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## PUBLIC ADMINISTRATION IN THE REPUBLIC OF BELARUS: PRINCIPLES FOR SUSTAINABLE DEVELOPMENT

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**Introduction.** *The article describes the principles of building state policy for the implementation of sustainable development goals in the Republic of Belarus. The authors analyse the compliance of the Belarusian national legislation with the principles of effective public administration in the interests of sustainable development.*

**Material and methods.** *The study is based on general scientific and special methods. In view of the nature of the researched issues, the comparative research of the legal base of the Republic of Belarus, as well as analogy were of particular importance. Much attention was paid to the analysis of the National Concept of Sustainable Development of the Republic of Belarus until 2035 and the Roadmap for the implementation of the SDGs in the Republic of Belarus.*

**Results.** *The effectiveness of public administration should be assessed by the following parameters: security, international recognition, the ability of the state to provide access to quality education and health care, the ability to involve the regions, the ability to provide basic infrastructure (transport capabilities, registration, statistics), the ability to replenish the treasury – taxation, the ability to organize management: the structure of public administration, procedures and selection of management personnel, rational consumption of goods and services, maximum conservation of ecosystems in the process of natural resource management, cooperation with international partners and international organizations, development of integration processes with the countries of the Eurasian Economic Union.*

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***Discussion and Conclusions.** Today it is necessary to take into consideration that both Belarus and Russia are involved in the implementation of the UN SDGs as part of the implementation of the Union State project. So, it is extremely important to harmonize our approaches, including in matters of effective public administration. And it is necessary to introduce common criteria for evaluating efficiency, which can have a positive effect through the synergy of both systems, to coordinate public administration in both countries. In addition, joint implementation, and preparation of joint projects in terms of improving public administration should be carried out.*

## Introduction

The sustainable development of a region, a country, and a society is affected by crises that occur at various levels: global, regional, and national. The overcoming of crises cannot take place without the intervention of the authorities [5. P. 5]. In the global world full of threats and challenges, it is necessary to sustain conditions for maintaining a balance between the main spheres of human activity: social, economic, environmental, political, etc. The current geopolitical picture of the world, characterized by extreme instability due to adherence to different national interests, values, ideological concepts, models of political behavior, etc., requires the development of common approaches to achieve sustainable development [4. P. 86]. One of these approaches has become the UN Global Agenda for Sustainable Development for the period up to 2030 (Agenda 2030), announced at the UN Summit in September 2015.

The Republic of Belarus fully supports the Concept of Sustainable Development and the preservation of conditions for the future generations' interests. Despite the changes and new challenges to humanity in the 21st century, the tasks of Belarusian politics remain unchanged: creating conditions for the stable development of the economy in order to improve the living standards of the population; comprehensive modernization, cooperation and increasing the competitiveness of national economy in the

global economy; strengthening peace, international and regional security and stability, protecting the independence, territorial integrity and sovereignty; ensuring human rights and freedoms [3].

Since countries are responsible for the implementation of the UN Sustainable Development Goals, the success at all stages depends on the mechanisms of public administration in these countries. Without improving the efficiency of public administration, it is extremely difficult to achieve the ambitious goals, set by the UN for the short-term or medium-term perspective. Belarus is committed to the idea that the Agenda 2030 can be achieved "on the basis of coordinated actions of all national partners in the economic, social and environmental spheres in conditions of political stability and sustainable economic growth"<sup>1</sup>. Based on this provision, the activities are planned, and the country's development directions are set for the implementation of the Agenda 2030. One of the key documents defining the long-term socio-economic development of the country, the National Strategy for Sustainable Development (NSD) until 2030, has been developed<sup>2</sup>. According to this document, medium- and short-term forecasts and programmes are built, which is stipulated in the Law of the Republic of Belarus of May 5, 1998 "About State forecasting and programs of socio-economic development of the Republic of Belarus". Since the introduction of the UN Sustainable Development Goals as guidelines for improving the socio-economic indicators of

<sup>1</sup> The Republic of Belarus. National report of the Republic of Belarus on the implementation of the 2030 Agenda for Sustainable Development. Sustainable Development Goals, 2017. [Electronic resource] URL: <https://sustainabledevelopment.un.org/content/documents/16357Belarus.pdf>

<sup>2</sup> The Republic of Belarus. National strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030 // Protocol of the meeting of the Presidium of the Council of Ministers of the Republic of Belarus No. 10 of May 2, 2017. [Electronic resource] URL: <https://www.economy.gov.by/uploads/files/NSUR2030/Natsionalnaja-strategija-ustojchivogo-sotsialno-ekonomicheskogo-razvitija-Respubliki-Belarus-na-period-do-2030-goda.pdf>.

the countries was announced, the issue of their implementation has been repeatedly raised at the level of the state apparatus and the expert community of Belarus. A number of documents were adopted. They address both the issues of achieving the Sustainable Development Goals and the most effective means and methods of their implementation. In general, the Sustainable Development Goals are “a universal framework that contains many potentially diverging policy goals in the economic, social, and environmental sphere, while some goals are thought to be mutually supportive” [2. P. 5]. Among them in August 2018 there was adopted the Roadmap for the Implementation of the Sustainable Development Goals in the Republic of Belarus<sup>3</sup>. This document determines the state policy in the interests of future generations, the implementation of the provisions of the “Global Agenda 2030”, and also orients the Belarusian socio-economic model of development as a whole, taking into account specific indicators and efficiency coefficients. In the “Roadmap for the Implementation of the Sustainable Development Goals in the Republic of Belarus”, developed in 2018, the mission of MAPS was to justify a “green” transition to inclusive and sustainable growth, to focus on setting goals and objectives for future generations, to implement actively digital transformations and social innovations, while maintaining gender equality in the society.

The approaches of the Republic of Belarus to improving the efficiency of public administration are also reflected in the National Concept of Sustainable Development until 2035<sup>4</sup>. This document is a rethinking of the issues of achieving the Sustainable Development Goals at the national level with a refraction of the current conditions prevailing in the republic, according to three components: social, economic and environmental. One cannot say that the Republic of Belarus is simply copying foreign practices, but nevertheless considering international experience is an important element in the development of appropriate methods and approaches to improving effective public admin-

istration balancing economic development, environmental sustainability, and social inclusion for human well-being [1. P. 1423; 6. P. 2206].

### Study

In general, it is necessary to point out that in 1994 the Constitution of the Republic of Belarus provided for a fairly large number of provisions that were reflected in the Agenda 2030. The country's basic law guarantees stability, security, social justice and public order, which correlates with the goal № 16; equality of different forms of ownership (goal № 10), cooperation between the state and business in order to improve the competitiveness of the Belarusian economy (goals № 8, № 17); creating equal legal conditions for self-realization of the citizens (goals № 3, № 10), ensuring material well-being and a decent existence by their own work (goals № 1, № 3, № 8); ensuring support for socially vulnerable groups of the population, their integration into society and inclusion in economic activities (goals № 1, № 3, № 8); multi-vector foreign economic policy as the most important principle of the country's sustainable development (goal № 17); environmentally friendly state policy (goals № 13, № 14, № 15); the active role of civil society in addressing the challenges of sustainable development (goal № 16). All these can't be achieved without an effectively constructed system of public administration.

The Constitution of Belarus<sup>5</sup> does not explicitly state the goals № 6, 7, 9, 11 and 12, however, *Article 46* stipulates: “The State shall supervise the rational utilisation of natural resources to protect and improve living conditions, and to preserve and restore the environment”. It means that indirectly all the Sustainable goals are subjected under the jurisdiction of the Constitution, thereby not being ignored by the Belarusian society [4].

Sufficient attention is paid to the protection of water systems (goal № 6) and to the rational use of water resources and sanitation in Belarus. There are no problems with the availability of water sources in the country, but the

<sup>3</sup> The Republic of Belarus. Roadmap for the implementation of the SDGs in the Republic of Belarus // Sustainable Development Goals, August 2018. [Electronic resource] URL: [https://sdgs.by/kcfinder/upload/files/FINAL\\_%D0%94%D0%BE%D1%80%D0%BE%D0%B6%D0%BD%D0%B0%D1%8F\\_%D0%BA%D0%B0%D1%80%D1%82%D0%B0\\_%D0%A6%D0%A3%D0%A0\\_RU\\_25\\_06.pdf](https://sdgs.by/kcfinder/upload/files/FINAL_%D0%94%D0%BE%D1%80%D0%BE%D0%B6%D0%BD%D0%B0%D1%8F_%D0%BA%D0%B0%D1%80%D1%82%D0%B0_%D0%A6%D0%A3%D0%A0_RU_25_06.pdf).

<sup>4</sup> The Republic of Belarus. The concept of the National Strategy for Sustainable Development of the Republic of Belarus till 2035 // Ministry of Economy of the Republic of Belarus, 2018. [Electronic resource] URL: <https://www.economy.gov.by/uploads/files/ObsugdaemNPA/Kontseptsija-na-sajt.pdf>.

<sup>5</sup> Constitution of the Republic of Belarus // Newspaper “Zvyazda”. 1996. 27 Nov. (No. 276).

hydrological services intensively monitor the state of reservoirs and water systems, and pay special attention to the protection of the environment<sup>6</sup>.

Ensuring access to affordable, reliable, sustainable and modern energy sources for all is provided on the basis of the Law of the Republic of Belarus of January 8, 2015 No. 239-Z "About energy saving". The sphere of energy saving is subjected to the state regulation and is based on the following principles: energy security and the country's energy independence, efficient and rational use of fuel and energy resources, priority of the introduction of energy-efficient equipment, scientific and technical validity of the implemented measures, systematic and hierarchical management.

Goal № 9, for example: to build resilient infrastructure, promote sustainable industrialisation and foster innovation – is implemented on the basis of regulatory documents controlling the activities of various sectors and organisations. For example, this very Law of the Republic of Belarus of January 8, 2015 No. 239-Z "About energy saving" assumes that the state develops a strategy and exercises control over the sphere of energy saving. For these purposes, national, sectoral, and regional energy-saving programs have been created, technical norms and standards have been established under the control of the state, using criteria for assessing compliance with the requirements of technical regulatory legal acts, criteria for setting energy-saving assessment indicators and conducting energy surveys, state expertise of energy efficiency and supervision in the field of energy conservation have been provided, and so on.

Belarus is a socially oriented state. The protection of its citizens and the support of people in difficult life situations is the main priority of public administration. It is necessary to point out the stability of the country's social policy: every citizen has access to free education and medicine, pension support is provided, as well as financial assistance for the birth of children, etc. At the constitutional level, equality of rights of men and women in all spheres of activity is enshrined: in education and work, raising children, receiving benefits and social guarantees, receiving fair remuneration depending on the

economic results of work, but not below the minimum subsistence.

The social orientation of the Belarusian state itself presupposes the achievement of goals № 1 – 5. The system of allowances and benefits, the pension system, and financial support for poor and large families make it possible to provide support for socially vulnerable citizens and thereby eliminate poverty in all its forms (goal № 1). Since 2015, the country has introduced a social program, under which families are provided with family capital when the third and subsequent children appear in the family. The amount of such one-time payment is equivalent to 10 thousand US dollars. Thus, the state also stimulates demographic growth, provides conditions for future economic growth (goal № 8), and promotes the well-being of families (goal № 3).

The sociality of the Belarusian state is aimed at eliminating hunger, ensuring food security and improving nutrition, and promoting sustainable agricultural development. Since the beginning of 2021, the list of socially significant goods, the prices of which are regulated by the Ministry of Antimonopoly Regulation and Trade, has been supplemented with such products as semi-smoked sausages, margarine, barley grits, fresh garlic, fresh sweet pepper, paper tissue<sup>7</sup>. Every year, such lists are updated and improved, which indicates the constant involvement of the Belarusian state in the management of the social sphere. In order to eliminate hunger, low-income families are supported and provided with free food for children during the first two years of life. At the birth of twins and more children, this type of state targeted assistance is provided regardless of the family income. All children under 3 years of age are provided with free medicines.

Articles 2, 7 and 22 of the Constitution of the Republic of Belarus declare the principles of *non-discrimination, legality and priority of law*. These articles define a Person, his rights and freedoms as the highest value, proclaim the rule of law in the country, equality before the law, protection of rights and non-discrimination of legitimate interests. These articles of the Constitution formed the basis of the existing legal framework of the country, which determines the following provision: access to public services must be pro-

<sup>6</sup> The Law of the Republic of Belarus of November 26, 1992 No. 1982-XII "About Environmental Protection" (ed. of 18.12.2019) // ETALON. Legislation of the Republic of Belarus/National Center for Legal Information of the Republic of Belarus, 2021.

<sup>7</sup> The Republic of Belarus. Resolutions. About the amendment of the Resolution of the Council of Ministers of the Republic of Belarus of January 17, 2014. No. 35: the Resolution of the Council of Ministers of the Republic of Belarus of January 18, 2021. No. 22. National Center for Legal Information of the Republic of Belarus, 2021.

vided without any distinction on the grounds of race, color, sex, language, religion, political or other opinion, national or social origin, property status, place of birth, disability, etc. This provision is regulated by the Law of the Republic of Belarus of 09.01.2002 No. 90-Z "About Consumer Rights Protection", The Labor Code of the Republic of Belarus, the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 "About approval of the Program of social and economic development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 "About Approval package of measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 "About the State Program "Social Protection" for 2021-2025", the Resolution of the Council of Ministers of the Republic of Belarus of January 29, 2021 No. 56 "About the State Program" Small and Medium-sized Enterprises" for 2021-2025», the Resolution of the Council of Ministers of the Republic of Belarus of January 29, 2021 No. 53 "About the State Program" Culture of Belarus" for 2021-2025", the Resolution of the Council of Ministers of the Republic of Belarus No. 793 of December 30, 2020 "About the National Action Plan for Gender Equality in the Republic of Belarus for 2021-2025", the Law of the Republic of Belarus of 09.01.2002 No. 90-Z "About Consumer Rights Protection", the Resolution of the Council of Ministers of the Republic of Belarus No. 1454 of December 14, 2005 "About procedure for the organization of work with citizens in the bodies registering acts of civil status for issue of the references or other documents containing confirmation of the facts having legal value". The principle of *non-discrimination* is also reflected in the Electoral Code, the "National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030", approved by the Presidium of the Council of Ministers of the Republic of Belarus (Protocol of the meeting No. 10 dated 2 May, 2017), the Decree of the President of the Republic of Belarus No. 466 of December 15, 2016 "About Approval of the Program of social and economic development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 "About Approval package of

measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 "About the State Program "Social Protection" for 2021-2025". Any discrimination based on gender, race, nationality, social origin, property, religion, belief or membership in political parties and other public associations and etc. is prohibited in the provision of public services, as well as on admission to the civil service.

The effectiveness of public administration is considered as a complex and interrelated process with other spheres of life of society and the state. That is why there are several areas in which work should be carried out at once. At the same time, the achievement of the Sustainable Development Goals remains one of the priorities and international obligations of the Republic of Belarus, which the country's leadership takes extremely seriously and responsibly. This issue (effective public administration) includes the plans to introduce elements of e-government in Belarus, providing easier and faster access to public services, without unnecessary red tape and bureaucracy, as well as significantly increasing the speed of decision-making and transparency in the process of public administration. That is why the republic carefully examines the best practices in this area, actively develops its own products, and promotes the digital agenda within the framework of integration associations in which Belarus is involved (primarily in the EAEU).

Belarusian society is focused on the implementation of the Sustainable Development Goals in its subsystems, green initiatives are involved, environmental policy is carried out; action plans and strategies are actively developed for the transition to the principles of sustainability, rethinking the existing forms of interaction between the state and public organizations and business. The Concept of Sustainable Development has formed the basis of all institutions of the Republic of Belarus, but it cannot be implemented independently and without control and requires special management efforts and an effective approach.

The Sustainable Development of Belarus means a balanced economic growth, a competitive market economy and stable prices, the state's focus on the well-being of people and social needs, and environmental protection<sup>8</sup>.

<sup>8</sup> The Republic of Belarus. National report of the Republic of Belarus on the implementation of the 2030 Agenda for Sustainable Development. Sustainable Development Goals, 2017. [Electronic resource] URL: <https://sustainabledevelopment.un.org/content/documents/16357Belarus.pdf>

In the Republic of Belarus, the achievement of the Sustainable Development Goals is based on *the principle of consistency*. The 2030 Agenda is implemented at all levels of government, starting from the head of state, supra-departmental management, including intra-organizational management, and ending with local authority and self-government bodies and economic management.

In the implementation of some areas of the Concept of Sustainable Development, the management of the Belarusian state assumes the distribution of powers between different levels of government based on the *principles of subsidiarity and proportionality*. Responsibility for the results of sustainable development is transferred to local authority and self-government bodies: powers in the field of landscaping, environmental protection and public order protection. In the future, it is also planned to fully transfer powers in the field of public services, road construction, support for small and medium-sized businesses, in the social sphere, etc.<sup>9</sup>

Subsidiarity is regulated by the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 "About Approval of the Program of social and economic development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 "About Approval package of measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 "On the State Program "Social Protection" for 2021-2025" and etc.

Effective public administration makes a great contribution to the achievement of the Sustainable Development Goals of Belarus and the implementation of the 2030 Agenda in a global perspective. The implementation of public administration to achieve the Sustainable Development Goals is based on *the principle of a combination of centralization and decentralization* (Law of the Republic of Belarus of

January 4, 2010 No. 108-Z "About local authority and self-government in the Republic of Belarus"<sup>10</sup>). It means that the achievement of the Goals is under the control of the President of the Republic of Belarus. Management is carried out from the center by the republican bodies of state administration, the Council of Ministers of the Republic of Belarus. Special institutions have also been established in the country, and the principles of sustainable development are being implemented at all levels of government to reduce global inequality and preserve conditions for the benefit of future generations. The Decree of the President of the Republic of Belarus No. 181 of 25.05.2017 "About the National Coordinator for Achieving the Sustainable Development Goals" defined the list of state bodies and other organizations responsible for implementing the Sustainable Development Goals, including the regional and Minsk City executive committees. The first National Coordinator for Achieving the Sustainable Development Goals (Deputy Chairman of the Council of the Republic of the National Assembly of the Republic of Belarus Marianna Shchetkina) was appointed. In all state structures and subordinate organizations, they implement indicators of the Sustainable Development Goals when planning and forecasting the work of organizations, define criteria for monitoring the achievement of Goals, and mechanisms for organizational and methodological support and control. The Council for Sustainable Development has been established as an advisory and consultative body, whose activities are coordinated by the National Coordinator. In February 2020, Deputy Chairman of the Council of the Republic Anatoly Isachenko was appointed to the post of National Coordinator<sup>11</sup>.

The decentralization of public administration is also noticeable in the implementation of the Agenda 2030. Powers are transferred to local authority and self-government bodies: local executive committees, local administrations, local Councils of Deputies. In this case, hierarchical subordination to the President of the Repub-

<sup>9</sup> The Republic of Belarus. National strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030 // Protocol of the meeting of the Presidium of the Council of Ministers of the Republic of Belarus No. 10 of May 2, 2017. [Electronic resource] URL: <https://www.economy.gov.by/uploads/files/NSUR2030/Natsionalnaja-strategija-ustojchivogo-sotsialno-ekonomicheskogo-razvitija-Respubliki-Belarus-na-period-do-2030-goda.pdf>.

<sup>10</sup> The Law of the Republic of Belarus of January 4, 2010 No. 108-Z "About Local authority and self-government in the Republic of Belarus" (ed. of 18.12.2019)//ETALON. Legislation of the Republic of Belarus/National Center for Legal Information of the Republic of Belarus, 2021.

<sup>11</sup> Ministry of Foreign Affairs of the Republic of Belarus. Sustainable development: website-Minsk, 2021. [Electronic resource] URL: <https://mfa.gov.by/multilateral/sdg/>.

lic of Belarus and the Council of Ministers is not assumed, as in the case of local administrations and executive committees. The powers to implement the Agenda 2030 are exercised by rural, city, district, village, and regional Councils. The positive side of such activities is that these Councils solve issues of a local scale, a specific territorial unit, have an idea of agricultural activities and the socio-economic situation of a particular area, village, and act both in the public interest and in the interests of the population living in this territory.

Another principle of effective public administration is *the principle of comprehensive implementation* of the Agenda 2030. In this context, on the one hand, it is necessary to note the complexity of legislative and other normative acts regulating the implementation of the Sustainable Development Goals of Belarus. On the other hand, the complexity of opportunities for the development of Local agendas, which, in addition to state bodies and regional and local bodies, includes public organizations, foundations and non-governmental structures working in the field of sustainable development, expert, coordination, public councils on sustainable development issues under state and local authorities, lectures, clubs, circles on the topic of sustainable development, information and network structures and objects (information centers, corners in libraries, schools, executive committees, in enterprises and organizations). So the planning of budget expenditures in the country is carried out on the basis of a comprehensive transition. At the same time, budget expenditures are distributed and controlled through a built-up hierarchy of program-target budgeting, which contributes to increasing the efficiency and effectiveness of spending funds.

*The principle of competence and professionalism* is reflected in the Labor Code. All institutions must perform their functions effectively and have sufficient experience, resources and means to carry out their tasks. Belarus also has Law No. 204-Ž “About Public Service in the Republic of Belarus” of June 14, 2003. The law lays down the following principles of public service: the supremacy of the Constitution of the Republic of Belarus, service to the people of the Republic of Belarus, legality; priority of human and civil rights and freedoms, guarantees of their implementation; humanism and social justice; transparency; professionalism and competence of civil servants; control and accountability, personal responsibility for non-performance or improper performance of their official duties; voluntary admission of citizens to public service; equal access of citizens to any

positions in the civil service and promotion in the civil service in accordance with their abilities, professional knowledge and education; stability of the civil service in order to ensure the continuity of power; economic, social and legal protection of civil servants.

It is worth noting that the basic principles of effective public administration are not enshrined in a special law, but they are laid down in the legislative and regulatory framework of the country. Thus, the Law of the Republic of Belarus of July 15, 2015 No. 305- Z “About combating corruption” regulates some issues of the civil service, since it is important to ensure the control of the integrity of civil servants, to exercise supervision in order to prevent corruption of structures. Special anti-corruption commissions are established in accordance with the procedure established by the Council of Ministers of the Republic of Belarus, whose activities are carried out in the republican bodies of state administration and other state organizations subordinate to the Government of the Republic of Belarus, in all executive committees, local administrations.

This law defines a set of measures for planning and coordinating the activities of state bodies, establishes restrictions and financial control requirements for public officials in order to prevent corruption, provides mechanisms for improving the system of state bodies, personnel work and procedures for resolving issues that ensure the protection of the rights, freedoms and legitimate interests of individuals and legal entities, distinguishes between the personal and official duties of public officials, the mechanisms of recruitment, selection, training, and promotion in accordance with the principles of efficiency and fairness of their activities.

In order to implement *the principle of professionalism*, anti-corruption training is organized for public officials, and similar training is also provided to persons studying in educational institutions. As in most countries, the Republic of Belarus has a fairly large regulatory framework regulating administrative ethics. This includes the criminal law, the law on public service, the law on declaration, the laws on ethics, and others. Some legal acts provide for vocational education as a pre-emptive requirement. For example, the Customs Code of the Republic of Belarus stipulates that a customs official must have an appropriate education (Part 2 of Article 256). Strategic human resources management is reflected in the Labor Code of the Republic of Belarus.

It is important for a manager to have *integrity*. The observance of moral principles is a

fundamental provision in the activities of civil servants. Duties must be performed fairly and justly. For this purpose the State bodies and other state organizations are obliged to conduct competitions, auctions and other procedures provided for by legislative acts while making decisions. These areas include issues related to the disposal of state property, procurement, the involvement of individuals in the implementation of state programs, the selection of suppliers for state needs, and others. For example, public procurement is carried out in accordance with the Law of the Republic of Belarus of July 13, 2012 No. 419-Z "About Public Procurement of goods (works, services)" and other legislation on public procurement. These processes are open, the information is publicly available, and is posted on the official websites of government agencies. The principle of integrity is also reflected in other documents and laws, such as the Law of the Republic of Belarus of June 14, 2003 No. 204-Z "About Public Service in the Republic of Belarus", the Law of the Republic of Belarus No. 455-Z of November 10, 2008 "About information, informatization and information protection", the Decree of the President of the Republic of Belarus No. 590 of December 31, 2013 "About Certain issues of Public Procurement of Goods (Works, Services)", the Resolution of the Council of Ministers of the Republic of Belarus No. 143 of March 12, 2020 "About the State Program "Public Finance Management and Financial Market Regulation" for 2020 and for the period until 2025" and others.

*The principle of sustainability and equity between generations* implies the creation of comfortable living conditions for future generations, and not only ensuring the needs and well-being of the present. On this basis, government agencies should assess the impact of ecosystem factors on the sustainable development of the country. In the Republic of Belarus ecosystem management is carried out within the framework of the Resolution of the Council of Ministers of the Republic of Belarus of February 19, 2021 No. 99 "About the State Program "Environmental Protection and Sustainable Use of Natural Resources" for 2021-2025", The Law of the Republic of Belarus of November 15, 2018 No. 150-Z "About Specially protected natural areas" and other regulatory documents. The State Program "Comfortable Housing and a Fa-

vorable Environment" for 2021-2025 has been developed<sup>12</sup>.

*The implementation of sound public policy* is accepted as a fundamental principle in public policy planning and management. In a practical application this means that draft legislation, plans and programs must be monitored for their compliance with the provisions of the National Strategy for Sustainable Development of the Republic of Belarus.

*The principle of coordination and cooperation* is implemented through the coordination of sustainable development strategies between the republican bodies of state administration and regional executive committees, local entities. For example, every 5 years, the relevant structures, together with the Ministry of Economy of the Republic of Belarus and the Commission on Sustainable Development, convene a Congress on Sustainable Development, which discusses the results achieved in the implementation of the National Strategy for Sustainable Development, develops and makes proposals for the next fifteen years. The principle is implemented on the basis of the Decree of the President of the Republic of Belarus of 25.05.2017 No. 181 "About the National Coordinator on Achieving the Sustainable Development Goals", the Resolution of the Council of Ministers of the Republic of Belarus No. 143 of March 12, 2020 "About the State Program "Public Finance Management and Financial Market Regulation" for 2020-2025 period". However, there is a need to continue to improve coordination and dialogue between public authorities at all levels and in all functional areas, in particular in the development of unified registers of information and databases, which will be accessible to all public entities.

Public administration for achieving the Sustainable Development Goals is also based on *the principle of involvement in international initiatives in the field of sustainable development*. The participation of the Republic of Belarus in such initiatives, firstly, helps to strengthen the country's position in the international arena, and secondly, the implementation of the Global Sustainable Development Goals cannot be carried out in isolation from full-scale international relations.

*The principle of participation* is implemented in order to ensure the active participation of all interested groups in solving issues

<sup>12</sup> The Republic of Belarus. Resolutions. On the State Program "Comfortable Housing and a Favorable Environment" for 2021-2025: The Resolution of the Council of Ministers of the Republic of Belarus No. 50 of January 28, 2021. National Center for Legal Information of the Republic of Belarus, 2021.



concerning them. The regulatory process of public consultations is laid down in Article 7 of the Law of the Republic of Belarus No. 130-Z of 17.07.2018 "About Regulatory Legal Acts". Draft normative legal acts on the development of entrepreneurship, on the implementation of entrepreneurial activities and on environmental protection are submitted for discussion at meetings of expert councils, information about them is necessarily posted on the official websites of state bodies<sup>13</sup>. Expert councils for the development of entrepreneurship are established under the republican bodies of state administration and other state organizations. Forums and conferences of various stakeholders are convened. For example, on April 12, 2019, a round table was held on the topic "Practical aspects of forecasting the effectiveness of the application of legislation and public participation in the rule-making process", dedicated to the implementation of certain provisions of the Law of the Republic of Belarus of July 17, 2018 No. 130-Z "About Normative Legal Acts" and the subordinate acts adopted in its development. The forum was organized by the National Center for Legislation and Legal Research and the Council of Europe<sup>14</sup>.

The public also has the right to influence the decision of issues, through which they certainly must be processed. The Law of the Republic of Belarus No. 300-Z of 18.07.2011 "About appeals of citizens and legal entities" provides for opportunities for the public to participate in solving issues, including in the field of public administration, namely: to send written, electronic or oral appeals to state bodies, to make comments and suggestions in the book of complaints and suggestions.

A special form of implementation of the principle of participation can be called *All-Belarusian People's Assembly* (*Vsebelorusskoye narodnoe sobranie*, or VNS). This forum is held every five years (1996, 2001, 2006, 2010, 2016, 2021) and it has a national significance. It brings together representatives of all spheres of activity and social groups. The focus is on socio-economic issues. In 2021, all citizens had the opportunity to submit their proposals through the feedback form on the official website of the

event, thereby exercising the right to participate in state affairs, and not only through elections and referendums, the activities of deputies and parliament.

At the legislative level, the principle of participation is reflected in the Electoral Code of the Republic of Belarus, "National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030", approved by the Presidium of the Council of Ministers of the Republic of Belarus (Protocol of the meeting No. 10 of May 2, 2017), the Decree of the President of the Republic of Belarus No. 466 of December 15, 2016 "About Approval of the Program of Socio-economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 "About Approval of a package of measures for the implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 "About the State Program "Social Protection" for 2021-2025".

*The principle of scientific knowledge*, although it has neither a clear constitutional nor legislative basis, is one of the most important principles of effective public administration. It is science that offers answers to the questions of optimal system construction, development and implementation of new effective forms and progressive methods of managing this system, and optimizes the achievement of results. In Belarus, this principle is implemented by combining advanced scientific knowledge with management decisions. Scientific activity is regulated by the Law of the Republic of Belarus of October 21, 1996 No. 708-XIII "About scientific activity" and the Law of the Republic of Belarus of January 19, 1993 No. 2105-XII "About the fundamentals of the State scientific and technical policy". At the present stage, foresight forecasting and IT technologies are used in public administration. A system for evaluating the activities of the state apparatus is based on the principle of scientific approach, and e-government technology has been introduced. However, it is necessary to implement it in

<sup>13</sup> The Republic of Belarus. Resolutions. About the organization of public discussion of draft normative legal acts on the development of entrepreneurship, issues of entrepreneurial activity and amendments to the Resolution of the Council of Ministers of the Republic of Belarus of December 31, 2008 No. 2070: The Resolution of the Council of Ministers of the Republic of Belarus of March 20, 2012. No. 247. National Center for Legal Information of the Republic of Belarus, 2021.

<sup>14</sup> The National Legal Internet Portal of the Republic of Belarus. News: Minsk, 2021. [Electronic resource] URL: <https://pravo.by/novosti/novosti-pravo-by/2019/april/33956/>.

improving the system of public monitoring, to create mechanisms of interaction between the state, society and business with the expanded use of e-government technologies.

Such events lay the *principle of transparency, openness and intelligibility*, in the foundation of public administration which involves the submission of key provisions and problems of sustainable development, the most important draft legislations in this area for public discussion, as well as the joint development of recommendations for public administration. Expert groups and subgroups have been created to implement this task, which include representatives of various circles, including academic ones, and involve international and Belarusian, state and public organizations. Together, proposals and directions for their implementation, methodological and scientific support for activities have been developed. Transparency is ensured through the publication of all planned and regulatory legal documents in the general press and the promotion of dialogue with civil society. The provision on the participation of civil society in the discussion of draft laws and issues of national and local significance is regulated by Article 37 of the Constitution of the Republic of Belarus and was implemented in Article 6 of the Law of the Republic of Belarus "About Local Authority and Self-Government in the Republic of Belarus" and other legislative acts.

The principle of *transparency* is reflected in the articles of the Constitution of the Republic of Belarus, the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 "About Approval of the Program of social and economic Development of the Republic of Belarus for 2016-2020", the Resolution of the Council of Ministers of the Republic of Belarus of January 12, 2017 No. 18 "About approval of a package of measures for the implementation of the Program of Socio-economic Development of the Republic of Belarus for 2016-2020".

The Law of the Republic of Belarus of July 15, 2015 No. 305-3 "About combating Corruption" also provides for ensuring transparency in the activities of public officials and persons equated to them, unless otherwise provided by legislative acts.

Budget transparency is ensured by the Law of the Republic of Belarus No. 73-Z of Decem-

ber 29, 2020 "About the Republican Budget for 2021" and the same Law of the Republic of Belarus No. 305-3 of July 15, 2015 "About Combating Corruption", which prohibits financing the activities of state bodies and other organizations from sources not provided for by legislative acts; offers punishments for the committed acts.

*The principle of ownership and accountability* formed the basis of Law No. 204-Z "About Public Service in the Republic of Belarus" of June 14, 2003. A public official is obliged to submit reports in accordance with the procedure established by law and bear personal responsibility for non-performance or improper performance of their official duties. This principle is laid down in the State Program "Public Finance Management and Financial Market Regulation" for 2020 and through 2025 and is spelled out in the Law of the Republic of Belarus of July 12, 2013 No. 57-Z "About Accounting and Reporting" and other regulatory documents. The activities of institutions must be transparent, information is accessible, allowing only certain exceptions provided for by law to ensure accountability and the possibility of public control.

*The principle of permanent monitoring and evaluation* of the effectiveness of socio-economic sustainable development programs based on the analysis of qualitative and quantitative indicators allows us to systematize the results of the Belarusian socio-economic model and compare them with the development models of neighboring states. The implementation of the sustainable development strategy is monitored at the State level. Attention is also paid to the optimization of management decision-making mechanisms.

*The principle of inclusivity* is reflected in the Constitution and a number of normative documents, including the Law of the Republic of Belarus of November 11, 1991 No. 1224-XII "About social protection of disabled persons in the Republic of Belarus" and the Resolution of the Council of Ministers of the Republic of Belarus of June 13, 2017 No. 451 "About approval of the National Action Plan for the implementation of the provisions of the Convention on the Rights of Persons with Disabilities 2017-2025"<sup>15</sup>. The State Program "Social Protection" for 2021-2025 was developed and approved by the

<sup>15</sup> The Republic of Belarus. Resolutions. About the approval of the National Action Plan for the Implementation of the provisions of the Convention on the Rights of Persons with Disabilities in the Republic of Belarus for 2017-2025 : the Resolution of the Council of Ministers of the Republic of Belarus No. 451 of June 13, 2017. National Center for Legal Information of the Republic of Belarus, 2021.

Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020. The program provides for the implementation of activities in two areas: "Social services and social support" and "Accessible living environment for people with disabilities and physically impaired persons". It is planned to ensure the accessibility of social infrastructure facilities, the road network, vehicles and transport infrastructure, to ensure information accessibility, as well as to form a positive attitude in society towards disabled people.

State decisions are made taking into account the needs of the disabled and physically impaired persons. To date, the transport and social infrastructure has been improved (low-floor passenger urban transport, special compartments in trains, arrangement of pedestrian crossings, stops, lowering the height of curbs, installation of self-service devices, development of remote banking systems, introduction of electronic queues, registration and delivery of bank payment cards, development of delivery services, etc.). Information accessibility is ensured by publishing books with the use of raised-dot Braille, adapting some programs on state TV channels for people with hearing impairments, showing films with subtitles, and so on. Actions are being held to attract public attention to the problem, and further search for opportunities to improve the quality of life of people with disabilities is being carried out. Improving the quality of services and infrastructure is still relevant, which is reflected in the "National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030", approved by the Presidium of the Council of Ministers of the Republic of Belarus<sup>16</sup>.

*The principle of "No one should be forgotten".* Public policies must take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable to ensure that all people can realize their potential in dignity and equality. The state policy of Belarus is aimed at improving the social standards of life of the population as the country's economic growth continues. Special attention is paid to rural areas. The policy is aimed at ensuring a high standard of living, expanding local self-government in solving socio-economic,

environmental and environmental problems. Priority is given to strengthening interregional ties, the development of small urban settlements, agro-towns, satellite cities. All this will ensure the country's economic security, increase the efficiency of the tax system, preserve the social and strengthen the "green" vector of budget spending, and stimulate investment.

Thus, many of the principles applied to ensure effective public administration to implement the Agenda 2030 are laid in the constitutional and legislative framework of the Belarusian state. Many challenges remain to be addressed in the long and short term. For example, at the moment, the National Strategy for Sustainable Development includes the possibility of adopting a code of sustainable development. Such a regulatory document will make it possible to distinguish between the functions of state and economic management, oblige business entities to provide indicators of sustainability and their effectiveness, and define measures of responsibility for decision-making evasion and other manifestations of bureaucracy. Based on the principle of partnership between all administrative-territorial units and the public the local strategies for sustainable development will be proposed, the resources will be redistributed, and the regions will be self-financed. The implementation of such measures will ensure the dynamics to achieve the quality of the Belarusian public administration system and its promotion in international rankings.

The National Strategy for Sustainable Development in the interests of Future Generations also includes the principle of a resource-saving organizational structure – "lean production", which implies improving the regulatory and legal regulation of small and medium-sized businesses, taking into account the interests of society, business and government; deepening of cross-border cooperation, namely, the development of partnership within the EEU, the development of the legal framework for the effective work of the EEU governing bodies; cooperation with international organizations: participation in UN human development programmes (UNDP), creating conditions for the full realization of the rights and potential of children and young people (UNICEF), Environment Programme (UNEP), cooperation with the

<sup>16</sup> The Republic of Belarus. National strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030 // Protocol of the meeting of the Presidium of the Council of Ministers of the Republic of Belarus No. 10 of May 2, 2017. [Electronic resource] URL: <https://www.economy.gov.by/uploads/files/NSUR2030/Natsionalnaja-strategija-ustojchivogo-sotsialno-ekonomicheskogo-razvitija-Respubliki-Belarus-na-period-do-2030-goda.pdf>.

Global Environment Facility (GEF), etc. Special attention will be paid to the development of bilateral mutually beneficial cooperation with the People's Republic of China.

### Conclusion

It should be pointed out that the Republic of Belarus is not only reviewing and improving approaches to the implementation of the Sustainable Development Goals, but also improving its institutional mechanisms. The Republic is interested in creating an effective management system for sustainable development. In this regard, the country's strategic goal is to improve the efficiency of public administration in the context of ensuring sustainable socio-economic development and achieving high positions in global economic competition.

Belarus is looking for its own way to implement the Agenda 2030, using foreign experience. However, foreign practices are not a benchmark for development. In this regard, the Belarusian model is often criticized, especially by Western partners in terms of non-compliance of the Belarusian system with the basic criteria. At the same time, the existing experience shows that the practice of public administration in Belarus in the implementation of the SDGs is often more effective than the proposed Western models.

Although the country does not have a law on public administration, but in 2015 a presidential decree established key performance indicators for the heads of state bodies. In accordance with them, the Council of Ministers sets a number of indicators, including in the framework of achieving the Sustainable Development Goals. Based on the proposals of government bodies and other State organizations, the Council has formed a national system of indicators to monitor the achievement of the SDGs. Currently, organizational work is being carried out

to nationalize the SDG indicators by integrating them into national, state, republican, sectoral and regional development strategies, programs and plans that determine the work of the Government, central and local authorities.

A comprehensive and interrelated improvement of its socio-ecological and economic model and the skillful harmonization of public administration are envisaged to ensure the sustainable development of the country. The effectiveness of public administration should be assessed by the following parameters: security, international recognition, the ability of the state to provide access to quality education and health care, the ability to involve the regions, the ability to provide basic infrastructure (transport capabilities, registration, statistics), the ability to replenish the treasury – taxation, the ability to organize management: the structure of public administration, procedures and selection of management personnel, rational consumption of goods and services, maximum conservation of ecosystems in the process of natural resource management, cooperation with international partners and international organizations, development of integration processes with the countries of the Eurasian Economic Union, primarily with Russia and other states.

Today it is necessary to take into account that both countries are involved in the implementation of the UN SDGs as part of the implementation of the Union State project. So it is extremely important to harmonize our approaches, including in matters of effective public administration. And it is necessary to introduce common criteria for evaluating efficiency, which can have a positive effect through the synergy of both systems, in order to coordinate public administration in both countries. In addition, joint implementation and preparation of joint projects in terms of improving public administration should be carried out.

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## ГОСУДАРСТВЕННОЕ УПРАВЛЕНИЕ В РЕСПУБЛИКЕ БЕЛАРУСЬ: ПРИНЦИПЫ УСТОЙЧИВОГО РАЗВИТИЯ

**Введение.** В статье описываются принципы построения государственной политики для реализации целей устойчивого развития в Республике Беларусь. Авторы анализируют соответствие белорусского национального законодательства принципам эффективного государственного управления в интересах устойчивого развития.

**Материал и методы.** Методологическую основу исследования составили общенаучные и специальные методы. Особое значение имел компаративистский метод, применённый в области исследования белорусской нормативно-правовой базы, а также метод аналогии. Большое внимание было уделено анализу Национальной Концепции устойчивого развития Республики Беларусь до 2035 года и Дорожной карте по реализации ЦУР в Республике Беларусь.

**Результаты.** Эффективность государственного управления должна оцениваться по следующим параметрам: безопасность, международное признание, способность государства обеспечить доступ к качественному образованию и здравоохранению, способность привлекать регионы, способность обеспечивать базовую инфраструктуру (транспортные возможности, регистрация, статистика), способность пополнять казну – налогообложение, умение организовать управление: структура государственного управления, процедуры и подбор управленческого персонала, рациональное потребление товаров и услуг, максимальное сохранение экосистем в процессе управления природными ресурсами, сотрудниче-

ство с международными партнёрами и международными организациями, развитие интеграционных процессов со странами Евразийского экономического союза.

**Обсуждение и выводы.** На сегодняшний день в рамках реализации проекта союзного государства необходимо учитывать, что и Беларусь, и Россия вовлечены в реализацию ЦУР ООН. В этой связи чрезвычайно важно гармонизировать подходы, особенно в вопросах эффективного государственного управления. В целях координации государственного управления в обеих странах необходимо внедрение общих критериев оценки эффективности, что может дать положительный эффект путем синергии обеих систем. Кроме того, следует осуществлять реализацию и подготовку совместных проектов в плане улучшения публичного администрирования.

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### Ключевые слова:

Республика Беларусь, Цели устойчивого развития, Повестка дня на период до 2030 года, государственное управление, принципы достижения Целей устойчивого развития.

### Keywords:

Republic of Belarus; Sustainable Development Goals; Agenda 2030; public administration; principles of achieving the Sustainable Development Goals.

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