of an appropriate skill set in order to search, analyze and evaluate the acquired information. The present research takes into focus the development of language skills through the use of information technology. Based on the example of working out foreign language vocabulary a link between the use of information technology and the efficiency of management of the educational sector has been demonstrated. In particular, the effective implementation of information technology in the educational sector, enables to ensure a wide range of important factors such as the promotion of learning motivation, the use of various teaching methods, the availability of lifelong learning and the modernization of continuous professional development mechanisms, significantly increasing the effectiveness of the educational process. However, with this set of tools for increasing the efficiency of the educational process, information technologies have also arisen a number of challenges. In particular, these challenges refer to the competent and effective use if information technology by both learners and teachers. It implies the mastery of a set of competencies, which will enable, on the one hand, to provide, and on the other hand, to receive education based on professional skills, the outcome of which will be the continuous maintenance of professional competitiveness in the constantly fluctuating job market. Perhaps, this is possible only due to the effective implementation of modern information technologies in the educational sector. The relevance of the research underlies the scope and importance of the problem and the lack of prior studies in the field.

INTERACTIONS BETWEEN TAXES AND ECONOMIC GROWTH IN THE CONTEXT OF INCLUSIVE ECONOMIC GROWTH FACTORS [1]

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Key words: income tax, profit tax, value added tax, economic growth, inclusion

Introduction

In the context of improving and adjusting economic policy, the effects of the tax system on economic growth are of great importance, especially in the context of ensuring inclusive economic growth. From this point of view, one of the significant results for theoretical and practical policy is the problem of assessing these effects. It is obvious that the tax mechanisms and the design of tax rates operating in a particular country affect the decision-making process. Moreover, the issue concerns both individual and corporate taxes.

In economic terms, the crucial issues in the case of taxes levied on both personal income and income from economic activities relate, on the one hand, to the assessments of one or another stimulus (expenditure multiplier) given to economic growth due to the expenditure of state revenues generated through aforementioned activities, and, on the other hand, to the assessments of the effects on economic growth as a result of the reduction in investments (in the case of companies) after tax collections from taxpayers. Within the framework of this study, the effects of taxes were assessed comprehensively through econometric modeling, taking into account both the set of the most significant macroeconomic fundamentals determining economic growth and its inclusiveness (employment, productivity, investments - gross fixed capital formation, inflation), as well as the interactions and mutual relationships of these factors.

Methodology

Guided by the above problem, the method of econometric analysis with a specification typical for *vector autoregressive models (VAR)* was chosen for modeling, which made it possible to take into account the existing theoretical and practical problem of endogeneity between these variables. [Gujarati&Porter, 2009, 657], as well as to consider the dynamic nature of the above-mentioned connections. The model looks like this:

$Y_t = \mu + \sum_{i=0}^{p} \phi_i * Y_{t-1} + X_t \Gamma + \varepsilon_t$ where:

$Y_t -$ the vector of endogenous variables at time t: $\overline{\mathrm{t} = 2006Q1{:}\,2024\mathrm{Q}4}$,

μ - is the vector of constants,

ϕ_i – the matrix of coefficients of the lagged variables of the endogenous variable,

X_t – the matrix of exogenous variables at time t: $\overline{\mathrm{t} = 2006\mathrm{Q}1{:}\,2024\mathrm{Q}4}$,

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Γ - the matrix of coefficients of exogenous variables,
ε_t– the random error of the model at time t: $\overline{t = 2006Q1:2024Q4}$:

In line with the modeling objectives, three VAR models with the above-mentioned specifications were considered, each of which presents the main interactions of value added tax (VAT), income tax, and profit tax with the aforementioned macroeconomic fundamentals. In particular, in the case of *income tax (the first model)*, the automatically adjusted sample of quarterly time series of the given tax type, real economic growth, productivity, employment, and gross fixed capital formation growth indices for 2008-2023 was considered as endogenous variables. The real economic growth index of the Russian Federation for the same period was included in the model as a macroeconomic exogenous fundamental describing external demand.

In the case of *profit tax (second model)*, the model includes as endogenous variables an automatically adjusted sample of quarterly time series of this tax type, real economic growth, gross fixed capital formation and export growth indices for 2006-2023. As macroeconomic exogenous fundamental model describing external demand, the indices of real economic growth of the Russian Federation and world copper prices for the same period were included.

In the case of VAT (third model), the model included as endogenous variables an automatically adjusted sample of quarterly time series of following growth indices for 2004-2024 for the VAT, real economic growth, inflation, and import growth import growth from re-export effects. The research database was formed using information from the Ministry of Finance of the Republic of Armenia [https://minfin.am/hy], Statistical Committee of the Republic of Armenia [https://armstat.am/am/?nid=13], as well as the Bloomberg database. [https://www.bloomberg.com/professional/products/data/].

Literature review
In the economic literature, one often encounters claims about the various effects of taxes on economic growth. According to the studies of one group of theorists, in the case of developed countries, the effects of taxes on economic growth are contradictory. According to this approach, an increase in both personal income tax and corporate tax in developed countries negatively affects economic growth, while in the case of value added, this effect has a positive sign. According to these studies, a 1 percent increase in personal income tax leads to a 0.16 percent decrease in economic growth, while, say, a 1 percent increase in value added tax is accompanied by a 0.33 percent increase in GDP [Shaqiri et al., 2024, 136]. The same approaches are developed by another group of researchers [Gashi, et al., 2018, 66], who believe that the favorable effects of the tax system on economic growth can be achieved by expanding the tax base and reducing tax privileges. In this context, the findings of V. Fang [Fang, 2024] and Nguyen et al. [Nguen et al., 2021] are also relevant.

According to another research group, based on data from 21 OECD countries, it was found that taxes have a negative impact on growth. Coefficient estimates in a baseline model developed based on panel and cluster analysis showed that a 10% reduction in the personal income tax rate (respectively, the corporate income tax rate) can increase GDP growth by 0.6% (respectively, 0.3%) [Alfo et al., 2023, 1289]. The findings of Collaku et al. [Çollaku et al., 2023, 36] are also relevant.

According to one of the existing views on the issue under consideration, the effects of taxes, as well as state spending, on economic growth are not so unambiguous. In particular, according to Desislava Stoilova, there is no justification for the fact that an increase in the tax burden has an unambiguously negative effect on economic growth. Moreover, according to this analyst, the increase in all types of taxes, except for excise tax, does not reduce economic growth, while the increase in social spending from the state budget negatively affects economic growth [Stoilova, 2024, 251].

According to the observations of some theorists, the relationship between the tax burden and economic growth is dynamic and depends on the specific conditions of a given country. In particular, considering the issue on the example of Turkey, two researchers came to the conclusion that these two factors are in a two-way interdependence, and the directions of these effects depend on the stage of the economy in the cycle. In general, these theorists conclude that the overall tax burden should be reduced, especially for low-income citizens [Ozpence, Mercan, 2020, 152]. In their analyses, International Monetary Fund experts Ruud de Mooij and others [Ruud de Mooij, 2020] evaluate the tax system of a particular country from the perspective of its inclusiveness, which they demonstrate that studies in this context have even led to the "ranking" of elements of the tax system according to the criterion of their impact on economic growth.

Scientific novelty

The article, based on VAR modeling, reveals trends representing the dynamics of the interrelationships between income tax, economic growth, employment, and labor productivity. In particular, it is substantiated that an increase in income tax negatively affects economic growth, employment, and labor productivity.

Using the same modeling technique, the negative impact of corporate tax increases on economic growth has been revealed. At the same time, one of the trends revealed in this context is that corporate tax increases negatively affect gross fixed capital formation.

One of the novelties achieved by the research on the effects of value-added tax is that, other things being equal, the increase in VAT initially leads to positive effects, and after a certain time (after 4 quarters) turns to negative effects. Another result containing an element of novelty in the research is that the moment of the peak effect of value-added tax on inflation is simultaneously the turning point of the positive effect of this type of tax on economic growth.

Analysis

The inclusion of growth indices of the selected variables in the model under consideration made it possible to manage the stationarity problem, which was tested using the Augmented Dickey-Fuller test, as a result of which it was found that all series involved in the models are stationary. The time series were previously adjusted for seasonality using the Census X12 methodology. All three models presented are stable (Inverse roots of AR characteristic polynomial), and they also lack the phenomena of autocorrelation, as well as heteroskedasticity, which were tested using the Lagrange multiplier serial autocorrelation test (LM serial autocorrelation) and White's test.

The results of the estimation of the impulse response functions of the first VAR model are presented in tabular form in the table below (see Table 1).

Table 1. Summary results of the VAR model describing the interactions between income tax, economic growth, employment, productivity, and investment (1% shock)

	Maximum impact (% points)	Period of maximum impact (quarter)	Cumulative impact (% points)	Period of recovery to pre-shock situation (quarter)
Economic growth	-0.2	3	-0.6	9
Employment	-0.13	3	-0.17	6
Productivity	-0.1	4	-0.7	15
R^2	0.75			
R^2 adjusted	0.56			

The results of estimating the impulse response functions of the first VAR model are as follows:

✓ As a result of a 1 standard deviation positive shock in the direction of income tax growth, real GDP growth exhibits its maximum negative response after 3 quarters, decreasing by about 1.7 percentage points and maintaining the negative impact over 9 quarters, cumulatively amounting to 5.14 percentage points. If we normalize the above-mentioned impact by representing 1 percentage point as a shock (the standard deviation of income tax is 9.03 percentage points), then a 1 percentage point increase in income tax leads to a maximum decrease of 0.2 percentage points after 3 quarters and the pre-shock level of economic growth is restored after 9 quarters, resulting in a cumulative negative impact of 0.6 percentage points over the given period.

In parallel, if we consider the effects of income taxes on productivity and employment, we can see that in this case too the effects are mostly negative. In particular:

✓ As a result of a 1 standard deviation positive shock in the direction of income tax growth, productivity exhibits its maximum negative response after 3 quarters, decreasing by about 1.2 percentage points and maintaining the negative impact over 6 quarters, cumulatively amounting to 1.54 percentage points. In the case of normalization of the impact, a 1 percentage point shock in income tax leads to a maximum decrease in productivity after 3 quarters, by 0.13 percentage points, and the cumulative negative impact over 6 quarters is 0.17 percentage points.

✓ The situation is somewhat different for employment, and the negative effects on employment are even longer lasting and larger. Specifically, following a 1 standard deviation positive shock to income taxes, employment shows its maximum negative response after 4 quarters, falling by about 0.8 percentage points and remaining negative for up to 15 quarters, for a cumulative 6.6 percentage points. In the normalized case, a 1 percentage point shock to income taxes leads to a 0.1 percentage point decline in productivity after 4 quarters, for a cumulative negative impact of 0.7 percentage points over 15 quarters.

✓ In this context, it is important to address not only the effects of income tax on macroeconomic fundamentals, but also to consider the feedback, endogenous phenomena observed in the economy. In particular, if we consider the effects of economic growth and employment on income tax revenues, we can see that the cumulative positive effects of shocks of 1 standard deviation of economic growth and employment (the standard deviations of economic growth and employment are 7.5 and 5.1 percentage points, respectively) are manifested in the 9th and 10th quarters, respectively, amounting to a cumulative 11.8 percentage points (normalized: 1.57 percentage points) and 8.1 (normalized: 1.59 percentage points). The results of the second VAR model estimation are presented in Table 2.

Table 2. Summary results of the VAR model describing the interactions between corporate income tax, economic growth, exports, and investment (1% shock)

	Maximum impact (% points)	Period of maximum impact (quarter)	Cumulative impact (% points)	Period of recovery to pre-shock situation (quarter)
Economic growth	-0.03	4	-0.1	5
Gross fixed capital formation	-0.1	2	-0.5	16
R^2	0.75			
R^2 adjusted	0.64			

The results of the estimation of the second model are as follows:

✓ As a result of a positive shock of 1 standard deviation in the direction of the increase in the corporate tax, real GDP growth exhibits its maximum negative response after 4 quarters, decreasing by about 0.8 percentage points and maintaining the negative effect over 5 quarters, cumulatively amounting to 1.76 percentage points. If we normalize the above effect, representing 1 percentage point by the magnitude of the shock, then a 1 percentage point increase in corporate tax leads to a maximum decrease of 0.03 percentage points after 4 quarters and the pre-shock level of economic growth is restored after 5 quarters, resulting in a cumulative negative effect of 0.1 percentage points over the given period.

✓ However, in the case of profit tax, it is extremely important to address the study of the effects of this tax type on the investment environment and long-term rates of capital accumulation. In particular, the results of the study show that as a result of a 1 standard deviation positive shock in the direction of profit tax growth, gross fixed capital formation exhibits its maximum negative response after 2 quarters, decreasing by about 3.7 percentage points and maintaining the negative effect for about 16 quarters, cumulatively amounting to 15.4 percentage points. If we normalize the above effect by representing 1 percentage point as the magnitude of the shock, then a 1 percentage point increase in profit tax leads to a maximum decrease of 0.1 percentage points after 2 quarters and the pre-shock level of economic growth is restored after 16 quarters, resulting in a cumulative negative effect of 0.5 percentage points over the given period.

✓ In parallel, if we consider the endogenous feedback between corporate income tax and economic growth, a positive shock of 1 standard deviation of economic growth leads to a 3 percentage point (normalized: 0.4 percentage point) increase in corporate income tax after 4 quarters, and cumulative positive effects are observed after about 8 quarters, amounting to 8.3 percentage points (normalized: 1.1 percentage points).

The results of the third model estimation are summarized in Table 3.

Table 3. Summary results of the VAR model describing the interactions between VAT, economic growth, exports and investment

	Maximum impact (% points)		Period of maximum impact (quarter)		Cumulative impact (% points)	Period of recovery to pre-shock situation (quarter)
	Positive	**Negative**	**Positive**	**Negative**		
Economic growth	**0.084**	**-0.096**	4	8	**-0.14**	9
Import	**0.24**	**-0.16**	3	7	**0.06**	6
Inflation	**0.1**		4		**0.3**	8
R^2	***0.71***					
R^2 adjusted	***0.61***					

The results of the third model assessment are as follows:

✓ In the case of an increase in the value-added tax, the situation is slightly different, since VAT is considered a consumption tax and is mainly levied on the price of final consumer goods. It follows that additional VAT revenues are also an incentive for producers, since in a small open economy, under conditions of high demand, producers receive additional incentives to increase output volumes, which ultimately leads to additional economic activity. However, additional tax collections do not lead to a change in production and entrepreneurial behavior, since ultimately the final consumer is the main bearer of the tax burden. However, this phenomenon may continue until the moment when price changes significantly affect consumer behavior and cause a turning point effect in terms of economic growth. In this regard, the results of this analysis do not deviate from the logic of the above theoretical foundations. In particular, it can be observed that as a result of a 1 standard deviation positive shock in the direction of VAT growth, real GDP growth initially exhibits growth trends, reaching a maximum of 1.5 percentage points in the 4th quarter. However, starting from the 5th quarter, the direction of the impact changes to negative and economic growth exhibits its maximum negative response after 8 quarters, decreasing by about 1.7 percentage points and maintaining the negative impact until the 11th quarter, cumulatively creating a net negative result of 2.4 percentage points compared to the initial period of the shock. If we normalize the above effect by representing 1 percentage point as a shock, then a 1 percentage point increase in VAT initially leads to a maximum positive effect of 0.084 percentage points, then the direction of the effect changes and amounts to a 0.096 percentage point decline after 8 quarters, and the pre-shock level of economic growth is restored after 11 quarters, leading to a cumulative negative effect of 0.14 percentage points over the given period.

✓ The situation is identical in the case of the other component of the VAT tax base, the import component. The only difference lies in the magnitude of the responses. In particular, as a result of a 1 standard deviation positive shock in the direction of VAT growth, imports, adjusted for the impact of re-exports, initially show growth trends, reaching a maximum of 4.2 percentage points in the 3rd quarter. However, starting from the 6th quarter, the direction of the impact changes to negative and economic growth shows its maximum negative response after 7 quarters, decreasing by about 2.9 percentage points and maintaining the negative impact until the 10th quarter, cumulatively making a net positive result of 1.02 percentage points compared to the initial period of the shock (the negative cumulative effect in the 7th-10th quarters is 7.8 percentage points, however, the positive result in the 1st-6th quarters exceeds the negative effect in the aforementioned quarters). If we normalize the above effect by representing it in terms of a 1 percentage point shock, then a 1 percentage point increase in VAT initially leads to a maximum positive effect of 0.24 percentage points, then the direction of the effect changes and constitutes a 0.16 percentage point decline after 7 quarters, and the pre-shock level of economic growth is restored after 11 quarters, leading to a cumulative net positive effect of 0.06 percentage points over the given period. If we aggregate the effects of a 1 percentage point positive VAT shock on the domestic and import tax bases, we obtain a negative effect of 0.08 percentage points.

✓ In parallel, as we mentioned, in the case of VAT, the cornerstone is the impact on the inflationary environment and the purchasing power of the population, which in turn are the main determinants of consumer behavior and, subsequently, the inclusiveness of economic growth. The results of the study prove that the moment of the peak impact of the value-added tax on inflation is the turning point of the positive impact of the tax on economic growth. In particular, as a result of a positive shock of 1 standard deviation in the direction of VAT growth, inflation shows its maximum response after 4-5 quarters, increasing by about 1.2 percentage points, while the inflationary background is maintained for about 8 quarters, cumulatively amounting to 5.4 percentage points. If we normalize the above effect by representing a 1 percentage point shock, then a 1 percentage point increase in VAT leads to a maximum of 0.1 percentage point inflation after 4-5 quarters, and the inflationary background is maintained for 8 quarters, cumulatively amounting to 0.3 percentage points.

✓ If we consider the endogenous feedback loops between VAT and economic growth and imports, then the cumulative effects of positive shocks of 1 standard deviation of economic growth and imports (the standard deviations of economic growth and employment are 7.5 and 16.98 percentage points, respectively) are manifested by additional increases in VAT collections in the 5th and 9th quarters, respectively, amounting to a cumulative 20.4 percentage points (normalized: 2.7 percentage points) and 13 percentage points (normalized: 0.8 percentage points).

Conclusion

The analyses conducted within the framework of this research document that the tax system in the Republic of Armenia, represented by three major types of taxes: income tax, profit tax, and value added tax, is closely interconnected with both economic growth itself and the inclusiveness factors that explain economic growth and characterize the quality of growth. In particular, the main results of the study document the quantitative negative effects of direct taxes on economic growth and inclusiveness factors that characterize growth.

Considering the negative impacts of income tax revenues on economic growth, employment, as well as productivity, when implementing reforms in the framework of this type of tax, for example, the transition from a flat taxation mechanism to a progressive one, it is necessary to take into account both the impacts on different social groups, in particular, to focus on the socially vulnerable and employed in low-income groups, establishing a non-taxable threshold or a relatively low rate, and to simultaneously consider the combination of possible structural and innovative policy instruments of the government along with the change in the income tax rate, which will allow to compensate for the negative impact of the income tax on productivity. It is also important to balance the goals of the state's economic policy, in particular, to combine the objectives of ensuring economic growth with policy measures aimed at reducing the disproportionate distribution of income, since, on the one hand, the transition from a flat to a progressive income tax rate can mitigate income inequality, while, on the other hand, relatively high tax rates can penalize the rate of economic growth.

As for the profit tax, since in this case the main channel that negatively contributes to economic growth is the impact on investments, within the framework of this study it is proposed to supplement the set of deductible business expenses defined by Article 110 of the Tax Code of the Republic of Armenia from the profit tax base with a provision for recognizing and reducing the income reinvested by the organization as an expense, which will allow to somewhat curb the negative effects on capital accumulation and investments, and consequently on economic growth.

In the case of an increase in the VAT, the situation is slightly different, since indirect taxes generally do not have a significant impact on producer behavior, being included in the price of final consumption goods, and even vice versa. In the case of a limited market and small-open economy, such as the Republic of Armenia, the high level of demand creates additional price incentives (which also includes VAT) for producers in terms of expanding production volumes, while the tax burden is transferred from the producer to the consumer. However, this phenomenon may continue until price changes significantly affect consumer behavior and cause a turning point effect in terms of economic growth. In this regard, the results of this analysis largely confirm the logic of the above theoretical principles.

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Interactions between taxes and economic growth in the context of inclusion factors

Key words: income tax, profit tax, value added tax, economic growth, inclusion

The aim of the article is to assess the dynamic relationships and interactions between taxes, economic growth and other macroeconomic fundamentals in the context of ensuring inclusive economic growth based on econometric models. As a result of the research, the trends in the movement of taxes that are the main sources of the budget - income tax, profit tax and value added tax - were revealed, as well as the interactions and interactions of the observed macroeconomic fundamental factors - economic growth, employment, investments, productivity and inflation. According to the research, an increase in income tax and profit tax, as a rule, has a negative impact on economic growth, while the effects of profit tax and value added tax on other macroeconomic fundamentals are contradictory. The effects of income tax are also negative on labor productivity, and the effects of profit tax are twofold. In a certain situation, the negative impact of the increase in the corporate tax on investment and gross fixed capital formation can seriously affect the inclusiveness indicators of economic growth. The effects of the increase in the value-added tax on economic growth in the first stage of the stimulus action contribute to economic growth, but gradually this increase changes the direction of its impact and becomes simply negative, due to the negative impact of price factors on consumer behavior.

MANAGEMENT STRATEGIES OF BRANDING IN THE MEDIA SPACE: A COMPARATIVE ANALYSIS OF THREE LEADING GERMAN MEDIA

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Key words: media economy, media branding, managerial strategies, German media

Introduction

The German media market represents a complex system in which the success of media depends not only on the quality of content but also on effective branding strategies. In the era of digitalization and growing competition, media companies are forced to adapt their brands to the needs of their target audience by employing various management approaches.

Die Zeit, Handelsblatt, and Bild—three leading German publications occupying different niches in the media industry—utilize distinct branding strategies. Studying their management approaches to brand creation and development will provide a deeper understanding of the factors influencing media sustainability under conditions of global digitalization. This paper analyzes the visual identity of these publications, their content policies, advertising strategies, as well as their interaction with the audience and societal roles.

The aim of the study is to identify the key features of the branding strategies of Die Zeit, Handelsblatt, and Bild, their impact on audience perception, and their competitive positions in the media landscape.

Methodology

The methodological foundation of this study is based on a combination of comparative and content analysis of the branding strategies employed by the three German publications. To achieve the research objectives, content analysis was conducted by examining materials from the official websites of Die Zeit, Handelsblatt, and Bild, including their visual design and advertising campaigns. Comparative analysis was used to assess the differences and similarities in branding strategies, considering factors such as target audience, media formats, and market positioning. Additionally, the study explored audience interaction through an analysis of social media engagement, reader comments, and subscription models.

The research is based on open sources, including materials published on the websites of the selected media outlets, analytical reports on the German media market, and academic works by leading researchers in the field of media branding.

Literature Review

Modern research in media management and media economics emphasizes that media branding plays a key role in the competitiveness of media in the age of digitalization. In her work, Lucy Kueng examines strategic management in the media industry, noting that successful branding combines digital transformation, effective monetization models, and audience engagement [Kueng, Strategic Management in the Media, 2017, 85].

The issue of media organizations' sustainability in the era of digital change is also discussed in the studies by Robert Picard. He emphasizes that the economic model of media should take into account not only traditional forms of financing but also innovative methods of content monetization, such as subscription services and digital advertising [Picard, The Economics and Financing of Media Companies, 2002, 112].

The effectiveness of the media market and branding is further explored in the work of Gillian Doyle, who notes that competitive media strategies depend on the ability to adapt to new technologies and evolving audience needs, which is particularly important in conditions of global competition [Doyle, Understanding Media Economics, 2013, 56].

Additionally, David Hesmondhalgh highlights the cultural aspect of media branding in his studies. He examines the influence of social and political factors on building public trust in the media, noting that successful media brands strike a balance between commercial interests and editorial independence [Hesmondhalgh, The Cultural Industries, 2019, 79].

Thus, studying the branding strategies of leading German media through the lens of existing theoretical approaches allows for a comprehensive assessment of their adaptation to modern challenges and the identification of key factors for successful positioning in the digital era.

Scientific novelty

The novelty of this study lies in the comprehensive examination of the branding strategies of leading German media outlets – Die Zeit, Handelsblatt, and Bild – in the context of digitalization and global competition. Despite existing research on media branding, there is a lack of a detailed comparative analysis of these publications that considers their evolution and strategic decisions within a unified conceptual framework. The results of this study may be useful both for theoretical research in the field of media management and for practical applications in media brand management.

Analysis

History of the Brands and Their Positioning

• Die Zeit (founded in 1946):

Die Zeit is one of Germany's most respected weekly publications, specializing in in-depth analysis of socio-political, cultural, and economic issues. The newspaper is aimed at intellectuals, scholars, educators, and politicians, offering analytical articles, expert opinions, and a broad discussion platform. Its brand is associated with quality journalism, independence, and objectivity. In recent decades, Die Zeit has expanded its digital presence by launching its own podcasts, online subscriptions, and special editorial formats for a younger audience.

• Handelsblatt (founded in 1946):

Handelsblatt is Germany's largest business newspaper, renowned for its thorough financial analysis and economic research. Its primary readers include entrepreneurs, investors, economists, and politicians. The Handelsblatt brand is associated with reliability, promptness, and expertise. The publication actively develops digital services, such as analytical platforms for investors, exclusive online reports, and multimedia economic reviews. Handelsblatt also regularly organizes economic forums and summits where key issues of the global economy and financial sector are discussed.

• Bild (founded in 1952):

Bild is Germany's most widely circulated daily newspaper, aimed at a broad readership and known for publishing news in a concise, accessible, and sensational format. The Bild brand is recognized for its provocative style, interactivity, and focus on the rapid dissemination of information. The publication actively employs visual content—including photographs, videos, and infographics—and maintains a strong presence on social media. Although Bild has frequently been criticized for using flashy headlines and sensational materials, it remains one of Germany's most popular media outlets, setting the agenda for millions of readers.

Target Audience

• Die Zeit:

Aimed at the intellectual elite, including scholars, educators, students, politicians, and cultural figures. The newspaper attracts those interested in in-depth analysis of current issues, international politics, culture, and science.

• Handelsblatt:

Primarily targets the business community, including entrepreneurs, investors, financial analysts, company executives, and economists. Handelsblatt offers expert materials, business analytics, financial market forecasts, and up-to-date economic research.

• Bild:

Caters to the mass reader, including young people, workers, employees, and various social groups. The newspaper focuses on accessible, concise, and sensational coverage of events, emphasizing entertainment, scandals, and social life.

Main Editorial Values

• Die Zeit:

Emphasizes depth of analysis, objectivity, critical thinking, and independent journalism. Its subscription model underscores the publication's premium character.

• *Handelsblatt:*
Values reliability, precision, promptness, and professionalism. The newspaper serves as a decision-making tool for businesses and investors.

• *Bild:*
Prioritizes accessibility, dynamism, sensationalism, and interactivity. Bild actively employs social media and online formats to maximize audience engagement.

Media Content

• *Die Zeit:*
Primarily focuses on analytical and research materials. It publishes articles on politics, culture, economy, and social issues. The content is marked by deep analysis and includes expert opinions and opinion columns.

• *Handelsblatt:*
Specializes in financial and economic journalism. It covers news on stock markets, macroeconomics, corporate finance, and investments, often featuring exclusive interviews with business leaders and economists.

• *Bild:*
Concentrates on brief news, sensational stories, and entertainment content. Topics include politics, sports, show business, scandals, and crime reporting. The materials are designed for a mass audience and are characterized by an emotionally charged tone.

Website Content

• *Die Zeit:*
Features a minimalist design with a focus on textual content. The main materials are available via subscription and include analytical articles, expert columns, and podcasts. The absence of aggressive advertising underscores its premium status.

• *Handelsblatt:*
Offers an extensive multimedia platform that includes online analytics, financial tools, reports, and charts. Both free and premium materials are available for subscribers, and interactive services such as market forecasts and professional forums are supported.

• *Bild:*
Boasts a bright, dynamic design filled with a large amount of photo and video content. The content is updated in real time, offering readers exclusive news and sensational stories. Clickbait headlines and interactive elements are widely used.

Content on Social Media

• *Die Zeit:*
Actively utilizes Twitter and LinkedIn to publish analytical materials and announcements, fostering discussions with subscribers through live discussion formats.

• *Handelsblatt:*
Focuses on professional platforms such as LinkedIn and Twitter. Its social media content includes articles, investment recommendations, and economic forecasts, along with live broadcasts of business events and summits.

• *Bild:*
Engages extensively on Facebook, Instagram, TikTok, and YouTube. Emphasis is placed on short videos, memes, interactive polls, and viral news, all aimed at provoking active discussions among a mass audience.

Advertising

• *Die Zeit:*
Advertising is minimal and carefully selected, primarily represented by partnership integrations and premium advertisements. Advertising blocks are virtually absent within the content.

• *Handelsblatt:*
Advertising is tailored to the business community, including announcements for financial services, investment products, and conferences. Premium subscribers have the option to disable advertisements.

• *Bild:*
Advertising is one of the main sources of revenue. An aggressive advertising model is employed, featuring banners, video ads, and native integrations. Advertising blocks occupy a significant portion of the website.

Feedback

• *Die Zeit:*
Readers actively participate in online discussions, and comments are moderated. The platform also offers opportunities for readers to write opinion pieces and join subscription clubs.

• *Handelsblatt:*
Provides dedicated platforms for discussing economic and financial topics, and conducts webinars and online discussions with experts.

• *Bild:*
Leverages active engagement on social media by conducting polls, encouraging comments, and stimulating user reactions. Readers can submit their own content and help shape the overall content.

Political and Ideological Orientation

• *Die Zeit:*
Positions itself as a liberal-centrist publication, emphasizing an analytical and balanced approach to covering political events.

• *Handelsblatt:*
Maintains a neutral, business-oriented stance, focusing primarily on economic and financial issues while avoiding strong political statements.

• *Bild:*
Known for its right-conservative editorial policy, Bild often employs populist narratives, particularly regarding political and migration issues.

Reputation and Audience Trust

• *Die Zeit:*
Enjoys a high level of trust among intellectuals, the academic community, and the political elite, being regarded as a reliable source of analysis and objective news.

• *Handelsblatt:*
An authoritative business publication with a strong reputation among businessmen and investors, known for its high level of expertise as a leading financial media outlet in Germany.

• *Bild:*
While being the most mass-circulation publication, Bild is also the most controversial. It is often criticized for its sensational headlines, yet it remains one of Germany's most widely read media outlets.

Table 1. Comparative Analysis

Category	Die Zeit	Handelsblatt	Bild
Target Audience	Targets intellectuals, academics, and cultural figures. Appeals to those interested in in-depth analysis and expert opinions on politics, culture, and economics.	Targets financial professionals, investors, and business executives. Appeals to those seeking expert financial insights and market analysis.	Targets a broad mass audience, including working-class readers and young people. Focuses on accessible, entertaining, and sensational news.
Main Editorial Values	Prioritizes depth, objectivity, and critical thinking. Subscription-based model reinforces its premium positioning.	Values accuracy, timeliness, and professional economic journalism. Serves as a decision-making tool for business leaders.	Emphasizes accessibility, emotional engagement, and sensationalism. Uses interactive and viral content strategies.
Media Content	Focuses on analytical articles and expert columns covering politics, economy, and society. Content is highly detailed and research-based.	Specializes in financial and economic reporting with a strong focus on stock markets, macroeconomic trends, and investment strategies.	Concentrates on short news pieces, entertainment, scandals, and crime stories with an emotionally charged tone.
Website Content	Minimalist design emphasizing text. Subscription model limits access to premium content, ensuring exclusivity.	Offers an extensive multimedia platform, including financial tools and analytics. Provides both free and premium content.	Features a dynamic, visually engaging website with real-time news updates and strong multimedia integration.
Content on Social Media	Active on Twitter and LinkedIn, engaging audiences through discussions and expert-led conversations.	Primarily active on LinkedIn and Twitter, focusing on economic forecasts, investment insights, and live business events.	Highly active on Facebook, Instagram, TikTok, and YouTube, using viral formats, short videos, and interactive elements.

Adverti-sing	Carefully curated premium advertisements with minimal ad presence, enhancing its intellectual image.	Tailored advertising for financial services, investment opportunities, and corporate events. Premium subscribers can opt out of ads.	Relies on an aggressive advertising model with high ad volume, including banners, video ads, and native content.
Feedback	Encourages moderated discussions, reader contributions, and subscriber-based community interactions.	Facilitates professional discussions, webinars, and expert panels for economic and financial discourse.	Encourages mass audience interaction through polls, comments, and user-generated content on social media.
Political and Ideo-logical Orien-tation	Liberal-centrist stance with an analytical and balanced approach to political reporting.	Maintains a neutral, business-oriented stance, avoiding explicit political engagement.	Right-conservative editorial stance, frequently employing populist narratives on political and migration issues.
Reputation and Audience Trust	Highly trusted among academics, policymakers, and intellectual circles as a reliable source of objective journalism.	Recognized as a reputable financial media outlet with a high level of credibility among business professionals and investors.	Despite criticism for sensationalism, Bild remains Germany's most widely read newspaper, sustaining high engagement levels.

Conclusion

Die Zeit, Handelsblatt, and Bild represent three fundamentally different approaches to branding in the German media space, reflecting differences in target audiences, content policies, and models of reader engagement. Die Zeit adopts an analytical and intellectual style that appeals to the academic community and political elite, with a strategy based on in-depth analysis, minimalist design, and premium subscriptions that reinforce its reputation as a reliable information source. Handelsblatt, as Germany's leading business publication, focuses on the economy and finance, creating value for its business audience through expert materials, digital services, and specialized analytical platforms. Its neutral stance and high degree of professionalism secure a stable level of trust among investors and entrepreneurs. Meanwhile, Bild targets the mass reader by offering dynamic, sensetional, and emotionally charged content. Its aggressive advertising strategy, active use of social media, and multimedia formats help maintain its leadership among tabloids, despite provoking mixed reactions from society. The study demonstrates that successful media branding depends on a clear understanding of one's audience, the adaptation of strategies to the digital environment, and the maintenance of unique positioning. In the face of global digitalization and increasing competition, media companies must continuously update their approaches to content, advertising, and audience engagement. In the future, technological advancements, changes in media consumption, and tighter media regulations will continue to create new challenges and opportunities for media branding strategies, necessitating flexibility and innovative management approaches.

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Karen GHAZARYAN

Management strategies of branding in the media space: a comparative analysis of three leading German media

Key words: media economy, media branding, managerial strategies, German media

The article examines the managerial aspects of branding in three leading German media outlets: Die Zeit, Handelsblatt, and Bild. The study analyzes their strategic approaches to brand formation, positioning, target audience, content structure, advertising models, mechanisms for audience engagement, etc. The research is based on content analysis, comparative analysis, and the study of audience feedback, allowing for the identification of the unique features of each media strategy. Die Zeit is an analytical publication aimed at the intellectual elite. It provides in-depth expertise on key socio-political, economic, and cultural issues, offering its audience authoritative analytical articles, expert opinions, and interviews. Handelsblatt serves as Germany's leading business publication, catering to financial professionals, entrepreneurs, and investors. The newspaper provides exclusive analytics, stock market news, economic forecasts, and expert reviews, emphasizing accuracy and timely reporting. Bild, in turn, is Germany's largest mass-market publication, focusing on sensationalism, dynamic content, and broad audience engagement. Its content is designed for the general public and includes political news, sports events, scandals, and entertainment stories, utilizing visual formats, videos, and interactive elements extensively. The study highlights the importance of branding for the sustainability of media outlets in the digital era, where audience needs are constantly evolving, and global competetion is intensifying. The analysis identifies key trends and patterns that shape the development of media brands and their adaptation to new models of information consumption. The findings of the research can be useful for both media market researchers and media managers developing effective brand strategies in the digital age.

THE RUSSIA-UKRAINE WAR AND ITS IMPACT ON THE ECONOMY OF RA

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Key words: Russia-Ukraine war, tourism, trade, gold market, IT sector, financial flows

Introduction

The Russian-Ukrainian war, which began on 24 February 2022, had a significant impact not only on regional but also global economic processes. Armenia, as a country with close economic and political ties with Russia, also recorded significant changes in various sectors, including trade, tourism, the IT sector, and financial flows. The aim of this study is to analyze the impact of the war on the Armenian economy and to examine the changes in key macroeconomic indicators. The main research questions are: to what extent did the war affect Armenia's imports, exports, and financial flows? What are the growth trends in the IT sector and can these developments be sustained in the long term? What opportunities and risks have been created for the Armenian economy, taking into account this global shock? This article examines the impact of the war on the Armenian economy, taking into account changes in key macroeconomic indicators. The analysis examines import and export dynamics, financial flows, the gold market, as well as growth trends in the IT sector and services, and how resilient the Armenian eco-nomy is in the face of such global shocks and what challenges and opportunities arise in the future.

Methodology

This study used both qualitative and quantitative research methods, providing a multifaceted analysis. The main methodological approaches include:

- Documentary analysis – international and local reports were studied, including data from IMF, the World Bank, the RA Statistical Service, the CBA and other institutions.
- Statistical analysis -methods of studying changes in the macroeconomic indicators of the economy, including the dynamics of exports, imports, and FDI were applied.
- Comparative analysis – the economic situation of Armenia was discussed in comparison with neighboring countries to show regional trends.
- Historical-logical method – economic processes are discussed in the context of historical developments in order to understand their cause-and-effect relationships.
- Econometric Modeling – as an additional tool, Constitutive General Equilibrium (CGE) models and Agent-Based Modeling (ABM) were used.

Through the combination of these methods, an attempt was made to ensure the objectivity of the research and the comparability of the data analysis.

Literature review

The economic impact of the Russian-Ukrainian war has become the subject of numerous international and domestic studies. A number of international organizations, including the

IMF, the World Bank, and the OECD, have published reports analyzing the consequences of the war on the economies of various countries. The IMF's 2023 report notes that sanctions imposed on Russia have led to a restructuring of trade regimes, which in turn has led to economic growth in some countries, including Armenia, due to increased re-exports and financial inflows (IMF, 2023). World Bank studies highlight that countries in the Caucasus region, especially Armenia and Georgia, have received significant economic incentives due to the inflow of Russian capital and high-tech specialists (World Bank, 2023). Local studies conducted in Armenia highlight the impact of the war on various sectors, in particular, the growth of exports and imports to and from Russia, as well as the unprecedented development of the IT sector. According to a 2023 study by the Armenian Center for Economic Research (ACER), the growth of the economy of RA as a result of the war is determined not only by inflows, but also by re-export transactions mediated by Armenia (ACER, 2023). According to the study of this research, the main factors of the growth of the RA economy were:

1. Increase in re-exports – exports of goods from Russia to third countries have increased significantly, particularly in the high-tech, automobile, mobile phone and gold markets.
2. IT immigration – the influx of IT specialists created a short-term growth, but in 2024 a 13% decline was already observed due to the outflow of specialists.
3. Increase in financial flows – bank transfers and foreign deposits from Russia to Armenia increased sharply in 2022-2023, but they are mainly short-term.

These studies emphasize that although the war had a positive impact on Armenia's economy, this impact is temporary and depends on future geopolitical developments. As a novelty, the analysis focus of the restructuring of the gold market, examining in detail how Armenia has become an important hub for the re-export of Russian gold. Also, an impact assessment of the IT sector immigration is conducted, analyzing the short-term economic benefits of the influx of Russian IT specialists and its possible long-term risks. These conclusions are important for the strategic planning of Armenia's economic policy.

Analysis

Let us consider the dynamics of tourist visits in 2016-2023. Before considering, let's note that according to the methodology of the UN World Tourism Organization (UNWTO), an international tourist is any person who travels from his or her place of residence to another place for rest, medical treatment, visiting relatives, business, religious or other purposes for a period of not less than 24 hours and not more than 1 consecutive year. Let's consider the first chart [The chart was compiled by the author based on NSS reports]. The analysis of the dynamics of tourist visits in 2016-2024 shows that the dynamics of visits to Armenia has had a positive growth. The number of tourist visits decreased sharply in 2020. The decrease in visits, in our opinion, was due to a number of reasons: the coronavirus epidemic, the 44-day war, etc. In 2023 alone, the number of tourists visiting Armenia increased to 2.3 million, which is an absolute record for the country [Annual summary, 2024, 30].

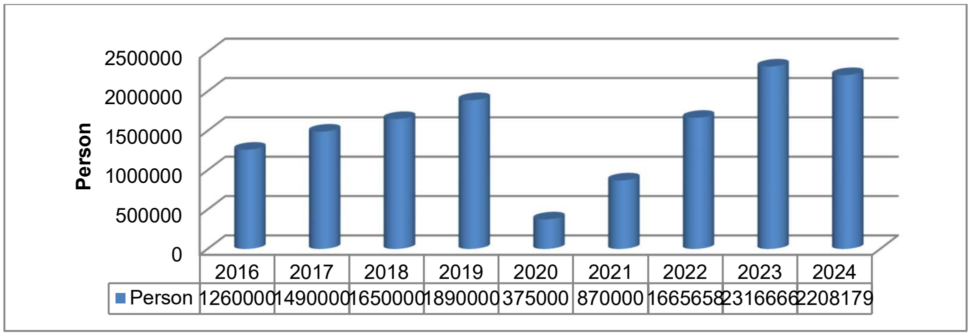


Figure 1. Tourist visits by year

In 2022, 47.5% of foreigners visiting Armenia were from Russia, which amounted to 790,397 people, and in 2023 this number amounted to 1,139,853 people, which constituted 49.2% of tourists. Meanwhile, in 2016, the number of tourists arriving from Russia constituted only 21.7%. In 2024, the number of tourists from Russia amounted to 937,823 people, which constituted 42.5% of the total number of tourists. Although there was a certain decline in 2024, this is an indicator that as a result of the Russian-Ukrainian war, the flow of Russian citizens to Armenia has sharply increased. The significant increase in the number of migrants from the Russian Federation is due to the increase in apartment rental payments, up to 50% in the center of Yerevan. Visa restrictions from EU countries may become an additional incentive to increase tourist flows to the Republic of Armenia. Also attention should be paid to the situation in which the Republic of Armenia will find itself after the end of the Russian-Ukrainian war, what will happen after that positive shock subsides. [Harutyunyan, 2024]. To study the trade turnover with Russia in more detail, we consider the import and export volumes for 2019-2024.

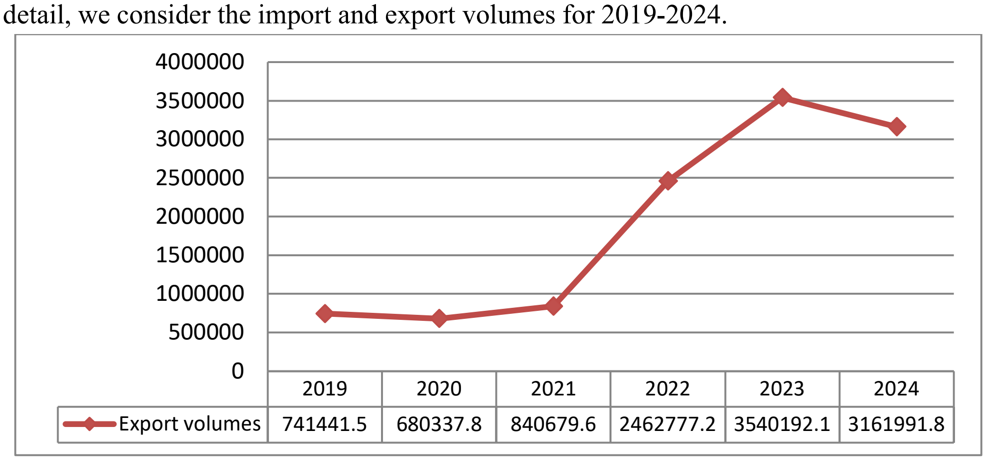


Figure 2. Volumes of exports to the Russian Federation for 2019-2024 (thousand dollars)

Source: armstat.am/am 10 . 11 . 24 22:00

From the chart, we can see that compared to 2019, export volumes have decreased to some extent, which was due to the pandemic and the 44-day war. However, export volumes in 2022 have tripled, which was due to the Russo-Ukrainian war and the application of sanctions against Russia by various countries. After the start of the war, Russian export volumes have been increasing sharply. According to monthly data, in March 2022 export volumes to Russia amounted to 37929.4 thousand US dollars, and in April this figure amounted to 95774.8 thousand US dollars, and in November this figure already reaches 350688.5 thousand US dollars. It is interesting that in trade turnover, especially the export indicator has increased sharply. In 2022, it accounted for about 42% of the total volume, compared to 28% in 2021 and 26% in 2020. Import volumes also increased, but exports recorded a slight decline in 2024.

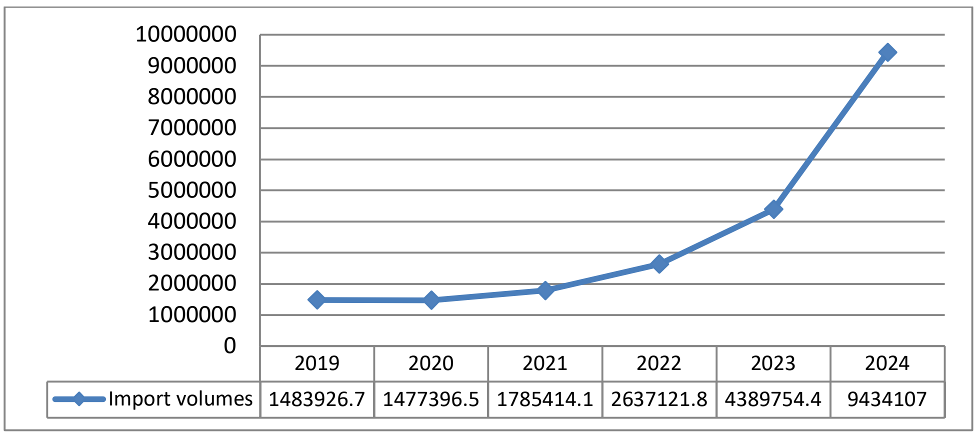


Figure 3. Import volumes from the Russian Federation (by country of origin) 2019-2024 (thousand dollars)

Source: RA National Statistical Service, 10.11.24 23:25

Import volumes fluctuated very little before the war, and after the war in 2022, they increased sharply. If we consider the total volume of exports from RA, compared to 2021, it increased by 5536000 (thousands) US dollars in 2023. And the increase in the export and import figures of the Russian Federation alone over the same years amounted to 5,303,853 (thousand) US dollars. It also increased by the same proportion in 2022. If the total volume of exports from Armenia increased by 2604340 (thousand) US dollars in 2022 compared to 2021, then the increase in the number of exports and imports to Russia over the same years together amounts to 2473804.5 thousand) US dollars. From this we can assume that Armenia has started re-exporting due to sanctions against Russia. That is, on the one hand, it imports from Russia and exports to other countries, and on the other hand, it imports from other countries and exports to Russia. The main product groups are cars, their parts, computers, mobile phones, etc. In 2022, computers and their parts worth 70 million dollars were exported from Armenia to Russia, while in 2021 this figure was

1.6 million dollars. The export of mobile phones and their parts amounted to 251 million dollars, while in 2021 it was only 188 thousand dollars. Of particular interest is the organization of car import and export. Cars were imported for an average of 15,230 US dollars and exported for 22,007 US dollars [Chervyakov et al., 2023]. This was the very reason that some companies were subject to US sanctions and these organizations were prohibited from organizing imports. This may be short-term, but it has a positive impact on the Armenian economy. In 2024 alone, imports amounted to 153.1% compared to the corresponding period of the previous year. Along with all this, special attention also deserves the transformations observed in the gold market, which is largely due to the war. For clarity, we consider data on Table 1. Armenia, having been a member of the EAEU since January 2, 2015, has faced new challenges in foreign trade management in the context of the Russian-Ukrainian conflict. Due to the bans (sanctions) on the import of various goods to the Russian market, an opportunity has arisen to supply a number of goods to the Russian market, considering other EAEU member states as transit countries, taking into account the free circulation of goods within the EAEU territory. [Khachatryan et al., 2023].

Table 1. Export volumes of raw or semi-processed gold and dust from the Russia for 2019-2023, US dollars

	2019	2020	2021	2022	2023	2024
Armenia	954 893	152 370	56 349 684	209 498 541	1 337 658 789	-
The United Kingdom	5 332 817 505	16 944 458 489	15 392 947 839	2 263 041 422	-	-
Hong Kong	-	11 326 782	84 570 652	578 547 301	5 211 977 730	-
Kazakhstan	27 0195 582	429 356 762	365 732 808	249 070 594	152 520 790	-
Switzerland	133 473 064	625 925 305	417 576 671	3 721 748 538	3 906 753 383	718 769 779
Germany	1 067	2 284 724	319 018 564	526 341 750	-	-
Turkey	-	377 235 791	119 878 223	376 809 585	87 346 625	-
UAE	289 488 930	905 546	341 805 313	5 362 053 965	2 520 985 522	-
Russia	-	-	-	-	-	5 895 893 934

As it can be seen from the table, the main country for the export of gold (FEACN code 7108: unwrought or semi-wrought gold, powder) for the Russia was the United Kingdom, which fluctuated in the range of 90% in different years. However, after the Russian-Ukrainian war, it stopped importing gold. We note that due to this circumstance, Germany also blocked the import of gold. Meanwhile, some countries took advantage of this opportunity and increased the volume of gold imports from the Russia. For example, Hong Kong increased it by about 600 times, but international structures do not apply pressure. The absence of international pressure on Hong Kong is due to a number of factors: first of all, the protection of China's domestic policy and economic interests, as well as Hong Kong's important position in the international economic system. The UAE increased its import volumes by about 10 times. Armenia is also among these countries, which increased its gold imports by about 4 times in 2022 after the start of the war, and by 24 times in 2023. Analysis of official data shows that of the approximately 8.9 tons of gold exported from Armenia in 2022, only about 4.3 tons (4,278,566 grams of dore alloy) were produced in Armenia [NSS RA and Geopromining Gold reports]. However, about 8.9 tons of gold were exported from Armenia. In other words, Russian gold was re-exported to other countries, including UAE and India. As we noted in the study, import volumes from Russia in 2023 increased by about 1,752,632,200 US dollars. In this part of the study, it already becomes clear that these figures were mainly due to the re-export of gold. In the context of current geopolitical developments, many experts believe that the Russian-Ukrainian conflict will reach its conclusion in 2025, and after the end of sanctions, a sharp decrease in volumes is possible, which will have negative consequences for the Armenian economy. The difference between the annual and December indicators shows that 2025 may contain serious challenges. The cessation of gold re-exports will continue to affect industrial indicators; the trade balance may deteriorate as a result of the elimination of artificial export incentives, the dominance of the services sector increases the economy's vulnerability to external shocks [Tavadyan, 2025, 4]. Actually, after onset of Russian-Ukrainian war, in 2022 and also in 2023 period, the macroeconomic environment of RA was mainly characterized by positive development trends. During these years, economic activity was maintained at a fairly high level, the main macroeconomic indicators characterizing the state of the economy have registered a positive trajectory in both in 2022 and 2023 years, mainly due to external demand, which in turn was stimulated by the increase in the inflow of non-residents from Russia, Belarus and Ukraine, soaring remittances, funds, labor and exports [Sargsyan, 2024]. Thousands of representatives of the IT sector have moved to RA. Organizations such as Yandex, Tinkoff, My Warehouse, Avito, Beeline, TeamWork, which is a subsidiary of the famous Miro, DevSoft.am, NVIDIA, which is an American organization and moved to Armenia after sanctions against Russia, have moved. After the war, about 70,000 IT industry representatives have moved to Armenia. About 800 Russian-rooted IT organizations and 350 private enterprises have been opened. Companies have been opened that are registered in the top 10 leading IT taxpayers. According to the 2023 Activity Report of the Ministry of High-Tech Industry the number of companies operating in the information technology sector in Armenia has doubled in 2023 compared to 2022. The number of employees in the sector has increased by 30 percent. Last year, 82 percent of the companies' products were exported, and this year that number has reached 92 percent [2023 Activity Report] However, mechanisms must be provided that will guarantee the permanent location of these organizations in Armenia. The steps in this direction are still not enough and that is why in the first half of 2024 the IT sector has already shrunk by about 13%, which have moved to neighboring Georgia and other countries. If the infrastructure is not developed, this number will increase and the positive shock in the IT sector can quickly turn into a blow to the development prospects of this sector. The Russian-Ukrainian war has also had a positive impact on the services sector.

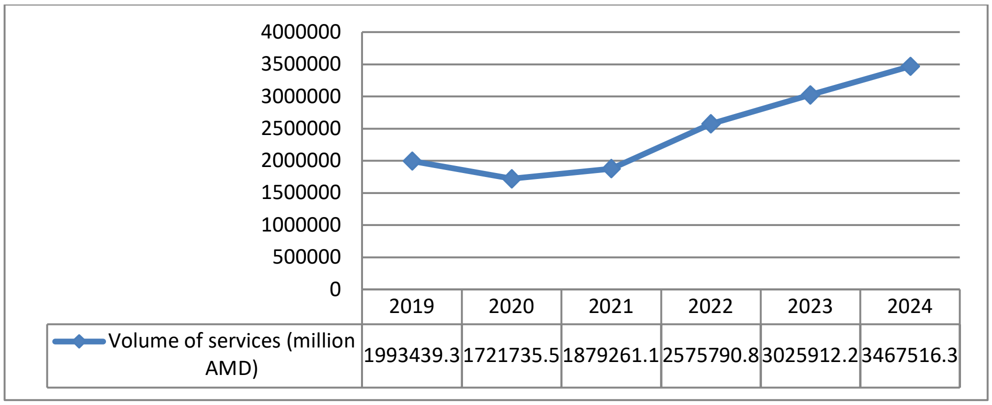
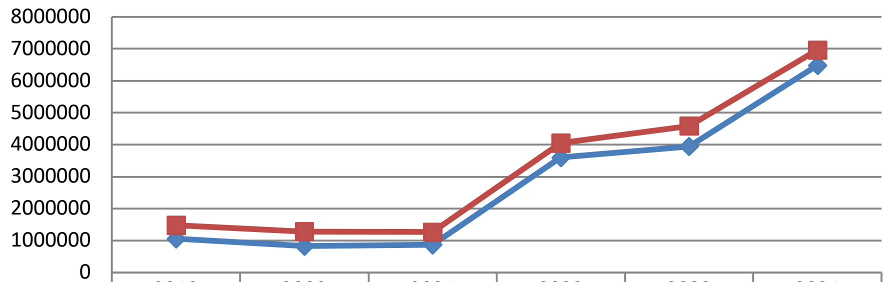


Figure 4. Volume of services in the Republic of Armenia for 2019-2023 (million AMD).

The decrease in the volume of services in 2020 was due to the pandemic and the war. Meanwhile, in 2019 and 2021, this number did not undergo significant changes, and in 2022 it increased by about 696529 (million) drams, which is again due to the war. In 2023, this number increased again and is currently showing an upward trend. Due to the visit of a large number of people, it led to an increase in accommodation, public catering, real estate rental and other services. As a result of all this, the GDP of Armenia grew by 12.6% in 2022, which was the first double-digit growth since 2007, and in 2023, GDP grew by 8.3%. These numbers are impressive, but after the war ends, it is possible that many people will return, as according to a survey conducted, only 27% of Russian citizens said they were going to stay in Armenia [Chervyakov & Giucci, 2023, 24]. The export of services, the significant inflow of private transfers, as well as the large income from tourism, appreciated the dram against the dollar. As a result, in 2022 the dram appreciated by 16.4% against the US dollar, and in 2023 it also appreciated from 435.7 to 392.5 [NSS RA]. The appreciation has not only increased nominal GDP in US dollars, but also played an important role in keeping inflation under control. However, it has caused certain problems for IT companies that have been located in Armenia and exported their services to other countries. And the companies pay their employees' salaries in local currency. Monthly remittances from Russia to Armenia have increased significantly since the Russian-Ukrainian war. For clarity, we consider data on Figure 4. From the chart, it can be noticed that until 2022 the inflow fluctuates slightly, and in 2022 it increased 4.1 times. And when looking at the monthly breakdown, it is obvious that this increase begins right after February, when many Russians move to Armenia. We also observe this same phenomenon in terms of the volume of deposits attracted from non-residents to the banking system of the Republic of Armenia.



	2019	2020	2021	2022	2023	2024
Outflow	425984	459593	401807	452967	641428	480200
Inflow	1055640	824360	865580	3598175	3945873	6479600

Figure 5. Flows received from the Russian Federation through RA banks in the name of individuals for 2019-2023 (thous. dollars)

Conclusions

The impact of the war on the Armenian economy is manifold: trade, financial flows, the IT sector, tourism, and the gold market. The following main conclusions can be drawn:

1. Short-term economic growth – After the war, Armenia's GDP grew significantly, driven by the influx of Russian capital, IT specialists, and the expansion of re-exports. However, this effect is gradually diminishing.
2. Re-export effect – Sharp increase in exports and imports of Armenia was largely driven by sanctions against Russia, which Armenia used as a trade intermediary. However, this trend may decline if international regulations change.
3. Dynamic changes in the IT sector – The IT sector has developed due to the influx of Russian companies, but their long-term establishment in Armenia is still an open question. In mid-2024, a 13% growth in the sector is observed, with the outflow of experts.
4. Changes in the real estate and services market – The influx of Russian migrants increased rental prices and demand, but this is a short-term trend, as many leave Armenia.
5. Monetary impact – The increase in financial flows and remittances from Russia contributed to the appreciation of the Armenian dram, which had a positive impact on controlling inflation, but also created some difficulties for exporters and IT companies.
6. The overall positive impact of the Russian-Ukrainian conflict on the economy of the Republic of Armenia was present, but it should be noted that this is a short-term effect.
7. Such studies, by their nature, from the point of view of long-term forecasts of consequences, contain applications of certain tools of economic and mathematical modeling. In particular, the assessment of the impact of external shocks on individual sectors of the economy. It is possible to use Computable general equilibrium (CGE) models.
8. It will be necessary to apply the ABM model, which will allow us to study the behavior of economic agents in changing conditions.

Thus, the war had a short-term positive impact on the Armenian economy, but in the long term many uncertainties remain. Armenia should adopt a strategic approach so that these changes become a source of sustainable economic growth, and not a temporary opportunity.

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The Russia-Ukraine war and its impact on the economy of RA

Key words: Russia-Ukraine war, tourism, trade, gold market, IT sector, financial flows

The Russo-Ukrainian war, which began in 2022, had a significant impact on the economy of Armenia. This article examines the economic changes caused by the war, including trade, tourism, the IT sector, the gold market, and financial flows. As a result of the war, Armenia has become a trade intermediary, re-exporting goods, especially high-tech and gold. The IT sector experienced a short-term growth due to the influx of Russian companies, but in the first half of 2024 a 13% decline was observed due to the outflow of companies and specialists. The arrival of a large number of citizens immigrating from Russia has increased real estate prices, and a significant increase has been recorded in the service sector. The increase in financial flows has strengthened the Armenian dram, but it has also created problems for exporters. The conclusion shows that the Armenian economy has enjoyed short-term gains as a result of the war, but in the long term there are challenges that require a strategic approach and measures to ensure sustainable development.

THE ROLE OF DATA ANALYSIS IN THE MINISTRIES OF THE REPUBLIC OF ARMENIA

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Key words: public administration system, ministries, development trend, transparency, digital technologies, innovation

Introduction

The bodies of the public administration system include ministries, as well as other entities subordinate to the Government, the Prime Minister, and the ministries, whose formation procedures and powers are defined by law [The Constitution, 2015, 19].

The ministry develops and implements government policy in the sphere of activity assigned to it. The list of ministries is determined by the Law of the Republic of Armenia "On the Structure and Activities of the Government" [The Law, 2015, 3].

The Government of the Republic of Armenia consists of the Prime Minister, two Deputy Prime Ministers, and ministers. The government structure includes 12 ministries[1]: the Ministry of Labor and Social Affairs, the Ministry of Health, the Ministry of Justice, the Ministry of Foreign Affairs, the Ministry of Education, Science, Culture, and Sport, the Ministry of Internal Affairs, the Ministry of Environment, the Ministry of Defense, the Ministry of Territorial Administration and Infrastructure, the Ministry of High-Tech Industry, the Ministry of Economy, and the Ministry of Finance.

The scientific novelty of this article lies in its exploration of how data analysis can be strategically implemented across various ministries of the Republic of Armenia. Moving beyond theoretical discussions, the article provides practical insights into the specific applications of data analysis in key sectors such as healthcare, education, and finance within Armenian ministries. It also addresses the challenges and opportunities associated with adopting data analysis in the realm of public administration, offering recommendations and best practices tailored to the Armenian context.

By integrating academic research with real-world examples, this article aims to deliver valuable knowledge and guidance to policymakers, administrators, and stakeholders involved in leveraging data for informed decision-making and improved governance in Armenian ministries.

[1] https://qr.me-qr.com/aVdoB2Li

The structure of ministries plays a critical role in the functioning of the state. Some of their key roles include:

Policy Formulation: Ministries are responsible for the development of policies and strategies within their areas of expertise. They conduct research, analyze data, and collaborate with stakeholders to design policies aligned with the government's objectives.

Implementation and Management: Ministries are tasked with the execution and administration of government policies and programs. They oversee policy implementation, monitor progress, and ensure compliance with laws and regulations.

Service Delivery: Ministries are often responsible for providing public services to citizens. They manage programs related to healthcare, education, infrastructure, social welfare, and more. The structure of ministries facilitates efficient service delivery through streamlined processes, resource allocation, and coordinated actions In summary, the structure of ministries forms the foundation for effective governance, policy development, and service delivery, enabling the state to fulfill its obligations and address the needs of its citizens.

Methodology

This study takes a mixed-methods approach, blending both qualitative and quantitative analysis to explore how data analysis is utilized within Armenian ministries. To gather information, we dive into document analysis, case studies, and comparative analysis, drawing from official reports, academic literature, and interviews with experts. We look closely at data governance frameworks, policy evaluation methods, and how data-driven decision-making influences outcomes. By comparing Armenian practices to international standards, we aim to highlight areas for improvement. The ethical aspects of data usage are also considered to ensure everything aligns with legal and governance principles.

Literature Review

Data analysis has emerged as a transformative tool in the realm of public administration, enabling governments to leverage data for informed decision-making and the efficient delivery of services. The significance of data analysis lies in its ability to enhance the efficiency and responsiveness of public administration. Data-driven decision-making allows ministries to optimize resource allocation, improve service quality, and address societal challenges effectively [Madan and Ashok, 2022].

Digital innovations in the public sector have garnered substantial attention from researchers over the past decade, particularly following the inception and rapid development of e-governance in developed countries. E-governance is defined as the process of introducing, disseminating, and utilizing information and communication technologies (ICT) in public administration to achieve innovative forms of information sharing and public service delivery. Its adoption has predominantly been studied as a gradual, linear process by researchers and private companies [Attour & Chaupain-Guillot, 2020, 195–219].

According to international experience, data collection techniques offer the public sector opportunities to optimize decision-making based on overarching trends extracted from historical data. Knowledge derived from data can enable public organizations to enhance strategies and actions related to knowledge accumulation.

The insights gained through data collection can serve as a tool for improved governance and as a means of preserving organizational knowledge. Data collection technologies are applied in various public administration domains, including healthcare, immigration, law enforcement, and other public sectors, to address specific operational or research challenges [Teong, 2015]. The pandemic-induced health crisis has further expanded the boundaries of technology, positioning it as a universal remedy for maintaining critical economic activities. One notable outcome was the accelerated need for digital governance driven by the pandemic. However, the modalities of implementation remain an open question [Burlacu et al., 2021, 1–8].

The literature highlights the transformative potential of data analysis for ministries in Armenia, spanning sectors such as healthcare, education, finance, and beyond. Despite existing challenges, strategic investments, capacity building, and data-driven approaches can empower Armenian ministries to harness the full advantages of data analysis for effective governance and the delivery of public services [Green et al., 2023, 119–132].

Analysis

The exploration of how data analysis plays a role in the ministries of the Republic of Armenia uncovers a range of impacts and transformative possibilities that touch on various aspects of governance and public administration. By examining specific uses of data analysis – like performance monitoring, policy evaluation, and resource allocation – this article highlights how insights driven by data have become essential tools for boosting operational efficiency and strategic planning within these ministries. Data analysis has become a vital part of modern governance, giving Armenian ministries the power to evaluate their effectiveness, make better decisions, and develop informed policies. With the help of real-time analytics and predictive modeling, these ministries can anticipate potential governance issues, allocate resources more wisely, and assess the long-term effects of their policy choices. This approach nurtures a culture of evidence-based policy-making that aligns with global best practices and improves overall governance results.

Furthermore, the analysis underscores the strategic importance of data governance frameworks and data quality assurance mechanisms within Armenian ministries [Plesner, and Raviola, 2016), 1044–1065]. Ensuring data accuracy, consistency, and accessibility is paramount for generating reliable insights that support effective decision-making. The integration of robust data governance frameworks can mitigate risks associated with data silos, duplication, and inconsistencies, thereby strengthening inter-ministerial coordination and collaboration.

One of the biggest hurdles in rolling out data-driven governance is the challenge of data integration, interoperability, and security. Without a cohesive data management system, we often end up with fragmented datasets, which makes it tough to pull together comprehensive insights. Government ministries need data systems that can work together smoothly, allowing for easy data sharing and collaboration across various agencies. On top of that, data security is a major concern, with risks like unauthorized access, cyber threats, and data breaches looming large. To tackle these issues, we need to adopt sustainable data management practices, including encryption, access controls, and regular security audits, so we can truly harness the power of our data assets.

The analysis also highlights the importance of human capital, stressing the need to build data literacy and analytical skills among ministry staff. This is seen as a crucial element in fostering a culture of data-driven decision-making in public administration. Many government officials don't have the technical know-how to make sense of complex datasets and apply insights effectively in governance. That's why comprehensive training programs and ongoing professional development are vital for boosting data competency within ministries.

Additionally, bringing in skilled data analysts, statisticians, and policy researchers is essential for advancing data-driven governance. Promoting collaboration between data scientists and policymakers can help bridge the gap in technical understanding and political literacy, ultimately leading to more informed and nuanced policy decisions. Investing in the development of human capital will not only enhance the analytical capabilities of ministries but also ensure that data is used responsibly and effectively in the decision-making process.

The analysis sheds light on how data analysis plays a crucial role in fostering transparency, accountability, and citizen engagement within the ministries of the Republic of Armenia. By showcasing case studies and real-world examples, the article demonstrates how efforts toward data transparency and open data platforms have built public trust and boosted stakeholder involvement in governance. When citizens have access to government data, it nurtures a culture of accountability, allowing them to keep an eye on government performance and share valuable feedback. Moreover, open data initiatives spark civic innovation, enabling researchers, businesses, and NGOs to tap into government data for the greater good.

The analysis tackles the ethical aspects of data collection, usage, and privacy, pushing for responsible data practices that meet legal and ethical standards. The ethical considerations surrounding data use go beyond just following data protection laws. Ministries need to ensure that their data collection and processing methods are transparent, fair, and respect human rights. It's essential to proactively address ethical challenges like algorithmic bias and data-driven discrimination to avoid any unintended negative impacts from data-

driven governance decisions. A notable challenge is the lack of data-related skills, which is not limited to the insufficient number of data scientists in public administration. It extends to a broader issue of data literacy among public servants, particularly decision-makers, leading to a cultural gap between data scientists and policymakers [Douglas-Jones, 2021, 159–170]. This gap is further exacerbated by the lack of political literacy among data scientists, a critical risk given that the ethical implications of data extend beyond compliance with data protection requirements to encompass the broader approach to data use in policymaking. For instance, data-driven policies may yield significant results but risk punitive applications, particularly in addressing social issues.
The necessary cultural shift involves all actors within the data value chain [Nielsen et al., 2023, 1–50]. A data-driven culture within ministries requires leadership commitment, organizational incentives, and structural reforms that promote data-based decision-making at all levels. The integration of data analytics in policy formulation must be complemented by an institutional framework that supports innovation, experimentation, and adaptive learning.

To wrap things up, the analysis part of the article highlights how data analysis can truly transform Armenian ministries. It sheds light on how this can enhance decision-making, boost organizational performance, and improve services for citizens. The article emphasizes the need for ongoing investments in data infrastructure, skill development, and policy frameworks to position data analysis as a key resource for driving socio-economic growth and good governance in Armenia.

Conclusion

In conclusion, data analysis proves to be a powerful tool for the ministries of the Republic of Armenia, helping to boost the efficiency of public administration, promote objectivity in policymaking, and enhance the quality of service delivery. By utilizing data-driven approaches, decision-makers can consider not just current information but also historical trends and future projections.

Our study shows that using data analysis helps optimize resource allocation, improve policy outcomes, and ensure reliable public service delivery. In this context, data infrastructures are crucial and need ongoing development. Investments in technology that focus on maintaining data quality, integrating data, and boosting interoperability are essential for enhancing the efficiency of public administration. Additionally, data analysis improves internal efficiency in governance while boosting the transparency and accountability of public institutions. By implementing data-driven transparency mechanisms, citizen engagement is encouraged, and public trust is reinforced. This is especially crucial for the ministries of the Republic of Armenia as they seek to embrace innovative strategies and move towards digital governance.

A systematic approach to data sharing among ministries presents considerable opportunities. By collaboratively utilizing data, inter-ministerial cooperation can be enhanced, knowledge can be exchanged more effectively, and duplication can be minimized. This will allow the government to develop more cohesive and coordinated strategies.

Our study emphasizes the need for data literacy and training programs. Building a data-driven culture cannot happen without having people who possess the right skills and knowledge. It's crucial to not only retrain technical experts but also to involve senior management in the ministries, as this will promote the growth of data-driven decision-making capabilities.

Data analysis plays a crucial role in the Republic of Armenia, especially in vital sectors like healthcare, education, and finance. In these fields, it helps predict and address challenges by utilizing pre-established scenarios. Additionally, during crises such as pandemics or socio-economic difficulties, data analysis is essential for quick responses and effective future planning.

In the future, Armenia needs to focus on not just utilizing current technologies but also embracing innovative solutions like artificial intelligence, machine learning, and big data analytics. These advancements can help create new and effective approaches in public administration, promoting sustainable development and enhancing national security.

In conclusion, our study shows that data analysis is not just a tool for the ministries of the Republic of Armenia; it represents a strategic opportunity that should be embraced to drive the country's progress. By promoting innovative thinking, improving public administration processes, and enhancing the well-being of citizens, data analysis plays a crucial role in Armenia's socio-economic development. Therefore, the use of data analysis by the ministries is essential for the nation's advancement.

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The role of data analysis in the ministries of the Republic of Armenia

Key words: public administration system, ministries, development trend, transparency, digital technologies, innovation.

There is no unified model for the structure and development trends of ministries in public administration systems, as it varies in different countries. Ministries play a crucial role in the state by performing various functions and tasks that are essential for the functioning of the government and the implementation of its policies. They play a vital role in the state by developing policies, delivering public services, regulating various sectors, managing finances, representing the state on international platforms, and promoting coordination and cooperation. Their activities contribute to the overall development, governance, and well-being of the state and its citizens. In the Republic of Armenia, one of the main trends in the development of ministries is the digitization of public services and the creation of an electronic governance system. This includes the introduction of online platforms for citizen services, electronic document management systems, and the use of digital technologies to streamline administrative processes. Overall, the development trends of ministries in the Republic of Armenia reflect a commitment to modernizing and improving governance systems, enhancing service delivery, and promoting transparency and accountability in government operations. These efforts aim to create a favorable environment for sustainable development and ensure the well-being of Armenian citizens.

CONTEMPORARY ISSUES RELATED TO THE THEORY AND PRACTICE OF PUBLIC DEBT MANAGEMENT IN ARMENIA

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Key words: public debt, foreign debt, public debt management, financial security, borrowings

Introduction

The basis for increasing the efficiency of public debt management in Armenia should be scientific arguments about the real reasons for the formation of public debt and its most preferable sources. Therefore, it is necessary to clarify the principles that will help to choose the sources of debt, which, in turn, will allow to make its management more flexible and optimal in the future. In the case of the Republic of Armenia, there is an obvious need to apply the principle of ensuring the diversity of sources of public debt.

Methodology

This study is based on principal approaches and methods developed by the government, local and international structures such as the IMF, the World Bank group, Basel Committee, etc. Economic and financial indicators, including public debt to GDP, as well as foreign depbt to GDP ratios for recent years are analyzed and assessed. This research considers the fact that the public external borrowings constitute the country's external public debt. In general, the public debt of the republic can exist in the following main forms:

• in favor of the specified creditors, credit agreements and contracts signed on behalf of the state with foreign states and international financial organizations,
• government securities issued on behalf of the Republic of Armenia,
• agreements on the provision of state guarantees to the country, guarantees of the state to ensure the fulfillment of obligations to third parties,
• restructuring of third-party debt at the expense based on the adoption of relevant laws,
• extension of the terms of debt agreements and contracts signed on behalf of the state in previous years, including international ones, and debt restructuring.

Literature review

While some experts focus on the impact of public debt profile on economic growth [Aiyedogbon et al., 2022, 19-22], others concentrate on macroeconomic implications and policy challenges, as well as on investment management and financial Innovations [Bogdan, 2021, 151-164]. At the same time, macroeconomic challenges include such issues as money supply, CPI and other related indicators. These issues are frequently discussed on various global platforms and academic circles [Chi, 2023, 94-104]. Also, boundedness and nonlinearities in state debt dynamics and management are essential [Gnegne & Jawadi, 2013] for careful TAR assessment in economic modelling. On the other hand, some experts pay keen attention on certain determinants of debt limits in local governments [Galiński, 2015, 376-382], based on international experience [Gentle, 2021], and post crisis developments [Kaya, 2023, 12-17] and previous trends [Klein, 1994, 245].

Analysis

As the government debt is formed from its obligations to both residents and non-residents, a clear distinction is made between domestic and external public debts. Armenia's external public liabilities consist of loans and borrowings from external sources, which form the country's financial obligations as a borrower of financial resources (or, like other countries, as a guarantor of loan repayment). The amount of debt should include only the amount of officially recognized direct financial liabilities of the state government sector, the servicing of which is carried out through the payment of interest or repayment of the principal amount. Guarantees for the repayment of other debts, as well as other contingent liabilities, are not taken into account until the state bodies begin payments on possible debt repayment. Contingent liabilities of state insurance programs or the Social Security Fund with a clear repayment term are also excluded from the total amount of officially recognized direct debt. Unpaid Current debt on liabilities is also excluded from the amount of debt until such time as these liabilities are recognized and take the form of debt obligations with clear deadlines. However, current debt should not be included in the total amount of debt, but should be shown as a separate line in the balance sheet. In particular, non-payment of salaries to civil servants, unlike buyers of government bonds (who have the right to choose), cannot be considered as voluntary lending by state bodies. The share of external net borrowed funds in the public debt of the Armenia is almost the half of the public debt.

The Armenian government plans to collect 2 trillion 873 billion drams in taxes, duties and other revenues in 2025, spend 3 trillion 482 billion drams, and since state budget expenditures exceed revenues, a deficit of 609 billion drams will arise in the budget[1]. And although there is a tendency to increase the share of domestic debt in the structure of public debt with the issuance of Eurobonds, nevertheless, according to our forecasts, no radical changes will be recorded in the structure of public debt in the coming years[2]. This principle, in turn, has led to a threat to financial security, dependence on external sources. In other words, it is necessary to maintain the principle of maximum reduction of dependence on external sources. Compared to the first years of independence, when the country's main lenders were the World Bank and the IMF, currently the EBRD, the ADB, other international and regional financial institutions and foreign governments are also among Armenia's lenders. This, in turn, reduces the dependence on external sources.

[1] The state budget of Armenia for 2025, https://168.am/2025/01/01/2146619.html

[2] The conversion of payments on the RA government's external debt was carried out based on the average exchange rates formed in the foreign exchange market. Source: Central Bank of the RA.

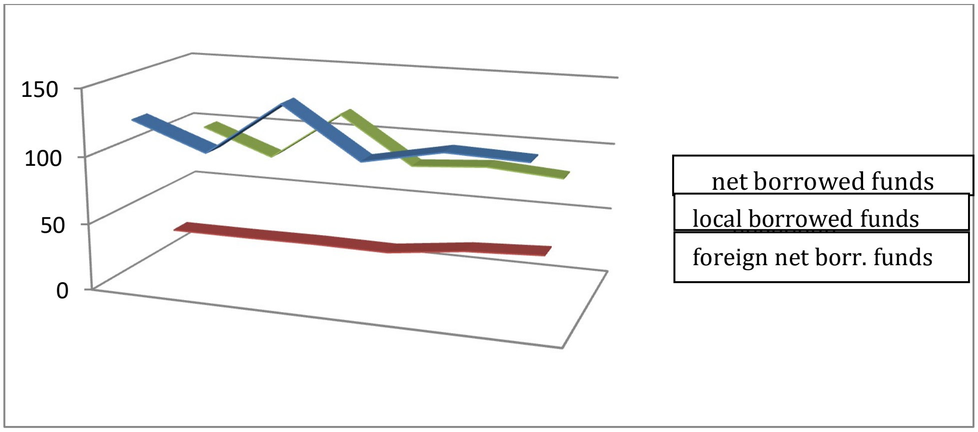

Figure 1. Financing the state budget deficit by borrowing in 2020-2025 (billion drams)

The next principle that should be observed when choosing any source is to ensure the lowest possible interest rates, a long period, in other words, the most favorable conditions. New approaches to debt portfolio management are somewhat identical to the well-known practice of managing a securities portfolio. However, if in the latter case the task is to increase their profitability, then in the case of debt portfolio management they strive to reduce costs. Moreover, to assess the effectiveness of debt management, a theoretically constructed basic model of the debt portfolio is used, subdivided by currency types, maturity dates, interest rate structure and a relatively even schedule of debt payments. Similar approaches to debt management are also used by Belgium, Portugal, and Argentina.

The selection of low-risk loans is of essential importance in the selection of debt acquisition. As a rule, floating interest rate loans are problematic and risky. Changes in the latter can lead not only to an increase in the actual volume of state debt, but also to inefficiency in their management. This means that preference should be given to fixed interest rate loans. In this regard, the risks associated with interest rates are becoming more important, especially since the share of floating interest rate loans from external sources has significantly increased in the structure of the RA government's debt. At the same time, it is important that the borrowed funds are expressed in a freely convertible currency, rather than a restricted one, which will not only facilitate their acquisition in international financial markets, but also make the debt management process expressed in them more predictable.

Table 1. Share of fixed and floating interest rate loans in the RA Government's debt structure in 2020-2025 (%)[3]

	2020	202 1	202 2	202 3	2024	2025 forecas
Government debt, including	100.0	100.	100.	100.	100.	100.0
Fixed interest rate	75.5	76.3	75.9	76.6	77.8	80.1
Floating interest rate	24.5	23.7	2	23.4	22.2	19.9
External debt of the Government, including	100.0	100. 0	100. 0	100. 0	100. 0	100.0
Fixed interest rate	71.8	72.3	7	72.0	73.1	75.6
Floating interest rate	28.2	27.7	28.4	28.0	26.9	24.4
Domestic debt of the Government, including	100.0	100. 0	100. 0	100. 0	100. 0	100.0
Fixed interest rate	96.0	97.1	98.1	98.9	99.5	100.0
Floating interest rate	4	2	1	1	0	-

Exchange rate risks are also present, since the majority of the state debt is in foreign currency, although according to the estimates obtained through stress tests, in the event of a 20% depreciation of the national currency, there will be no problems with debt servicing.

At the same time, this risk is mitigated to some extent due to the fact that the majority of the government's external debt is expressed in SDR, which represents a basket of four freely convertible currencies (USD: 41.9%, EUR: 37.4%, GBP: 11.3%, JPY: 9.4%), and is therefore less volatile.

Compared to the forecast exchange rates, a 1% deviation in the exchange rates of SDR, EUR, and JPY against the US dollar will change the external debt of the RA government by an average of USD 23.5 million. In terms of effective exchange rate risk management, it is not excluded that in the future debt managers will use different approaches common in the world. Currently, Armenia's 12 billion 842 million US dollars, of which the external public debt is 6 billion 454 million dollars.

In general, there is an interdependence between risk and profitability. The reforms currently being implemented in the financial system, in particular, the application of the principles of the Basel system, are impossible to imagine without the correct assessment of banking risks and their effective management. The important thing is not to exceed a certain level of risk, after which the dependence between risk and profitability is violated. At this time, the risk of incurring losses arises. The main problem of risk regulation is maintaining an acceptable ratio of profitability, security and solvency ratios. Risk level management solves a number of problems, starting from risk monitoring to its value assessment.

Conclusions

The above-mentioned principles are equally applicable to the formation of both external and internal public debt and its management processes. Moreover, in addition to state bonds of various maturities, separate programs of national importance can also be financed at the expense of targeted issuance and placement of state bonds.

Finally, one of the most important principles of the formation of public debt, the selection of its sources and its effective use is ensuring economic security.

The debt of government bodies is a component of the debts of the state sector of the economy The most important component of the structure and the driving force of changes in financial conditions. The state debt is the obligations of the republic in the form of state bonds, guarantees of third-party obligations, other obligations, as well as various debts assumed by various levels of the state. For Armenia, the state debt has not only economic, but also political significance.

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Contemporary issues related to the theory and practice of public debt management in Armenia

Key words: public debt, foreign debt, public debt management, financial security, borrowings

It is obvious that at the current stage of socio-economic development, the state is faced with numerous problems, the solutions of which are conditioned by the availability of financial resources of the appropriate volume and quality. Therefore, it is important, first of all, to finance those programs that the country are of vital, strategic importance for the development of the economy. At the same time, it is necessary to substantiate the priorities that determine the development of the most competitive sectors of the economy with clearly developed criteria. In other words, an increase in public debt can also be justified in cases where borrowed funds are directed to the development of locomotive sectors of the economy (mainly industry), which are called upon to raise other industries and their infrastructures after them. This means that the involvement of public debt should be based on the program principle.