

Osmanova Elnara Useinovna

PhD in Economics.

Associate Professor of the Department of Economics.

Associate Professor of the Finance and Accounting

Finance and Precaution

G V Plekhanov University of Economics

Sevastopol, Russian Federation.

Head of the Solid Municipal Waste Management Department.

Head of the Environmental Waste Management Department,
Ministry of Housing and Public Utilities of the Republic of Crimea.

Simferopol, Russian Federation.

Zolotarev Anatoly Ivanovich.

Candidate of Law, Associate Professor of the Department of Criminal Law.

Crimean branch.

V.M. Lebedev Russian State University of Justice.

Simferopol, Russian Federation.

Sidorenkov Vladimir Anatolyevich.

PhD in Technical Sciences.

Associate Professor of the Deut

V.I. Vernadsky Crimean Federal University.

V.I. Vernadsky Crimean Federal University,
Feodosia, Russian Federation.

Construction Director.

**Construction Director,
Crimean Construction**

Crimean Construction Company Partner, LLC,
Feodosia, Russian Federation.

155 Russia, Russian Federation.

APPLICATION OF CONCESSION AGREEMENTS IN THE SERVICES SECTOR: INSTITUTIONAL FEATURES AND EMPIRICAL ANALYSIS OF RUSSIAN PRACTICE

2023-2024

« »

In the context of structural constraints on economic growth and a shortage of budgetary resources, concession agreements are becoming crucial as a tool for mobilizing private investment in service sector infrastructure. The scientific novelty lies in identifying a dissonance between the declared flexibility of concession instruments and their actual concentration in the utilities and energy sector, as well as in establishing a sustainable positive trend in their application in the social sphere, indicating an expansion of their effectiveness. Despite the observed reduction in the number of agreements concluded in 2023-2024, their qualitative transformation is occurring, reflected in the «consolidation» of projects and an increase in the share of socially oriented sectors. The conclusion is that concessions are not simply an alternative source of financing, but also a comprehensive mechanism for the structural modernization of socially significant service sectors.

Keywords: concession agreement, public-private partnership, investment, infrastructure, service sector, utilities, monitoring.

[7, 13].

1.

2.

3.

4.

2020-2024

115- « 28.02.2025 22- »

)

[1], [4],
[12] [5]
[10]

[3] . . [2]. ,
(-115 [15]),

21.07.2005 115- [15].

1.

2.

3.

4.

1

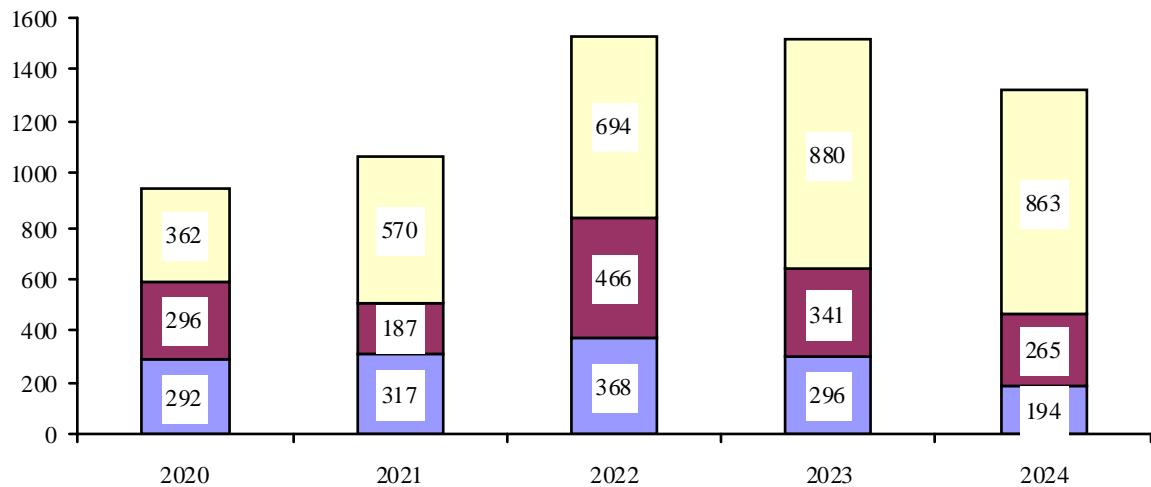
<i>I.</i>		*
		()
115-	« » (2005)	« » (2015).
-	-	,
()	()	.
()	, / , .).	, -
-	;	,

« »,
[6].
-115
2020-2024 . 1.
((-34,46 %)) 33,56 %,
/ « » ,
, ,
, (10,47 %), 2022 (+149,2 % 2021).

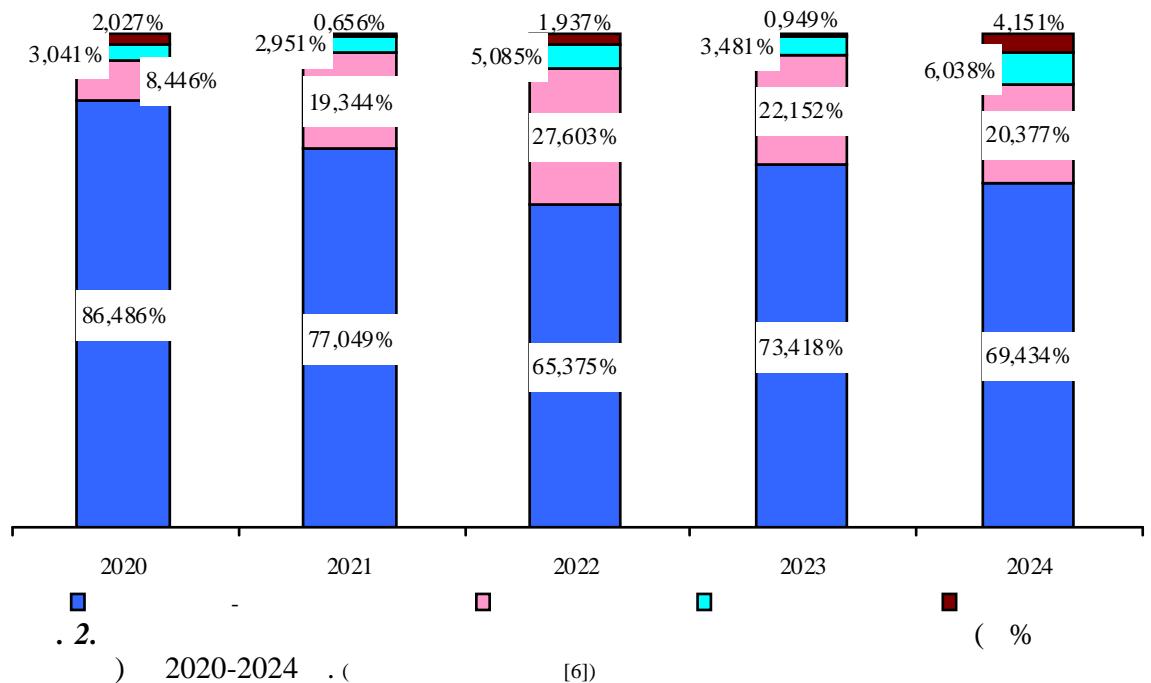
% - , , (138,4
%), , ,

(. 2).

, , 86,5 % 69,4 %.
— — 8,45 % 20,38 %



□
■
■
. I.
([6])
) (-115) 2020-2024 . , .



. 2.) 2020-2024 . ([6])

2

1

115-

34

2.

*

-	(-115)	/ (- 224)
	« - » 115- 21.07.2005.	« - - 224- 13.07.2015.
	(, , - (, -,).)	(, ,)
	().	,
	(: ,)	.
	() /	.
	:	.

*

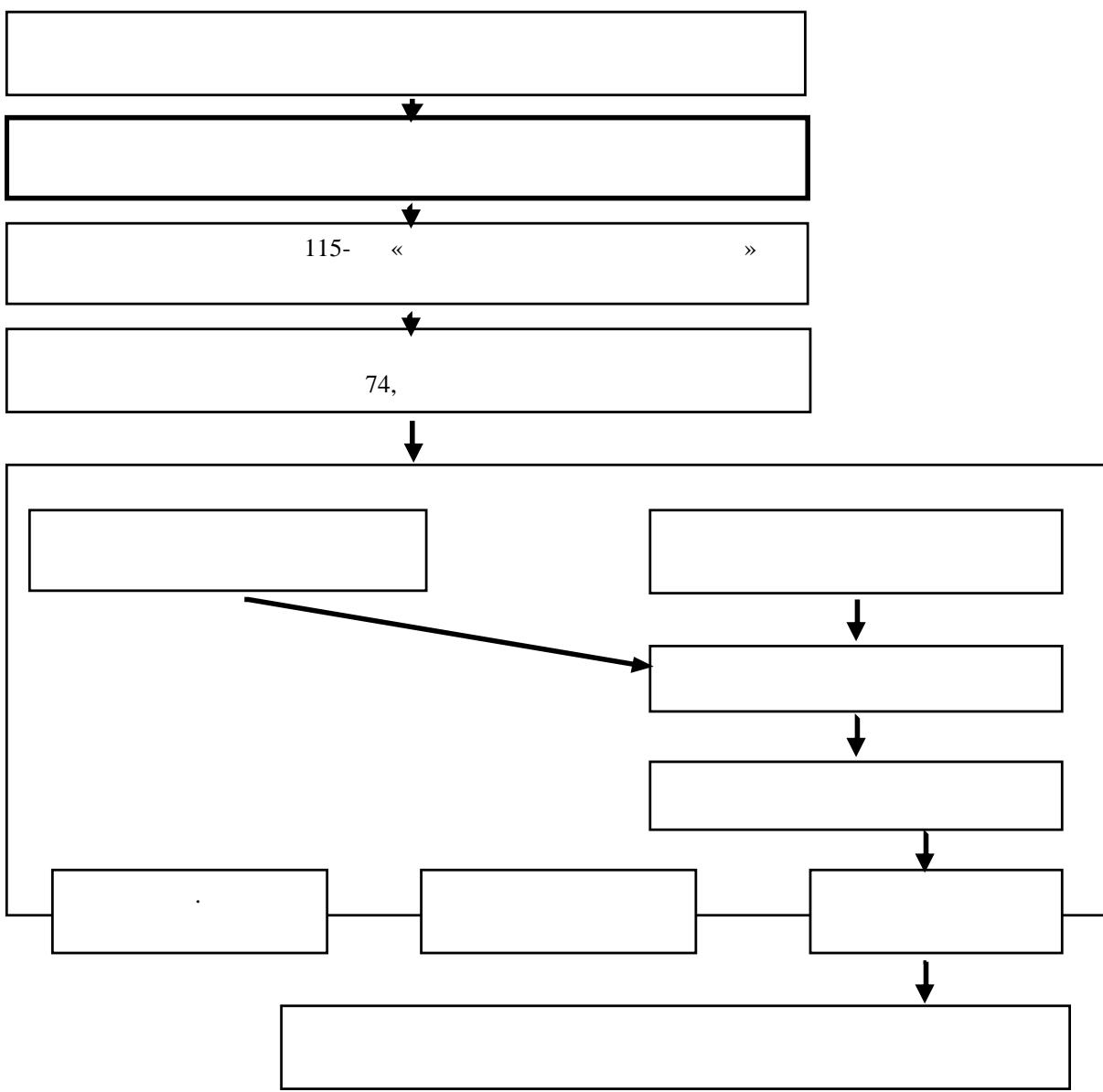
-224
 (, ,),

(. 3)

3.

115-

- () () ,
- , 74
- () () ,
- 2025 (3 .)
-
- « »,
2024-2025 (2026)

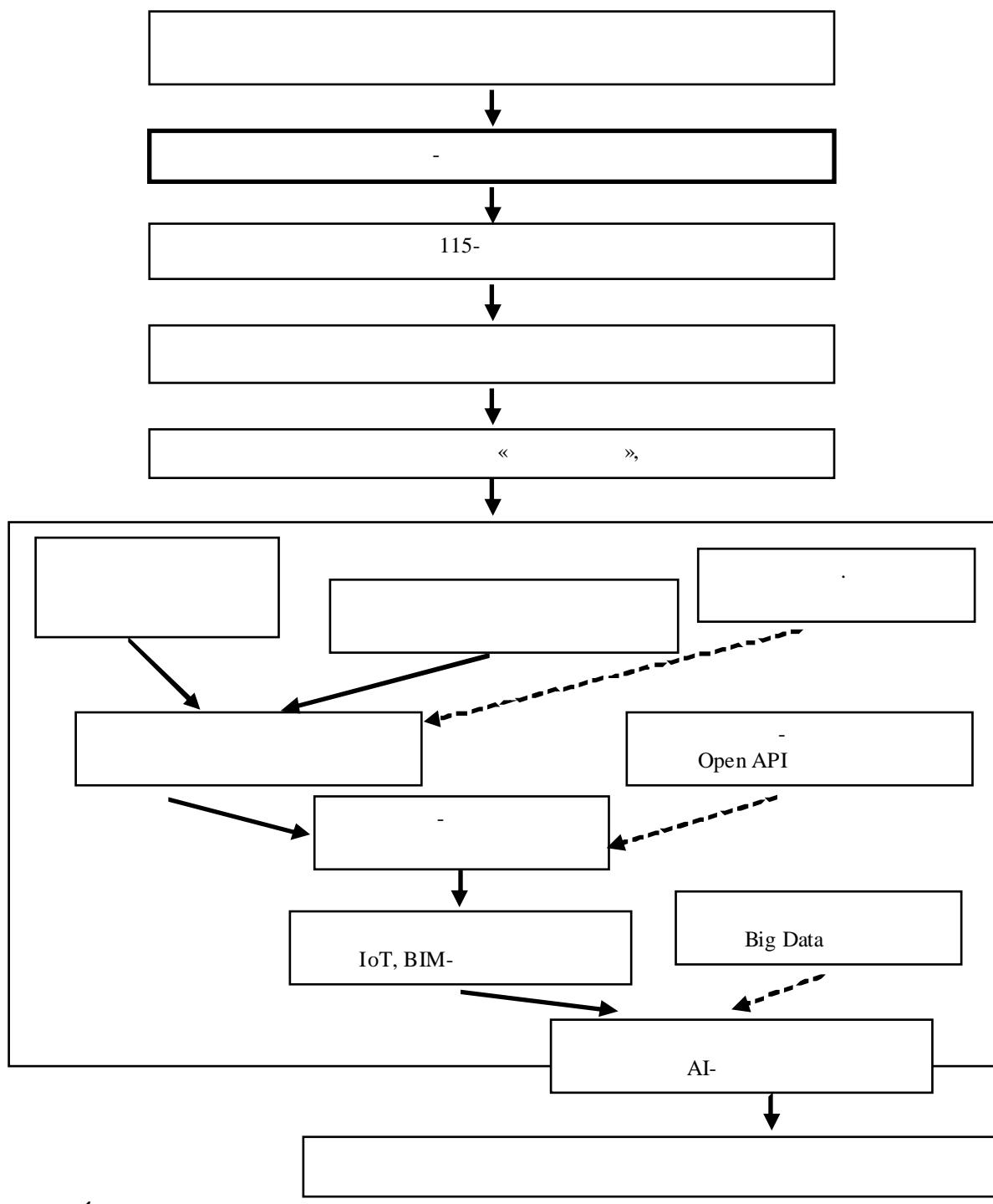


. 3. ()

1.
•

115-

4



. 4.

- — « » ()
 • « .
 2. ()»)
 • — :
 • — .

• . —
• — — Big Data
3. • — :
• —
• —
• — IoT BIM-
• AI-

4. :
• 40-60 %;
• ;
• ;
• ;
• ,
• ,
• ,
• ,

1. , -115,

2. :
2023-2024 ,

« »
3. (2,4
5)

1. , .
139.—EDNZBKSGN. // —2025.— 6.— 130-139.—DOI 10.26425/1816-4277-2025-6-130-
139,
2. , . / . // —2021.— 12(383).— 44-59.—DOI 10.48137/
2074-2975_2021_12_44.—EDNCRJPOE.

3. , . . — 2023. — . 13, 12-1. — . 270-276. — DOI 10.34670//AR.2024.33.59.031.—EDN AFQCQY.
4. () / . . . // — 2023. — . 2(86). — . 70-75. — EDN CHJMSH.
5. , . . / . . . // 2005. — . 1(40). — . 10-14. — EDN PJFTFV.
6. : URL: www.economy.gov.ru/material/departments/d22/gosudarstvenno_chastnoe_partnerstvo/monitoring_proektov_v_sfere_gchp/(: 12.08.2025).
7. 2026 2027
2028 (26 2025) // — URL: cbr.ru/about_br/publ/ondkp/on_2026_2028/(12.08.2025).
8. , , . . . : 28 2021 74. — URL: government.ru/docs/all/132617/(: 12.08.2025).
9. , , . . . : 2 2021
40. — URL: www.economy.gov.ru/material/dokumenty/prikaz_minekonomrazvitiya_rossii_ot_2_fevralya_2021_g_40.html (12.08.2025).
10. , . . . — 2024. — . 245, 1. — . 259-280. — DOI 10.38197/2072-2060-2024-245-1-259-280.—EDN ZVTNAT.
11. , . . . () / . . . // — 2022. — . 2, 3(50). — . 201-209. — DOI 10.51965/20767919_2022_2_3_201.—EDN PLKQHB.
12. , . . . / . . . // — 2022. — .
- . 16, 10. — . 3981-3992. — DOI 10.18334/ce.16.10.116380.—EDN CXIEEK.
13. : 02.07.2021 . 400.—URL: www.kremlin.ru/acts/bank/47046/page/5(12.08.2025).
14. , , . . . : 13
2015 224- . — URL: www.kremlin.ru/acts/bank/39948(: 12.08.2025).
15. : 21 2005 115- . — URL: www.kremlin.ru/acts/bank/22649 (12.08.2025).

СПИСОК ЛИТЕРАТУРЫ

1. Afanas'yev, V. Ya. Istoriya razvitiya kontsessionnykh soglasheniy v Rossiyskoy Federatsii / V. Ya. Afanas'yev, N.A. Kalyuzhnaya//Vestnik universiteta.—2025.— . 6.—S. 130-139.—DOI 10.26425/1816-4277-2025-6-130-139.—EDNZBKSGN.
2. Bobrova, O. V. Rol' prokuratury v arbitrazhnym sudoproizvodstve Narusheniya zakonodatel'stva v kontsessionnykh soglasheniakh / O. V. Bobrova // Obozrevatel'. — 2021. — . 12(383). — S. 44-59. — DOI 10.48137/2074-2975_2021_12_44.—EDN CRJPOE.
3. Budylina, A. O. Pravovoye regulirovaniye kontsessionnykh soglasheniy v Velikobritanii / A. O. Budylina // Voprosy rossiyskogo i mezhdunarodnogo prava. — 2023. — T. 13, 12-1. — S. 270-276. — DOI 10.34670//AR.2024.33.59.031.—EDNAFQCQY.
4. Goryachiy, S. A. Zarubezhnyy opyt kontsessionnykh praktik (istoricheskiy analiz kontsessionnykh soglasheniy) / S. A. Goryachiy // Uchenyye zapiski Sankt-Peterburgskogo imeni V.B. Bobkova filiala Rossiyskoy tamozhennoy akademii.—2023.— . 2(86).—S. 70-75.—EDN CHJMSH.
5. Ivanov, I. V. Kontsessionnyye soglasheniya kak instrument povysheniya effektivnosti investitsionnoy deyatel'nosti v ekonomike Rossii/I. V. Ivanov // Imushchestvennyye otnosheniya v Rossiyskoy Federatsii.—2005.— . 1(40).—S. 10-14.—EDN PJFTFV.

6. Monitoring proyektor v sfere GCHP // Minekonomrazvitiya Rossii: ofitsial'nyy sayt. — URL: www.economy.gov.ru/material/departments/d22/gosudarstvenno_chastnoe_partnerstvo/monitoring_proyektor_v_sfere_gchp/ (data obrashcheniya: 12.08.2025).

7. Osnovnyye napravleniya yedinoy gosudarstvenno-kreditnoy politiki na 2026 god i period 2027 i 2028 godov (proyekt ot 26 sentyabrya 2025 goda) // Izdaniye Banka Rossii. — URL: cbr.ru/about_br/publ/ondkp/on_2026_2028/ (data obrashcheniya 12.08.2025).

8. O sovershenstvovanii poryadka monitoringa zaklyucheniya i realizatsii zaklyuchennykh kontsessionnykh soglasheniy i ob obespechenii otsenki uslovnykh i bezuslovnykh obyazatel'stv byudzhetov byudzhetnoy sistemy Rossiyskoy Federatsii, voznikayushchikh pri realizatsii kontsessionnykh soglasheniy: Postanovleniye Pravitel'stva Rossiyskoy Federatsii ot 28 yanvarya 2021 goda № 74. — URL: government.ru/docs/all/132617/ (data obrashcheniya: 12.08.2025).

9. Ob utverzhdenii Poryadka monitoringa realizatsii soglasheniy o gosudarstvenno-chastnom partnerstve, soglasheniy o munitsipal'no-chastnom partnerstve: Prikaz Minekonomrazvitiya Rossii ot 2 fevralya 2021 goda № 40. — URL: www.economy.gov.ru/material/dokumenty/prikaz_minekonomrazvitiya_rossii_ot_2_fevralya_2021_g_40.html (data obrashcheniya 12.08.2025).

10. Razumovskaya, Ye. A. Metodika formirovaniya finansovogo instrumentariya investitsionnykh proyektor s ispol'zovaniyem kontsessionnogo mekhanizma / Ye. A. Razumovskaya, V. I. Khalin // Nauchnyye trudy Vol'nogo ekonomicheskogo obshchestva Rossii. — 2024. — T. 245, 1. — S. 259-280. — DOI 10.38197/2072-2060-2024-245-1-259-280. — EDN ZVTNAT.

11. Sidorenko, Ye. N. Novyye instrumenty finansirovaniya kontsessionnykh proyektor v sfere infrastruktury vodosnabzheniya i vodoootvedeniya (regional'nyy aspekt) / Ye. N. Sidorenko // Vestnik Volzhskogo universiteta im. V.N. Tatishcheva. — 2022. — T. 2, 3(50). — S. 201-209. — DOI 10.51965/20767919_2022_2_3_201. — EDN PLKQHB.

12. Trunova, L. G. Kontsessionnoye soglasheniye kak effektivnyy mekhanizm razvitiya innovatsionnoy deyatel'nosti sfery zhilishchno-kommunal'nogo khozyaystva / L. G. Trunova // Kreativnaya ekonomika. — 2022. — T. 16, 10. — S. 3981-3992. — DOI 10.18334/ce.16.10.116380. — EDN CXIEEK.

13. O Strategii natsional'noy bezopasnosti Rossiyskoy Federatsii: Ukaz Prezidenta Rossiyskoy Federatsii ot 02.07.2021 g. № 400. — URL: www.kremlin.ru/acts/bank/47046/page/5 (data obrashcheniya 12.08.2025).

14. O gosudarstvenno-chastnom partnerstve, munitsipal'no-chastnom partnerstve v Rossiyskoy Federatsii i vnesenii izmeneniy v otdel'nyye zakonodatel'nyye akty Rossiyskoy Federatsii: Federal'nyy zakon ot 13 iyulya 2015 goda № 224-FZ. — URL: www.kremlin.ru/acts/bank/39948 (data obrashcheniya: 12.08.2025).

15. O kontsessionnykh soglasheniyakh: Federal'nyy zakon ot 21 iyulya 2005 goda № 115-FZ. — URL: www.kremlin.ru/acts/bank/22649 (data obrashcheniya 12.08.2025).

26 2025

4 2025