http://dx.doi.org/10.18623/rvd.v23.n4.4845

DEVELOPMENT OF AN ORGANIZATIONAL AND ECONOMIC MECHANISM FOR MANAGING THE DEVELOPMENT OF LOW-RISE HOUSING: THE RUSSIAN CASE OF DEVELOPING REGIONAL PROGRAMS FOR VILLAGES AND SMALL CITIES

DESENVOLVIMENTO DE UM MECANISMO ORGANIZACIONAL E ECONÔMICO PARA GERENCIAR O DESENVOLVIMENTO DE MORADIAS DE BAIXA ALTURA: O CASO RUSSO DE DESENVOLVIMENTO DE PROGRAMAS REGIONAIS PARA VILAS E PEQUENAS CIDADES

Article received on: 10/9/2025
Article accepted on: 1/9/2026

Natalya Gusakova*
*Tomsk State University of Architecture and Civil Engineering, Tomsk, Russia
Orcid: https://orcid.org/0000-0002-0497-6428
nat.v.gusakova@mymail.academy

Kristina Filyushina*
*Tomsk State University of Architecture and Civil Engineering, Tomsk, Russia
Orcid: https://orcid.org/0000-0002-0613-5980
k.filyushina@mymail.academy

Natalya Verstina**
**National Research Moscow State University of Civil Engineering, Moscow, Russia
Orcid: https://orcid.org/0000-0003-1152-8129
n.verstina@mymail.academy

Natalya Solopova**
**National Research Moscow State University of Civil Engineering, Moscow, Russia
Orcid: https://orcid.org/0000-0002-3441-1778
n.solopova@mymail.academy

The authors declare that there is no conflict of interest

Abstract
To develop and substantiate an organizational and economic mechanism for managing the development of low-rise housing construction (LHC) as a tool for creating effective regional housing programs. The study analyzes regulatory acts, scientific works, and official reports to design a six-block mechanism covering coordination, project management, performance indicators, implementation stages, evaluation, and regional adaptation. Housing policies in small cities and rural settlements often suffer from fragmented regulation and a lack of comprehensive regional LHC programs. This study addresses the need for a systemic mechanism that links housing development with social goals and territorial characteristics, improving the effectiveness of public housing policy. The implementation of the proposed mechanism creates the foundation for managed expansion of low-rise housing construction, focusing on improved affordability, energy

Resumo
Desenvolver e fundamentar um mecanismo organizacional e econômico para gerenciar o desenvolvimento da construção de habitações de baixa densidade (LHC) como uma ferramenta para criar programas regionais de habitação eficazes. O estudo analisa atos regulatórios, trabalhos científicos e relatórios oficiais para projetar um mecanismo de seis blocos que abrange coordenação, gerenciamento de projetos, indicadores de desempenho, etapas de implementação, avaliação e adaptação regional. As políticas habitacionais em cidades pequenas e assentamentos rurais muitas vezes sofrem com a fragmentação da regulamentação e a falta de programas regionais abrangentes de LHC. Este estudo aborda a necessidade de um mecanismo sistêmico que vincule o desenvolvimento habitacional a objetivos sociais e características territoriais, melhorando a eficácia da política habitacional pública. A implementação do mecanismo

efficiency, and housing quality. It also contributes to achieving social outcomes and sustainable regional development. The study enriches the theoretical understanding of regional housing policy management by systematizing economic and organizational components into a coherent model. It provides practical recommendations for authorities to design and implement LHC programs that align with socio-economic priorities and regional development strategies.

Keywords: Regional Program. Affordable Housing. Standard of Living. Quality of Life. Intensification. Public Housing Policy.

proposto cria a base para a expansão gerenciada da construção de habitações de baixo custo, com foco na melhoria da acessibilidade, eficiência energética e qualidade habitacional. Também contribui para alcançar resultados sociais e o desenvolvimento regional sustentável. O estudo enriquece a compreensão teórica da gestão da política habitacional regional, sistematizando componentes econômicos e organizacionais em um modelo coerente. Ele fornece recomendações práticas para que as autoridades elaborem e implementem programas de LHC alinhados com as prioridades socioeconômicas e as estratégias de desenvolvimento regional.

Palavras-chave: *Programa Regional. Habitação Acessível. Padrão de Vida. Qualidade de Vida. Intensificação. Política Habitacional Pública.*

1 INTRODUCTION

Housing construction is of great importance in improving the standard and quality of life of the population. It not only provides people with housing but also contributes to the creation of jobs and affects the demographic situation (Solovyeva et al., 2025) and social stability (Gujrati et al., 2025). Government incentive programs for housing construction play an important role in this process and promote the development of various sectors of society. These programs are detailed documents that include a title and clearly defined goals and objectives, for which results-based subprograms and targets are usually developed. This systematic approach allows using resources efficiently and achieving significant changes in accordance with national goals (On approval of the Methodological Recommendations…, 2013).

Market reforms in the late 1990s in Russia did not necessarily consider the territorial aspects of development and the effective use of resources. This led to uneven regional development and problems in ensuring control over the entire territory of the country. Meanwhile, today a significant part of the Russian population (37.3 million people) lives in villages and small cities. Thus, underestimating small cities and remote areas has serious consequences. This disregard has caused significant deterioration of the

economic base, a decrease in the population, and the outflow of the working-age population to large cities. The degradation of engineering systems and social infrastructure has also decreased the quality of life in these areas. To prevent these consequences, it is important to design and implement development programs for small cities and rural settlements, support entrepreneurship and create jobs, and improve infrastructure and provide access to education and healthcare.

Research results highlight the importance of low-rise housing construction (LHC) as a potential driver for the growth of the construction industry in small cities. LHC can provide access to housing and improve living conditions for many people, as well as contribute to the development of infrastructure and the economy in these regions.

First, there are several key factors that make LHC attractive, especially in the regions.

1. Solving state problems. LHC can be an effective tool for government tasks, such as providing housing for the population in regions where the construction of multi-story buildings can be difficult (small cities, remote areas).
2. Personnel problem. The lack of qualified specialists in socially significant industries is often associated with insufficiently comfortable living conditions. The provision of affordable and quality housing through LHC mechanisms can be an incentive to attract and retain professionals in the regions.
3. Improving living conditions. Improving the living conditions of citizens helps to increase their motivation to work, as well as to participate in the social and economic life of the region.

Second, LHC has several advantages over multi-story housing, especially in remote areas:

1. Relatively low construction costs. Low-rise construction is often cheaper than high-rise construction. Furthermore, it is the least prone to fluctuations in effective demand in the real estate market;
2. Achieving a high level of comfort and safety. Low-rise buildings provide more spacious and comfortable living conditions and a higher level of security;
3. Great opportunities for standard projects. Low-rise buildings can often have standard designs, which saves time and resources;
4. Low operating costs. The operation of low-rise buildings can be more efficient

and cheaper in terms of maintenance and repair;

5. Speed and quality of construction. Low-rise buildings can be erected faster, which is important for providing housing in a short time frame;
6. Possibility of development in remote and rural areas. Low-rise housing can contribute to the development and improvement of life in rural areas, where high-rise buildings may be less reasonable;
7. Energy efficiency. A low-rise building can have high-class energy efficiency when using autonomous sources;
8. Free territories. Remote areas typically have plenty of unoccupied land plots;
9. Availability of natural building materials. This is a great advantage that simplifies construction, which is especially important in the context of producing environmentally friendly building materials (Montayev et al., 2025).

In Russia, the development of LHC is mostly spontaneous. The lack of regulations and regional development programs for LHC makes it difficult for this sector to develop sustainably. In addition, there is not enough economic and technological justification in the technical regulation of low-rise construction. Most of the low-rise housing entered into operation is situated in the large and medium-sized cities in the European part of Russia. Furthermore, there is no accessible data on the class of energy efficiency, the level of comfort and safety of the low-rise housing entered into operation, as well as price segmentation.

At the moment, state support for citizens is mainly limited to the provision of cash certificates for the purchase of housing. In most cases, the allocated funds are not enough to purchase comfortable and energy-efficient housing. Thus, citizens need to resort to additional mechanisms to obtain the extra funds (e.g., mortgage) (Antonova and Egorov, 2012).

Currently, the issues of social protection and support for citizens in the regions of Russia are particularly pressing. A key direction of the state's social policy is the development of LHC in the regions using local building materials, which plays an important role in providing decent living conditions for citizens.

To solve this problem, it is necessary to develop conceptual approaches to the creation of regional LHC development programs aimed at improving citizens' quality of

life. This necessity is due to several factors. First, the residents of small cities and settlements often face problems obtaining comfortable and energy-efficient housing.

Second, existing housing programs do not always accommodate the specific needs of citizens, which entails insufficient effectiveness of social support measures.

Third, regional differences in the level of infrastructure and socio-economic conditions require individualized approaches to the development of LHC programs for different categories of citizens (Zaporozhan, 2016).

The solution to this problem can be the development of an organizational and economic mechanism for managing the development of LHC, including science-based development of programs relying on new principles. In turn, these programs should become an instrument for the development of LHC, helping to address socio-economic problems in the provision of housing to citizens in small cities and settlements (Saenko et al., 2022).

We should also note that reports of the Ministry of Construction mainly use the indicator of the total area of housing entered into operation. The annual growth of this indicator suggests a positive trend in the industry, yet there is no information about specific executors, which does not allow us to understand the competitiveness of construction companies even within a single region. Looking into the mechanism for managing the development of LHC in the regions, we can see that such mechanisms are either too schematic or absent altogether, which becomes another obstacle (Gusakova, 2021).

In today's conditions, an organizational and economic mechanism for managing the development of LHC is viewed as a set of interconnected tools and methods aimed at the end result. In our case, the main goal of developing the organizational and economic management mechanism is to create scientifically grounded LHC development programs to improve the citizens' living conditions.

For the successful implementation of regional LHC development programs, it is important to identify the subjects and objects of management and ensure their effective interaction. The elements of subject-object relations are crucial for the efficiency and consistency of the management process.

The organizational and economic mechanism for managing the development of LHC should aim at solving an important socio-economic problem of the regions —

providing housing for citizens — while taking a comprehensive approach. The solution lies primarily in the development of a systemic state policy for the provision of housing to citizens, as well as in the organization of mixed-use low-rise development. Without borrowing funds, citizens cannot get the housing they need. This problem underlines the importance of systemic state policy, which should be aimed at the scientifically grounded development of LHC development programs to improve the living conditions of citizens in the regions.

Proceeding from these facts, we can argue that the goal of developing the organizational and economic mechanism for managing the development of LHC is to create scientifically grounded LHC development programs as an instrument for the development of LHC. The implementation of the developed programs will lay the groundwork for the construction of mixed-use low-rise buildings — energy-efficient, economical, and providing a high level of comfort and quality of life (Gusakova et al., 2020).

Currently, Russia does not have a well-substantiated organizational and economic management mechanism that would consider regional specifics (e.g., the presence of enterprises producing building materials, the socio-economic development of the settlement, and the climatic conditions of construction).

2 METHODS

2.1 Study design

The present study aims to bridge gaps in research and identify directions for systemic public policy on the development of LHC. In particular, the focus lies on developing the organizational and economic mechanisms of management in this field. An integrated approach to the development of an effective LHC management model is key to solving regional socio-economic problems and improving housing conditions for citizens.

Our study presents an overview based on a comprehensive analysis of a wide range of sources: regulatory documents, scientific publications, and official reports of

state bodies of the Russian Federation. In the course of the research, several types of materials were studied and compared.

2.2 Study sources and materials

Regulatory acts — federal laws, orders of relevant ministries, guidelines, and state programs governing the development of housing construction. One example of such documents analyzed in the study is Order of the Ministry of Construction of Russia No. 180/GS dated May 22, 2013, which approved guidelines for the development of regional housing development programs. These documents allowed us to identify state priorities and requirements in the field of LHC.

Scientific publications — articles in peer-reviewed journals and materials of scientific conferences, mainly from publications indexed in the international databases Scopus and Web of Science. The review included both Russian studies on regional housing policy and international experience in the sustainable development of territories. For example, we examined works on programs to provide housing for vulnerable and socially significant population groups, as well as studies on the organizational and economic mechanisms for the development of construction in remote areas. These scientific sources provided a theoretical framework and comparable context for the analysis.

Official reports and statistics — materials of federal and regional authorities (Ministry of Construction of the Russian Federation, regional ministries/departments of construction and housing policy, Rosstat, etc.), reflecting the dynamics and results of the implementation of housing programs. This included the reporting data of the Ministry of Construction of Russia on the volume of housing entered into operation and the achievement of key indicators of state programs. The analysis of these reports shed light on the practical results of the development of LHC by region and identified the shortcomings of current management mechanisms.

2.3 Selection of literature and regulations

The selection of sources was carried out carefully and systematically using both specialized databases and open search engines. Relevant regulatory documents, including effective orders, recommendations, and programs related to LHC, were searched in the ConsultantPlus reference system through thematic requests. Scientific publications were selected by searching the eLibrary.ru citation database (the Russian Science Citation Index) and international citation databases, as well as using search engines (e.g., Yandex) to ensure more comprehensive coverage. Search queries included keywords reflecting the subject of the study, primarily "low-rise construction," "regional housing policy of low-rise construction," "program management of low-rise construction," and "organizational and economic mechanism in construction." These terms made it possible to find publications on the development of housing construction in small cities, the mechanisms of program-targeted management, and experience in ensuring the sustainable development of territories. Selected sources were evaluated for relevance to the research topic and reliability (preference was given to peer-reviewed publications and official documents). Chronologically, the analysis covers the period from 2000 to 2024, enabling us to investigate the evolution of public housing policy and LHC practices over the past two and a half decades. It was during this period that Russia developed its current regulatory framework for housing programs and accumulated experience in regional development, so the chosen time frame provided a historical perspective for the review.

2.4 Research subject and regional context

The subject of the study was the practice of developing and implementing regional LHC programs in Russia. Emphasis was placed on the conditions of small cities and rural settlements, where the issues of providing the population with comfortable and energy-efficient housing are most acute. The review examined cases of the creation of LHC development programs in various regions of the Russian Federation, from their planning to implementation mechanisms. For this purpose, among other sources, regional target programs and project proposals were analyzed, and the results of their implementation were compared. Official data (reports of the Ministry of Construction of the Russian

Federation, statistics of regional bodies) was used to verify the applicability of the proposed approaches in practice. This regional case analysis made it possible to consider diverse socio-economic conditions and identify best practices and problems in the implementation of LHC development programs in the field. Practical materials about the regions served as an empirical basis for assessing the effectiveness of the proposed organizational and economic mechanism for the management of LHC development.

2.5 Data analysis

A set of complementary methods was used to process the collected information and evaluate the proposed solutions. In particular, the following approaches were used to justify and verify the effectiveness of the developed organizational and economic mechanism.

Comparative analysis made it possible to compare regional programs and regulatory models with each other, as well as the dynamics of indicators before and after the implementation of programs. Through this comparative analysis, differences in the effectiveness of management approaches in different constituent entities of the Russian Federation were revealed, which contributed to the assessment of the competitiveness and effectiveness of the measures implemented. Based on a comparison of statistical indicators and management practices, this analysis identified the most effective tools along with the shortcomings of current mechanisms.

Economic and mathematical modeling was applied to predict and quantify possible effects from the implementation of LHC programs. The constructed models imitated the dynamics of the regional housing market, subject to the introduction of the developed mechanism, taking into account key indicators: the level of provision of citizens with housing, the dynamics of demand for housing, the structure of the housing stock, and the growth rate of the construction industry. For example, the modeling made it possible to assess how the launch of a new program will affect the volume of low-rise housing entered into operation and related socio-economic effects (employment in construction, migration processes, etc.). Based on this forecast, the stability of the proposed mechanism in the face of changes in external conditions was determined, and the indicators of program effectiveness were calculated.

Project management principles are used to structure the process of developing and implementing programs as complex projects. The project management methodology was used as a conceptual basis for creating the organizational and economic mechanism of LHC development. The project approach provided clear planning of program stages, the allocation of resources over time, risk management, and the monitoring of target indicators. This is especially important for regional programs implemented with limited time and budgetary resources. Project management tools helped to coordinate the actions of various participants (authorities, developers, and the population) and increase the efficiency of coordination in the implementation of LHC programs.

After analytical calculations and a comparative review of practices, all collected materials were summarized and systematized. This synthesis of results allowed us to formulate methodological conclusions and recommendations on the development of sustainable public housing policies in small cities and rural areas. The integration of conclusions from the analysis of regulations, theoretical studies, and practical experience of the regions ensured the integrity of the methodology and its suitability for further application in program-based management of the development of LHC.

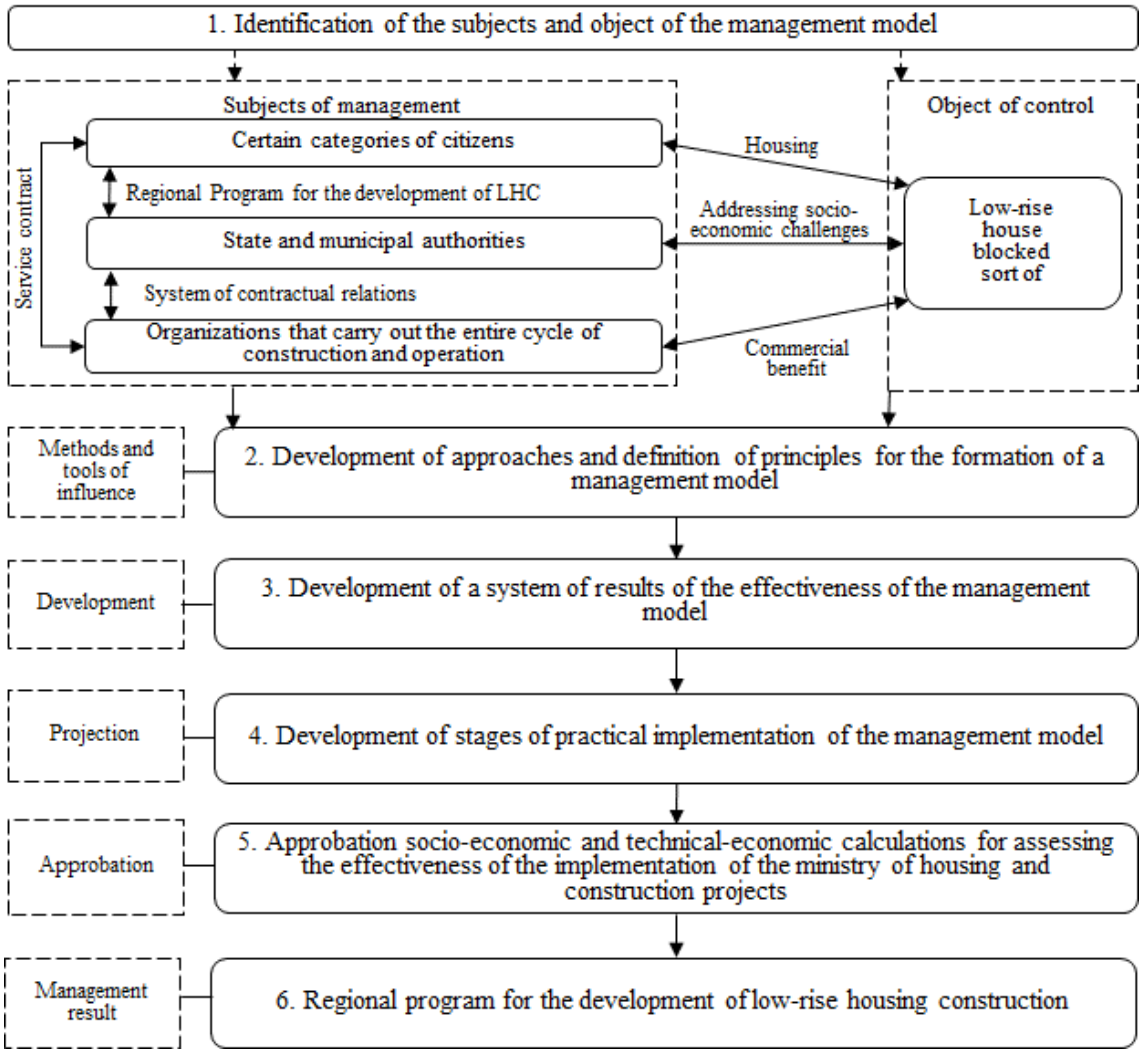
3 RESULTS

As a result of the research, we offer the following procedure for the proposed organizational and economic mechanism for managing the development of public LHC (Cai and Chen, 2024):

1. identification of the subjects and object of the management model;
2. development of approaches and definition of principles for the formation of the organizational and economic mechanism;
3. development of a system of results and the effectiveness of the management model;
4. development of stages of practical implementation of the management model;
5. approbation of socio-economic and technical-economic calculations for assessing the effectiveness of the implementation of LHC projects;
6. regional program for the development of LHC.

Figure 1

Organizational and economic mechanism for managing the development of LHC



3.1 Stage 1 of the organizational and economic mechanism. Identification of the subjects and object of the management model

The central management subject of the organizational and economic mechanism for the development of LHC is the regional operator, and the object of management is a low-rise building of a terraced type. The development of the organizational and economic mechanism for managing the development of LHC requires successful interaction between all subjects of management. These entities are:

a) Certain categories of citizens working in socially significant areas (healthcare, education, sports, culture, and social work). These categories should have

privileges in relation to employment and housing provision. A separate category includes specialists who have undergone retraining and work in these areas. There are also categories of citizens identified by the local administration. This category includes citizens whose specialization is in demand in the specific region. These include IT specialists, agronomists, veterinarians, social workers, etc.

b) State and municipal authorities:

– federal;

– regional;

– local;

– the regional operator.

Public authorities play an important role in helping to solve social problems, which consists, in particular, in providing comfortable and energy-efficient housing. These bodies can be either federal or regional or local (municipal).

The regional operator coordinates the work of public sector customers in the preparation and implementation of program activities. The regional operator is the link connecting all entities in the organizational and economic mechanism. They conduct an analysis of the rational use of funds from the federal and regional budgets.

c) Organizations performing the entire construction and operation cycle:

– design organizations;

– construction companies;

– power supply organizations (equipment manufacturers, operating organizations).

This group of subjects includes design organizations, construction companies, and other participants in the construction of low-rise buildings, which play a crucial role in providing housing and developing social infrastructure. Their tasks combine both commercial and state interests. Here, it is important to satisfy the interests of both parties — commercial and social needs for high-quality housing. The key factors in achieving this goal are maximizing the involvement of actors in the process, utilizing advanced technologies, and using local resources.

3.2 Stage 2 of the organizational and economic mechanism. Development of approaches and definition of principles for the formation of the organizational and economic mechanism (methodology and project management)

The development of methodological approaches to the creation of the organizational and economic mechanism assumes that certain categories of citizens are provided with housing for free. Given the complexity and multidimensional nature of the organizational and economic mechanism, as well as the use of the targeted program method in the framework of the systemic approach, funding for regional programs should be provided in full, and the allocated funds should not be refundable and should be used in accordance with the set goals. This approach ensures the effective implementation of the development program, given the need for full financial support to achieve the set goals.

The proposed organizational and economic mechanism for managing the development of LHC addresses a socially significant task of science-based development of LHC development programs. These programs have the goal of providing housing for citizens living in small cities and settlements. In addition, the presented mechanism incorporates time and resource restrictions. The study justifies the methodological principles for research on the development of the organizational and economic mechanisms for managing the development of LHC. Therefore, project management is a suitable option for the set task.

3.3 Stage 3 of the organizational and economic mechanism. Development of a system of results and the effectiveness of the management model (performance indicator system)

The system of results of the effectiveness of the management model is needed to determine the features and specifics of the socio-economic development, natural resource potential, and climatic conditions of settlements. It includes a differentiated approach in the process of choosing optimal spatial planning and structural solutions for terraced low-rise buildings.

3.4 Stage 4 of the organizational and economic mechanism. Development of stages of practical implementation of the management model

The development and improvement of the regulatory framework includes governing documents that define standards and rules. Updating the order of existing regulatory and technical documents to incorporate advanced technologies is an important step to ensure high-quality construction, promoting a higher level of comfort and safety, as well as creating competitive advantages for market development using local building materials.

The formation of a system of contractual relations between investment entities is another important component. The formation and observance of contractual relations ensures stability and legality in the investment and construction sector, contributing to the development of LHC and satisfying the interests of all entities.

3.5 Stage 5 of the organizational and economic mechanism. The approbation of socio-economic and technical-economic calculations for assessing the effectiveness of the implementation of LHC projects

The approbation of socio-economic and technical-economic calculations plays a crucial role in assessing the effectiveness of the implementation of LHC projects. The two-level methodology includes "Socio-economic justification of software solutions" and "Feasibility study of design solutions."

3.6 Stage 6 of the organizational and economic mechanism. Regional program for the development of LHC

Regional LHC development programs should be developed in accordance with the territorial specifics of the regions and the interests of all subjects and serve as an instrument for the development of LHC.

4 DISCUSSION

The main goal of the state in the field of housing construction is to create an affordable housing market, improving its quality using modern technologies and materials that ensure comfortable living conditions for citizens. A separate objective in solving this problem should be the development of the organizational and economic mechanism that would intensify the construction of low-rise housing with a high level of comfort and quality.

The proposed conceptual approaches make it possible to build a foundation for effective regional programs for the development of LHC for citizens in small cities and settlements and those employed in socially significant industries. The implementation of such programs will help improve housing conditions and social protection for this category of citizens, as well as contribute to the sustainable development of the regions.

First and foremost, the implementation of this program requires clear selection criteria for applicants to the programs and mechanisms for monitoring the targeted use of budget funds, as well as consideration of the individual needs of citizens. Second, it is important to ensure the flexibility of programs depending on the economic situation in the region and develop partnerships between government agencies, construction companies, and financial institutions.

However, the experience of housing programs in different countries and the results of studies on similar initiatives show that even with a properly designed mechanism, there are certain risks that must be considered and minimized in advance.

1. The proposed mechanism presupposes a wide range of participants (federal, regional, and municipal authorities, the regional operator, design and construction organizations). In practice, this can lead to the dilution of responsibility, the duplication of functions, delays in approvals, and bottlenecks in the conclusion and execution of contracts. Other studies report that multi-level programs often stumble. Therefore, without precisely prescribed and executable obligations and interlevel management tools, the effectiveness of the organizational and economic mechanism can be significantly reduced (Cai and Chen, 2024).
2. Although full and irrevocable financing increases the social effect, it also increases the risks of budget gaps and dependence on the situation and changes in

the priorities of the authorities, given the requirements for selection filters and control of targeted use, which ultimately complicates implementation. International experience shows that long-term programs can be thrown off track by budgeting cycles and reforms in state support without mixed financial models (co-financing, soft loans, infrastructure subsidies, PPP) (Gladilina et al., 2024). Therefore, we fully support that when developing a program, closer attention needs to be paid to the delimitation of risks, since any program has scalability limits and bottlenecks in management.

3. Territories for the construction of low-rise buildings need to be chosen considering the need to minimize costs for the capital and subsequent operational maintenance of facilities and infrastructure (roads, water supply and sewage, heat supply, power supply) (Kuanyshbayeva et al., 2025). Studies indicate that the benefits of cheap land and local materials may be an advantage, but without a clear program that considers the cost of owning infrastructure, the proposed initiatives can turn into a hidden budget risk, as demonstrated in a study on the development of small cities in Kazakhstan.
4. Our study also considered the fact that in several countries, the main variable in the success of programs is demand parameters (rates, mortgage availability, household income). In the context of Russia, we recognize that without borrowed funds, citizens struggle to provide themselves with housing and that occupancy rates and return on infrastructure depend on this factor. With rising rates and lower household income, the risks of underutilization of projects grow (Petrov et al., 2024). When introducing the organizational and economic mechanism, it is critical to consider the accessibility of credit programs to the population of the region (territory) where the housing is built. This factor will affect demand and housing prices, and the tightening of credit conditions in Russia has already caused a drop in sales and the underutilization of projects.
5. Consistent with international studies, the obtained results demonstrate the lack of a single substantiated mechanism that considers regional specifics (the industrial base of building materials, climate, and the level of development) (Zakharov and Zabalueva, 2025). This issue needs to be compensated for by adaptive tools, but they require time and resources to develop and implement (Atasheva et al., 2024).

6. Thus, the proposed organizational and economic mechanism for managing the development of LHC should be implemented, considering the identified risks. The consideration of risks by state authorities responsible for creating regional LHC development programs to solve socially significant problems in providing housing for citizens in small cities and settlements will only be successful if both the results of our study and the possible risks that the authorities may face when implementing such programs are considered.

5 CONCLUSIONS

The study proposed and substantiated an organizational and economic mechanism for the management of LHC development in the small cities and rural areas of Russia. The mechanism describes the roles of the subjects (with key coordination by the regional operator), the principles and logic of project management, the system of indicators, the stages of practical implementation, and two-level assessment (socio-economic and feasibility study), outlining an "end-to-end" architecture of the program — from updating standards and contractual relations to monitoring results. The proposed approach focuses on improving the availability and quality of housing and strengthening the sustainable competitiveness of the territories through manageable and transparent decisions.

The limitations of the study stem from the design of the document review. The fact that the conclusions rely on normative and reporting sources without the use of household microdata and post-occupancy evaluation (POE) limits the validation of operational and social effects. The focus on Russia also warrants caution when extrapolating the results onto other jurisdictions and necessitates localization, considering local institutions, budgetary procedures, and markets.

ACKNOWLEDGEMENTS

The study was funded by the National Research Moscow State University of Civil Engineering (2025 grant for fundamental and applied research by scientific teams of member organizations and strategic partners of the Construction and Architecture Industry Consortium).

REFERENCES

Antonova, Iu. A., & Egorov, K. B. (2012). Programmnye podkhody k obespecheniiu grazhdan zhilem sotsialnogo naznacheniia v Rossii i za rubezhom [Program approaches to providing citizens with social housing in Russia and abroad]. Vestnik NASA, 1(8), 13–17.

Appassova, N., Kornilova, A., Tesler, K., Tashtamirov, M., & Anikina, L. (2025). Planning, architectural, and construction solutions to create a comfortable environment for small cities near megacities. Construction Materials and Products, 8(4), 10. https://doi.org/10.58224/2618-7183-2025-8-4-10

Atasheva, D., Junussova, D., Alimkulova, E., Batyrova, N., Mustafayeva, B., Hajiyev, H., & Hernández García de Velazco, J. J. (2024). The role of socio-economic factors in sustainable urban development. International Journal of Sustainable Development and Planning, 19(10), 3927–3933. https://doi.org/10.18280/ijsdp.191021

Cai, R., & Chen, N. (2024). Introduction to the special issue: Urban governance and policy. Chinese Public Administration Review, 15(3), 147–149. https://doi.org/10.1177/15396754241276649

Gladilina, I., Hajiyev, H., Vaslavskaya, I., Kirillova, E., Dymchenko, O., Hajiyev, E., Averina, O., & Shichiyakh, R. (2024). Adapting ESG principles to contracting practices: Towards sustainable business agreements. International Journal of Sustainable Development and Planning, 19(7), 2627–2634. https://doi.org/10.18280/ijsdp.190719

Gujrati, R., Sao, A., & Hatipoglu, C. (2025). Smart building technology and consumer behavior: Evidence from the Indian real estate market. Journal of Sustainable Competitive Intelligence, 15(00), e0516. https://doi.org/10.37497/eagleSustainable.v15i.516

Gusakova, N. V. (2021). Formirovanie organizatsionno-ekonomicheskoi modeli razvitiia maloetazhnogo zhilishchnogo stroitelstva [Business model of low-rise construction development]. Journal of Construction and Architecture, 23(6), 86–97.

Gusakova, N., Gusakov, A., Prokhorova, Yu., & Karakozova, I. (2022, May 25–27). Development of organizational and economic mechanism of intensification of low-rise housing construction in remote areas with special climatic conditions. Anais do XV International Scientific Conference on Precision Agriculture and Agricultural Machinery Industry – INTERAGROMASH 2022, Rostov-on-Don, Russia. E3S Web of Conferences, 363, 02035. https://doi.org/10.1051/e3sconf/202236302035

Gusakova, N., Minaev, N., & Gusakov, A. (2020). Implementation of low-rise construction projects as factor of improving level and quality of life in depressed territories. SHS Web of Conferences, 80, 01006. https://doi.org/10.1051/shsconf/20208001006

Kuanyshbayeva, S., Rakhmetova, G., Abdullayev, I., Levichev, O., Levicheva, S., Aitkazina, M., & Shichiyakh, R. (2025). Integrating spatial planning and land use administration for sustainable development. International Journal of Sustainable Development and Planning, 20(3), 1337–1343. https://doi.org/10.18280/ijsdp.200339

Montayev, S., Shinguzhieva, A., Adilova, N., Ryskaliyev, M., Zharylgapov, S., Sakhiev, B., & Nurgaliyev, A. (2025). Assessing the environmental impact of glass waste and substantiating its secondary use in the production of silicate construction materials. International Journal of Environmental Impacts, 8(4), 695–701. https://doi.org/10.18280/ijei.080407

On approval of the Methodological Recommendations for the creation of regional housing development programs: Order of the Russian Federation of May 22, 2013 No. 180/GS. (2013). Consultant Plus.

Petrov, A., Loseva, A., Melnikova, L., & Antonova, O. (2024). Use of public-private partnership resources in construction. International Research Journal of Modernization in Science and Technology, 5(4), 201–213. https://doi.org/10.47857/irjms.2024.05i04.01460

Saenko, I. A., Tolochko, O. R., & Sharopatova, A. V. (2022). Development of complex territories building considering the elderly needs. In Architectural, Construction, Environmental and Digital Technologies for Future Cities. Experience and Challenges from Russian Cities (Vol. 227, pp. 317–326). Cham: Springer Nature Switzerland AG. https://doi.org/10.1007/978-3-030-94770-5_24

Solovyeva, E., Naumova, V., Rozhok, A., Ganova, T., Sharipov, I., & Sultanova, S. (2025). Sustainable and intelligent urban mobility: A case study of Beijing. International Journal of Ecosystems & Ecology Sciences, 15(1). https://ijees.net/images/pdf/ElenaSolovyeva1ValeriiaNaumova2AnastasiiaRozhok3TatianaGanova4IkhtiyorSharipov5SevaraSultanova6SUSTAINABLEANDINTELLIGENTURBANMOBILITY:ACASESTUDYOFBEIJINGpage291-298;-78a67e3882.pdf

Zakharov, A., & Zabalueva, T. (2025). Sustainable housing construction on sloped terrain: Structural innovations. International Journal of Ecosystems & Ecology Sciences, 15(2). https://ijees.net/images/pdf/ArkadiZakharov1TatianaZabalueva1SUSTAINABLEHOUSINGCONSTRUCTIONONSLOPEDTERRAIN:STRUCTURALINNOVATIONSpage19-24;-53a5f46c0b.pdf

Zaporozhan, A. Ia. (2016). Problemy formirovaniia gosudarstvennykh programm [Problems of state programs forming]. Administrative Consulting, 7(91), 51–61.

Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

How to cite this article (APA)

Gusakova, N., Filyushina, K., Verstina, N., & Solopova, N. (2026). DEVELOPMENT OF AN ORGANIZATIONAL AND ECONOMIC MECHANISM FOR MANAGING THE DEVELOPMENT OF LOW-RISE HOUSING: THE RUSSIAN CASE OF DEVELOPING REGIONAL PROGRAMS FOR VILLAGES AND SMALL CITIES. *Veredas Do Direito*, 23(4), e234845. https://doi.org/10.18623/rvd.v23.n4.4845