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Management technologies and experience in implementing youth projects in the Russian Federation

Bayrta G. Ubushaeva  , Egor A. Veyalko 

State University of Management, *Moscow, Russian Federation*

 ubgyy@bk.ru

Abstract. Youth is one of the priority management segments at all levels of the territorial organization — federal, regional, local. In the current governance structure at the State and municipal levels, there is a lack of clear and comprehensive parameters for measuring the effectiveness of policies for the younger generation. The Government is implementing a special strategy aimed at youth, which aims to ensure the successful inclusion of young people in various public institutions and processes. Russia's domestic policy includes youth policy implemented by government agencies. Projects for young citizens are implemented in the context of the state strategy, which aims to provide favorable conditions for developing the potential of the younger generation and eliminating existing difficulties. Youth-oriented initiatives represent a strategically significant area of socio-economic development of the Russian Federation and are a key element of the government's strategy for working with the younger generation. They help young people reach their potential, become active citizens, and prepare for their future careers. The Government actively supports such initiatives through funding, administrative assistance, and the creation of a supportive environment where the younger generation can develop their creative and professional skills. Youth initiatives are implemented using a specialized set of techniques and tools that make up the toolkit of project management, adapted to work with a young audience. The authorities create conditions for young initiatives by forming the necessary base. Such a strategy reveals the potential of young people, promotes mutual enrichment of ideas and competencies, forming fertile ground for the realization of youth ideas. The authors show that unlocking the opportunities of the younger generation is the key focus of Russia's youth strategy. Usually, the initiatives of young people are aimed at improving those aspects of social reality that directly affect their own interests. Nevertheless, the strategic goals of the state adjust the direction of project initiatives in accordance with long-term national perspectives.

Keywords: public authorities, generational strategy, emerging leaders, social initiative, development perspectives, institutional facilitation, program registry, capacity-building workshop

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Технологии управления и опыт реализации молодежных проектов в Российской Федерации

Б.Г. Убушаева  , Е.А. Веялко 

Государственный университет управления, Москва, Российская Федерация
 ubgyy@bk.ru

Аннотация. Молодежь — один из приоритетных сегментов управления на всех уровнях территориальной организации: федеральном, региональном и местном. В нынешней структуре и государственного, и муниципального управления наблюдается дефицит ясных и комплексных параметров для измерения эффективности политики в отношении молодого поколения. Государство реализует специальную, направленную на молодежь стратегию с целью успешного включения молодых людей в различные общественные институты и процессы. Молодежная политика — часть внутренней политики России. Проекты для молодых граждан воплощаются в жизнь в контексте государственной стратегии, цель которой — обеспечить благоприятные условия для развития потенциала юного поколения и устранения существующих трудностей. Инициативы, ориентированные на молодежь, представляют собой стратегически значимое направление социально-экономического развития РФ и являются ключевым элементом стратегии государства в области работы с юным поколением. Они помогают молодежи раскрыть свой потенциал, стать активными гражданами и подготовиться к будущей карьере. Правительство активно поддерживает такие инициативы через финансирование, административную помощь и формирование благоприятной среды, где юное поколение может развивать свои творческие и профессиональные навыки. Молодежные инициативы реализуются с помощью специализированного набора методик и средств, составляющих инструментарий проектного менеджмента, адаптированного для работы с юной аудиторией. Власти создают условия для молодых инициатив путем формирования необходимой базы. Такая стратегия раскрывает потенциал молодых людей, способствует взаимному обогащению идеями и компетенциями, формируя плодородную почву для воплощения молодежных задумок. Авторы исследования показывают, что раскрытие возможностей юного поколения является ключевым фокусом молодежной стратегии России. Обычно инициативы молодых людей нацелены на совершенствование тех аспектов социальной действительности, которые напрямую затрагивают их собственные интересы. Тем не менее, стратегические цели государства корректируют направление проектных инициатив в соответствии с долгосрочными национальными перспективами.

Ключевые слова: институты власти, стратегия работы с поколением, социальная инициатива, горизонты развития, реестр программ, образовательный практикум

Вклад авторов. Все авторы участвовали в разработке концепции исследования, сборе, обработке и анализе данных, написании текста рукописи, формулировке выводов.

Заявление о конфликте интересов. Авторы заявляют об отсутствии конфликта интересов.

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Introduction

Young people are the main resource of society; they are its future. Young people will not be able to fulfill their mission without special assistance from public structures and authorities, without providing them with specific social guarantees. In current realities, it is the state apparatus that possesses the maximum capabilities and resource base for effectively implementing policy towards the young generation.

The aim of the research is to identify management technologies and the experience of implementing youth projects in the Russian Federation.

To achieve this aim, the following tasks were solved: mechanisms for managing youth projects were studied; the stages of managing youth projects were analyzed; the experience of implementing youth projects in the Russian Federation was assessed; directions for improving management technologies and the experience of implementing youth projects in the Russian Federation were proposed.

Materials and methods

The research methodology was based on the study, generalization, and systematization of regulatory legal acts and official documents in the field of youth project management in the Russian Federation, including Federal Law No. 489-FZ of December 30, 2020 “On Youth Policy in the Russian Federation”¹, Federal Law No. 98-FZ of June 28, 1995 “On State Support of Youth and Children’s Public Associations”², Federal Law No. 261-FZ of July 14, 2022 “On the Russian Movement of Children and Youth”³, Decree of the Government of the Russian Federation No. 2233-r of August 17, 2024 “On Approval of the Strategy for Implementing Youth Policy in the Russian Federation for the Period up to 2030”⁴.

¹ Federal Law No. 489-FZ of December 30, 2020 (as amended on 07.23.2025) “On Youth Policy in the Russian Federation”. *Legal System Consultant Plus: official website*. URL: https://www.consultant.ru/document/cons_doc_LAW_372649/ (accessed: 20.11.2025). (In Russ.).

² Federal Law No. 98-FZ of June 28, 1995 (as amended on December 28, 2022) “On State Support for youth and children’s Public Associations”. *Legal System Consultant Plus: official website*. URL: https://www.consultant.ru/document/cons_doc_LAW_7041/ (accessed: 20.11.2025). (In Russ.).

³ Federal Law No. 261-FZ of July 14, 2022 (as amended on 08.08.2024) “On the Russian Movement of Children and Youth”. *Legal System Consultant Plus: official website*. URL: https://www.consultant.ru/document/cons_doc_LAW_421798/ (accessed: 20.11.2025). (In Russ.).

⁴ Decree of the Government of the Russian Federation No. 2233-r dated August 17, 2024 (as amended on 05.08.2025) “On Approval of the Strategy for the Implementation of Youth Policy in the Russian Federation for the period up to 2030”. *Legal System Consultant Plus: official website*. URL: https://www.consultant.ru/document/cons_doc_LAW_484654/ (accessed: 20.11.2025). (In Russ.).

Results and discussion

According to observations by V.G. Grachev and Yu.A. Kondakova, modern self-expression is often realized through the promotion of one’s own concepts, the development of engaging initiatives, and the pursuit of specific results. However, such activity requires specific competencies that meet the demands of society. For successful integration into independent existence, the young generation needs qualified development of relevant skills [1. P. 525].

According to research by E.A. Dovgar, involving the young generation in project work has a positive impact on the socio-economic progress of the state. This is explained by the fact that young people, acting as a key driving force in diverse public spheres, have the potential to significantly contribute to innovative growth, enhance social cohesion, and the establishment of civil institutions [2. P. 185].

Initiatives for young people are a key element of the state’s strategy in working with the young generation. They help young people unlock their potential, become active citizens, and prepare for future careers. The government actively supports such initiatives through funding, administrative assistance, and the formation of a favorable environment where the young generation can develop their creative and professional skills [3. P. 75].

Managing youth projects at the level of state participation appears important. Table 1 shows the main stages of this management.

Table 1

Stages of Youth Project Management

Title	Description
Initiation	Authorization of the project launch or the beginning of a new phase of its life cycle
Planning	Determination of the most effective course of action to achieve the project objectives, taking into account the current conditions
Organization and Implementation Control	Organization of the work by the plan and monitoring of its implementation through accounting and reporting systems
Project Performance Analysis and Regulation	Comparison of actual performance with planned indicators, analysis of deviations, forecasting their impact on results, and assessment of possible corrective actions
Project Closure	Confirmation and formal documentation of the completion of all project activities and final resolution of all disputed issues

Source: developed by B.G. Ubushaeva, E.A. Veyalko based on Internet research.

Youth initiatives are implemented using a specialized set of techniques and tools that constitute project management instruments adapted for working with a young audience⁵.

The introduction of digital systems makes it possible to mechanize repetitive tasks and provides the necessary data for effective organizational leadership.

Using project methodology helps define the main tasks of the initiative, provides its justification, forms an organizational scheme, establishes the required financial resources and their origin, assists in selecting a team of specialists, and solving additional issues⁶.

There are various technologies for implementing youth projects (Table 2).

Table 2

Technologies for the Implementation of Youth Projects

Title	Description
Dialogic Project Technologies	Based on engaging young people in direct cooperation with project participants to establish communication channels and build relationships
Object-Based Technologies	Incorrect application of these methods may lead to persistent negative reactions, posing a serious risk. At the same time, these tools can mobilize large groups of participants by encouraging independence and strengthening constructive social motivation
Educational Technologies	Focused on developing mechanisms that motivate young people to pursue education, as well as providing comprehensive support both to gifted young talents and to those interested in scientific research
Health Preservation Strategy	Aimed at promoting the priority of healthy habits. Environmental education technologies, safety assurance measures, and support for the physical development of young people play a key role in this process
Strategy for the Development of Socio-Economic Potential	Providing young professionals with opportunities to realize their potential in economic and social spheres through the development of career guidance methods, implementation of job placement support systems, expansion of mentoring programs at enterprises, and creation of a favorable environment for professional growth
Information Strategy	Focused on implementing information-based technologies, including the development of support mechanisms for young people, analysis of influencing factors, creation of an environment that strengthens awareness of information security, establishment of communication channels for youth, and related activities

Source: developed by B.G. Ubushaeva, E.A. Veyalko based on Internet research.

⁵ Gaifullin AY. *Scientific substantiation and promotion of youth projects: a textbook*. Ufa: Ufa University of Science and Technology; 2023. (In Russ.). EDN: UVQVZH

⁶ Dmitrieva AV. *Technology of development and implementation of youth socio-cultural projects: an educational and methodological guide for students in the field of training 03.51.03 Socio-cultural activities*. Krasnodar: Krasnodar State Institute of Culture; 2023. (In Russ.). EDN: KUVMWA

The following examples of the use of youth project management technologies can be given (Table 3).

Table 3

Examples of the Application of Youth Project Management Technologies

Title	Description
Engagement of Youth in Entrepreneurial Activity	Various initiatives are implemented to promote youth entrepreneurship, including competitions, round tables, forums, and conferences. Business incubators operate, and seminars are organized. Young entrepreneurs have access to specialized educational programs and professional development courses
Engagement of Youth in Innovative Activity	Educational courses and programs, forums for young inventors, and competitions for innovative idea generators are implemented
Promotion of Youth Employment	Youth recruitment agencies and career guidance projects aimed at supporting young people are utilized
Promotion of a Healthy Lifestyle among Youth	Educational programs, courses, forums, conferences, seminars, round tables, and competitions dedicated to healthy lifestyle promotion are organized

Source: developed by B.G. Ubushaeva, E.A. Veyalko based on Internet research.

The authorities create conditions for youth initiatives by forming the necessary base. Within the framework of this activity, specialized spaces for development, startup platforms, project acceleration programs are opened, and various educational and creative initiatives oriented towards the young generation are implemented. Such a strategy unlocks the creative potential of young people, promotes mutual enrichment of ideas and competencies, forming fertile ground for the realization of youth ideas.

Financing author’s initiatives opens prospects for gifted young people to turn creative ideas into reality. Winning a competition to receive funds for realizing an author’s concept provides young talents with a chance for self-realization, improvement of competencies, and systematic achievement of intended heights. Such assistance positively influences the formation of professional and personal self-determination of the growing generation, strengthening their inner core and positive self-perception [4. P. 48].

Project Activities in the Russian Federation

Many examples of implementing youth projects in the Russian Federation can be given. Table 4 reflects the most prominent projects in this area.

Table 4

Experience in the Implementation of Youth Projects in the Russian Federation

Title	Description
All-Russian Competition of Comprehensive Youth Policy Development Programs “Region for the Young”	Provided for the establishment and development of regional or municipal youth centers, methodological support for their activities, and the organization of relevant youth projects and events on their basis. According to the results of the competition, 42 constituent entities of the Russian Federation received federal budget subsidies in 2022, and 47 in 2023
All-Russian Program for the Development of Youth Entrepreneurship	Aimed at increasing demand for state support measures among young entrepreneurs aged 14 to 35 inclusive, as well as at forming and developing a sustainable youth entrepreneurial community. As of January 1, 2024, the program is implemented in 65 pilot regions of the Russian Federation
Training Program for Teams of Young Specialists for the Implementation of Social Projects “Personnel for the Countryside”	Focused on creating favorable conditions for unlocking the potential of young people through their involvement in the economic and social transformation of rural areas, as well as on forming a positive image of rural life
“GosStart” Program	The “GosStart.Internships” initiative was designed to enhance the attractiveness of employment in state and municipal institutions for young people and to improve the internship system within these organizations. By early 2024, approximately 3.000 young citizens had participated in the program

Source: developed by B.G. Ubushaeva, E.A. Veyalko based on Internet research.

Discussion

In various subjects of the Russian Federation, successful implementation of initiatives for the young generation can be observed. For instance, the capital region can boast programs such as “Debattle”, “Moscow Dialogue”, and “Zachetnaya Moscow”. In the Samara region, for example, since 2018, thanks to the assistance of the local administration, significant infrastructural initiatives in the field of youth work have been realized, and at the end of 2023, a multifunctional center for young people opened its doors [5. P. 63].

Young entrepreneurs of Russia aged 14–35 receive comprehensive support thanks to a special program by Rosmolodezh. This initiative not only stimulates the use of state support measures among young businessmen but also contributes to the creation of a strong community of novice entrepreneurs across the country. As part of the program’s implementation, the All-Russian Competition “TVOYE DELO. Young Entrepreneur of Russia” was held [6. P. 96].

Since 2021, the government has introduced a financial incentive for hiring new personnel. Companies hiring employees, especially youth under 30, can count on state subsidies. This initiative aims to support novice professionals and facilitate their entry into the labor market.

In 2021, the process of restoring the “Russian Society ‘Znanie’” as a public-state educational structure of national scale began. Young people have access to grant competitions conducted by Rosmolodezh and various funds, including the Presidential Grants Fund and the Presidential Fund for Cultural Initiatives. ANO “Institute for Internet Development” systematically organizes competitions for creating socially significant content aimed at strengthening civic identity and traditional Russian values, with a special focus on youth and children’s audiences. Since 2023, active development and popularization of pedestrian tourism in the country has been observed [7. P. 180].

In 2024, the most important global event in the field of youth initiatives took place on the territory of Sirius — the World Youth Festival. This event turned into an international platform for establishing contacts between representatives of the young generation from different countries, contributed to the formation of partnerships, and demonstrated to the world community the attractiveness of Russian cultural values and ideological guidelines [8. P. 585].

Unlocking the opportunities of the young generation is the key focus of Russia’s youth strategy. Most often, youth initiatives are aimed at improving those aspects of social reality that directly affect their own interests. Nevertheless, the strategic goals of the state adjust the direction of project initiatives in accordance with long-term national prospects [9. P. 381].

Many companies and communities widely apply project development methodology. This approach contributes to the comprehensive formation of personal characteristics, competencies, and the ability to critically analyze one’s own achievements.

Nowadays, a noticeable increase in initiative in the field of innovation and projects is observed. This trend manifests itself among various participants: young people, educational institutions, public organizations. It is especially important that administrative bodies responsible for the practical implementation of youth policy also demonstrate increased activity in this direction.

Conclusion

Project activity is a powerful factor for youth self-realization; an activity that contributes to the formation of a creative position and responsibility for the results of one’s work. Participation in projects stimulates the social initiative of young people and develops skills for critically rethinking personal views on society and life values. Consequently, state structures of the Russian Federation need to comprehensively support and facilitate the implementation of initiatives developed by the young generation.

When implementing youth projects, state authorities of different regions of Russia need to:

1. Regularly analyze current and planned youth programs that contribute to the intellectual, moral, cultural, and career development of the growing generation;

2. Coordinate activities with academic and educational circles for methodological and informational support of professionals engaged in the development and implementation of youth initiatives on Russian territory;

3. Continuously monitor youth trends in all Russian regions that could serve as a foundation for the creation and implementation of specific projects oriented towards youth.

4. It is necessary to continuously update curricula for professionals involved in creating and implementing initiatives for the young generation.

5. It is important to systematically organize educational events of various formats that contribute to the formation of a team of associates aimed at promoting effective youth initiatives in Russia.

Thus, state youth policy is aimed at creating conditions for the full development of the youth sector, including support for youth initiatives, development of creative potential, and stimulation of youth activity. The implementation of state policy in the youth sector actively relies on project activities. Leadership development, collective interaction, and the unlocking of creative abilities are successfully formed through the participation of young people in various projects. Innovative thinking, entrepreneurial spirit, and the desire for self-realization are stimulated precisely through project activity. Youth initiatives act as an effective mechanism for activating the potential of the growing generation, which makes them a key component in the youth work system.

The key priority today in the development of youth initiatives in Russia should be the introduction of effective tools that help strengthen the socio-professional skills of the growing generation. Youth collective research demonstrates not only the synthesis of theoretical knowledge but also its successful transformation into practical actions.

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Information about the authors:

Bayrta G. Ubushaeva — Candidate of Economic Sciences, Department of State and Municipal Management, State University of Management (SUM), 99 Ryazansky Prospekt, Moscow, 109542, Russian Federation (ORCID: 0000-0001-8432-6873) (SPIN-code: 5600-4930) (e-mail: ubgyy@bk.ru).
Egor A. Veyalko — Master’s Student (1st year), Educational Program “State and Municipal Management”, State University of Management (SUM), 99 Ryazansky Prospekt, Moscow, 109542, Russian Federation (ORCID: 0009-0008-6948-4521) (e-mail: egorv2000s@mail.ru).