

STRATEGIC PLANNING AND FORECASTING OF THE AGRICULTURAL SECTOR

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Formulation of the problem. The most modern and effective innovation in solving the socio-economic problems of the agricultural sector is strategic planning and forecasting. Now, both in Russia and in its regions, no strategies are being developed for the development of agriculture and other areas of the agri-food sector. *The purpose of the article* is to develop methodological and practical recommendations for the strategic management of sustainable socio-economic development of agriculture in the Komi Republic. *The subject of research* is the process of strategic planning and forecasting. Analysis and synthesis, deduction and induction, abstract-logical, historical, statistical, SWOT analysis, expert assessments were used as *research methods*. *Research hypothesis.* The current tactical approach should be replaced by the strategic management of the development of the agrarian sector. *Presentation of the main material.* The content is disclosed and methodological approaches to the strategic management of agricultural development are proposed. The trends in the development of the agricultural industry, its problems and risks are investigated. A strategic analysis is given, strengths and weaknesses, opportunities and threats to the development of the agricultural sector are assessed. The goals of the Strategy have been determined, a scenario forecast of the results has been made. The priority directions of the Agriculture Development Strategy have been substantiated. The mechanism of the Strategy has been developed. *The originality and practical significance of the study* lies in the possibility of using the results in the preparation of strategies and programs for the development of the agricultural sector in the regions of the North. *Conclusions of the study.* The conducted research will ensure a steady growth in agricultural production, an increase in the living standards of peasants.

Key words:

strategic planning, agricultural sector, trends, development risks, strategic analysis, targets, forecast.

СТРАТЕГІЧНЕ ПЛАНУВАННЯ І ПРОГНОЗУВАННЯ АГРАРНОГО СЕКТОРА

Постановка проблеми. Найбільш сучасним і ефективним нововведенням вирішення соціально-економічних проблем аграрного сектора є стратегічне планування і прогнозування. Зараз як в Росії, так і в її регіонах не розробляються стратегії розвитку сільського господарства та інших сфер агропродовольчого сектору. *Метою статті* є розробка методологічних і практичних рекомендацій щодо стратегічного управління стійким соціально-економічним розвитком сільського господарства Республіки Комі. *Предмет дослідження* – процес стратегічного планування і прогнозування. В якості *методів дослідження* застосовувалися аналіз і синтез, дедукція та індукція, абстрактно-логічний, історичний, статистичний, SWOT – аналіз, експертних оцінок. *Гіпотеза дослідження.* Чинний тактичний підхід повинен бути замінений стратегічним управлінням розвитку аграрної сфери. *Виклад основного матеріалу.* Розкрито зміст та запропоновано методологічні підходи до стратегічного управління розвитком сільського господарства. Досліджено тенденції розвитку аграрної галузі, її проблеми та ризики. Наведено стратегічний аналіз, оцінені сильні і слабкі сторони, можливості і загрози розвитку аграрного сектора. Визначено цілі Стратегії, зроблений сценарний прогноз результатів. Обґрунтовано пріоритетні напрямки Стратегії розвитку сільського господарства. Розроблено механізм Стратегії. *Оригінальність і практичне значення* одержаних результатів полягає в можливості використання результатів при підготовці стратегій і програм розвитку аграрного сектора в районах Півночі. *Висновки дослідження.* Проведене дослідження дозволить забезпечити стійке

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зростання виробництва продукції сільського господарства, підвищення рівня життя селян.

Ключові слова:

стратегічне планування, аграрний сектор, тенденції, ризики розвитку, стратегічний аналіз, цільові орієнтири, прогноз.

СТРАТЕГИЧЕСКОЕ ПЛАНИРОВАНИЕ И ПРОГНОЗИРОВАНИЕ АГРАРНОГО СЕКТОРА

Постановка проблемы. Наиболее современным и эффективным новшеством решения социально-экономических проблем аграрного сектора является стратегическое планирование и прогнозирование. Сейчас как в России, так и в ее регионах не разрабатываются стратегии развития сельского хозяйства и других сфер агропродовольственного сектора. *Целью статьи* является разработка методологических и практических рекомендаций по стратегическому управлению устойчивым социально-экономическим развитием сельского хозяйства Республики Коми. *Предмет исследования* – процесс стратегического планирования и прогнозирования. В качестве *методов исследования* применялись анализ и синтез, дедукция и индукция, абстрактно-логический, исторический, статистический, SWOT – анализ, экспертных оценок. *Гипотеза исследования.* Действующий тактический подход должен быть заменен стратегическим управлением развития аграрной сферы. *Изложение основного материала.* Раскрыто содержание и предложены методологические подходы к стратегическому управлению развитием сельского хозяйства. Исследованы тенденции развития аграрной отрасли, ее проблемы и риски. Приведен стратегический анализ, оценены сильные и слабые стороны, возможности и угрозы развития аграрного сектора. Определены цели Стратегии, сделан сценарный прогноз результатов. Обоснованы приоритетные направления Стратегии развития сельского хозяйства. Разработан механизм Стратегии. *Оригинальность и практическое значение исследования* заключается в возможности использования результатов при подготовке стратегий и программ развития аграрного сектора в районах Севера. *Выводы исследования.* Проведенное исследование позволит обеспечить устойчивый рост производства продукции сельского хозяйства, повышение уровня жизни крестьян.

Ключевые слова:

стратегическое планирование, аграрный сектор, тенденции, риски развития, стратегический анализ, целевые ориентиры, прогноз.

Formulation of the problem. The currently prevailing approach to solving the current problems of the socio-economic development of agriculture turned out to be ineffective. Agriculture, the leading branch of the rural economy, is going through a systemic crisis [2]. Long-term strategic planning and forecasting is an effective way of stabilization and sustainable socio-economic development of the agricultural sector.

In the countries of North America and Western Europe, long-term planning and forecasting of the agricultural sector has been widely developed. In the agrarian strategy of the United States in the XXI century. the main goals of the development of agriculture are determined: increasing quality food products; family farming development; improving the level and quality of life of the rural population [6].

Currently, both in Russia and in the Komi Republic, there are no strategies for the development of agriculture and other branches of the agro-industrial complex. I. G. Ushachev [5].

The purpose of the article is to develop methodological and practical recommendations for the strategic management of sustainable

socio-economic development of agriculture in the Komi Republic.

To achieve this goal, the following research objectives have been identified: to reveal approaches to strategic management of agriculture; assess, identify trends, key problems and risks; formulate strategic goals; make a long-term forecast of results; substantiate priority areas of development; to propose a mechanism for the implementation of the Strategy.

The sources of the article's information base were data from the regional state statistics service, the results of the All-Russian Agricultural Census (VSHP) 2016.

Analysis of recent research and publications. Strategic management as a scientific direction in relation to socio-economic systems emerged in the second half of the twentieth century, the main functions of which are the analysis of challenges and threats to the environment, setting strategic goals and choosing the most effective means to achieve goals.

Theoretical and methodological foundations of strategic management of socio-economic systems and spatial development are laid in the



works of domestic and foreign scientists [1, 3, 4, 7, 8, 9, 10, 11].

The strategy of agricultural development is a process of scientific substantiation and selection of long-term priorities, goals and objectives, directions and mechanisms that ensure effective use of potential, increase the competitiveness of organizations, their adaptation to changing environmental conditions.

Currently, the system of strategic planning is formed on the basis of the Decree of the President of the Russian Federation №536 "On the basics of strategic planning in the Russian Federation" and the Federal Law №172 "On strategic planning in the Russian Federation". The law considers strategic planning in the sectoral and spatial aspects. In Art. 19 of the Law "Sectoral documents of strategic planning of the Russian Federation" it is noted that sectoral documents of strategic planning determine the development of a particular sector of the economy and can be the basis for developing relevant state programs of the Russian Federation and its subjects, program target documents of state corporations, state companies and joint stock companies. companies with state participation.

Law №172-FZ also provides for the development by municipalities of a strategic plan for the development of territories. The development of this document is now optional. It is expedient to make changes in the law, assigning to municipalities the obligatory development of

strategies, programs and strategic plans for the development of rural areas. The implementation of the principles of strategic planning will contribute to the development of the economy and social sphere of rural settlements

The purpose of the article is to develop methodological and practical recommendations for strategic management of sustainable socio-economic development of agriculture in the Republic of Komi.

Presentation of the main material. The process of developing the Agricultural Development Strategy includes several successive stages. At the first stage, the development trends of the industry are considered, its state is analyzed, key socio-economic problems and risks are identified. In the second stage, a strategic (SWOT) analysis is conducted, based on a study of the external and internal environment, and the strengths and weaknesses, opportunities and threats to development are assessed. In the third stage, strategic goals are defined. In the fourth stage, a long-term forecast of results is made on the basis of scenario options for the development of the industry. At the fifth stage, the priorities of agricultural development are substantiated. At the final stage, a mechanism for implementing the Strategy is being developed to achieve the set goals.

The sequence of stages of formation of the Strategy is given in figure 1.

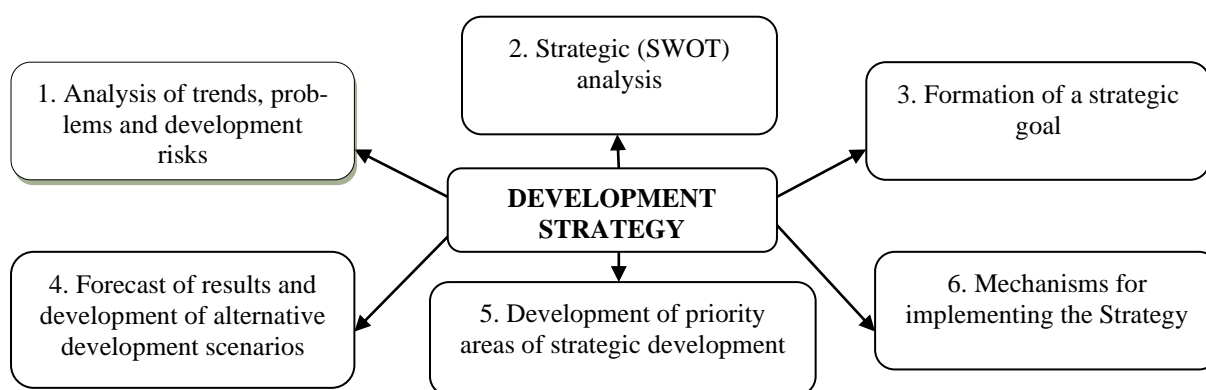


Figure 1 – Stages of strategic management of agriculture

Source: developed by the author

The development of the Strategy is based on the documents of the Russian Federation that define the state policy in the agro-industrial complex: Doctrine of food security of the Russian Federation (2020); State program of the Russian Federation "Development of agriculture and regulation of markets for agricultural prod-

ucts, raw materials and food for 2013-2025" (2012); "The concept of sustainable development of rural areas of the Russian Federation for the period up to 2020" (2010); FPC "Sustainable development of rural areas of the Russian Federation for 2014-2017 and the period until 2020" (2013); Strategy for Sustainable Development of





Rural Areas of the Russian Federation until 2030 "(2015); State Program of the Russian Federation "Comprehensive Development of Rural Areas" for 2020-2025. (2019) Strategic planning is also based on the provisions of the State Program "Development of Agriculture and Regulation of Agricultural Products Markets. Raw materials and food, development of the fishery complex of the Komi Republic and for 2020-2025 "(2019).

Agricultural sector development trends. The analysis of agriculture in Komi showed that the 1960s-1980s were the most favorable. Livestock production during this period was characterized by positive dynamics. The highest growth rates were observed in poultry and pork. This is the result of the implementation of the program for the industrial development of poultry and pig farming.

The market transformation of the agrarian economy was accompanied by a sharp decline in the 1990s. production of livestock products. In 2000, relative to 1990, the level of pork production was 23%, poultry meat - 42, beef and veal - 47%.

2006-2019 as a result of the modernization of technological processes at JSC "Poultry Farm Zelenetskaya", the production of poultry meat increased by 1.2 times, pork - by 1.6 times.

The highest rates of decline in the production of meat, milk and eggs were in the peripheral regions. Here, in 2019, by 1990, the level of meat volumes was 16%, milk - 20, eggs - 68%. Agricultural producers of suburban areas for 1990-2018. the increase in meat was 36% and eggs - 10% (Table 1).

Table 1 – Production of livestock products by municipalities of the Komi Republic, thousand tons

Products	Peripheral areas		Commuter districts		Rest districts		Urban constituencies	
	1990.	2019	1990	2019	1990	2019	1990	2019
Meat (live weight)	12,8	2,0	21,5	29,2	6,8	1,0	11,9	1,9
Milk	62,9	12,8	51,3	21,3	44,5	10,1	48,4	10,6
Egg, mln.	1,9	1,3	99,4	108,9	2,9	2,0	261,2	13,5

source: Agriculture in the Komi Republic for the corresponding years

The agrarian sector of the republic is characterized by the tendency of destruction of the material and technical base due to investment inadequacy. In the first half of the 1990s. capital investments in agriculture fell 2.1 times. In the last 20 years, there has been no sustainable investment growth, which has led to an increase in the depreciation of fixed assets.

An extremely insignificant share of agricultural producers in the Komi Republic, especially small businesses, use innovations. The 2016 agricultural census data showed that the use of innovative technologies by small enterprises in Komi is lower than in Russia. Agrarian economic entities of the republic do not use renewable energy sources. Note that in the North zone the share of agricultural organizations using wind power plants and solar panels is 6.7%, the share of farms and individual entrepreneurs is 9%.

The main factors hindering the use of innovative technologies are: the difficult financial situation of agricultural enterprises, the lack of the necessary own funds; insufficient level and ineffective mechanisms of financial support for

agricultural producers; unavailability of a bank loan. At present, even taking into account subsidies, almost half of the republic's agricultural organizations are unprofitable. They are the ones who have a great need for investment. In 2018, the level of return on assets of agricultural organizations amounted to 3.6%, the level of unprofitableness of sold products - 1.6%. Moreover, the profitability of organizations for 2010-2018. tended to decline.

According to the 2016 agricultural census, a little more than half of farms and individual entrepreneurs receive budget support. Loans are available only to 23% of agricultural organizations and 9% of peasant farms.

Agriculture suffers from a shortage of qualified personnel. The share of managers with higher education in large and medium-sized agricultural organizations was 30%, including 45% with higher agricultural education, 20% with secondary vocational education, including 20% with agricultural education, respectively, in small enterprises - 70.8; 37.5; 16.7; 8.3%.

During the period of transformation processes, the depopulation of rural areas accelerat-

ed. 1990-2019 the average annual rate of decline in the rural population due to outflow and natural decline amounted to -1.8%. Since the mid-2000s. in the countryside, the mortality rate is growing, which exceeds the birth rate. If the existing negative demographic situation in the countryside continues, in the future, only agriculture in the suburban areas will remain, and the procurement of fodder and the cultivation of crops in remote areas will be carried out on a rotational basis.

The level of wages in agriculture is only 56% of the average republican level. In the pre-reform period, this figure reached 81%.

Rural transport engineering, social, market and information and consulting infrastructure is extremely undeveloped. On-farm paved roads account for 37%. 84% of the rural population lives in non-gasified settlements. Only 2% of personal subsidiary plots are connected to gas supply networks.

During the years of market reforms in the countryside, many objects of the social and cultural sphere were closed. In remote rural areas, the share of dilapidated and dilapidated housing is over a third.

Sustainable socio-economic development of the agricultural sector is associated with both internal and external risks. Their preservation will become a barrier to sustainable agricultural and rural development.

Strategic analysis of the development of the agricultural sector. The development of the Strategy assumes a SWOT - analysis of the development of the agricultural sector. There are favorable conditions for the development of the

agrarian sector and an increase in the coefficient of self-sufficiency in food: the availability of a sufficient amount of human resources, farmland, floodplain meadows, reindeer pastures, fishery water bodies, non-timber forest resources (berries, mushrooms, birch sap). The republic has opportunities for the production of organic products, a high genetic potential and a level of selection and breeding work in animal husbandry, a developed potential of agricultural science.

Weaknesses and threats to the development of agriculture are: unfavorable internal and external environment; unsatisfactory condition of the material and technical base; shortage and low professional level of specialists; low availability of financial resources; underdeveloped infrastructure; low income of the villagers.

Objectives and scenario forecast of the results of long-term development of the agricultural sector. The main strategic goals of the socio-economic development of agriculture in the Komi Republic are:

- ensuring sustainable growth rates of production of socially significant products;
- complete self-sufficiency of the population with local assortment of potatoes and vegetables in open ground (except for early production), a significant increase in self-sufficiency in meat and dairy products and eggs;
- bringing the level and quality of life of peasants closer to the urban population.

The expected results of the implementation of the pessimistic, baseline and optimistic scenarios for the period up to 2030 in comparison with the current state are described in Table 2.

Table 2 – Indicators of the forecast of the level of self-sufficiency of the population of the Komi Republic with products of plant growing and animal husbandry, %

Products	2019	Pessimistic		Basic		Optimistic	
		2025	2030	2025	2030	2025	2030
Potatoes	67	70	75	80	85	95	100
Vegetables	19	21	24	25	28	38	42
Meat and meat products	37	36	37	38	40	43	46
Milk and dairy products	26	25	26	27	29	31	34
Eggs and egg products	49	50	52	55	58	67	72

Source: developed by the author

The pessimistic scenario of the functioning of agriculture in the context of the persistence of unfavorable internal and external factors does not imply an acceleration in the growth rate of gross output and an increase in the level of food self-sufficiency. This option is unacceptable, since it does not provide growth in production

and an increase in the level of self-sufficiency in food, a significant increase in the income of peasants and can lead to further depopulation of rural areas.

The basic option provides some growth in production through the implementation of measures to modernize the agrarian economy





and rural infrastructure, strengthening state support for the industry. The food self-sufficiency ratio will slightly increase.

The optimistic scenario suggests a high realization of agricultural potential, an average annual growth of gross output of at least 5%, achievement of the level of self-sufficiency of the region's population with crop and livestock products, which existed in the pre-reform period. This option is based on the use of innovations, an active protectionist policy of the state, the formation of effective tools and mechanisms for strategic development, the attraction of qualified personnel to the industry, the improvement of placement, specialization, cooperation and integration in the agri-food sector, the development of all types of rural infrastructure, a significant improvement in social and living conditions, quality and standard of living of peasants.

For the optimistic scenario by 2030, the following targets have been set:

- growth of average annual growth rates of agricultural production should be at least 2-3%;
- fully provide the population with local assortment of potatoes and vegetables of open ground (except for early production), expand the production of vegetables in greenhouses, increase self-sufficiency in meat and meat products to 46%, milk and dairy products - 34, eggs - up to 72%;
- increase wages in agriculture by 2.4 times and bring it up to 70 thousand rubles.

The projected volumes of agricultural production will be in demand in the regional and local markets, as well as in the purchase of food to provide schools, hospitals and other budgetary institutions. Now grown potatoes, vegetables in open and closed ground, poultry products (broiler meat, eggs), pork are in unlimited demand by the population of the republic, and commodity producers do not experience sales problems. The products of traditional industries (reindeer husbandry, fishing, picking wild mushrooms and berries) are competitive not only regionally, but also nationally and internationally.

Strategic priorities for the development of the agricultural sector. To achieve the targets, it is necessary to determine the strategic priorities for the socio-economic development of the agricultural sector. The key strategic priority is the creation of an innovative agricultural economy based on the V and VI technological orders. Now in the agrarian production of the republic, technologies of the III and IV technological orders are mainly used.

Of particular relevance is the development of regional agricultural science, primarily the most important applied developments focused on quick returns, training and retraining of personnel, attracting specialists to work on new technologies, stimulating their consolidation in enterprises and in peasant farms, forming a network of information and consulting services as a transfer of innovation to agricultural production.

It will require the construction of livestock complexes, greenhouses and potato-vegetable stores with a controlled microclimate, shops for the processing of milk, meat, fish and wild-growing raw materials, the creation of family livestock farms, taking into account the use of new technologies.

Strengthening the material and technical base leads to an increase in investments and their financial support. The main financial sources of investment are the own funds of agricultural economic entities, preferential (at a rate of 2-3%) investment loans, subsidies for the purchase of modern technology and high-performance equipment, reimbursement of costs for the construction and reconstruction of production facilities, direct government investment, financial resources of natural resources enterprises.

One of the priorities remains the formation of a multifunctional farm in the countryside. In the coming period, all types of agricultural structures will participate in the creation of their own food base. But the main suppliers of the most capital-intensive livestock products will remain agricultural organizations integrated with the processing industry. Forecast calculations show that by 2030 the share of agricultural enterprises in gross production will increase to 70-75%. Potato and vegetable production will continue to be concentrated in households. In the forecast period, the peasant-farming system will not be able to take a worthy place in the formation of the republic's food resources.

Sustainable development of rural areas of the Komi Republic involves improving the living conditions of the population, finding the best options for combining large, medium and small businesses, increasing the role of the state and differentiating tools and mechanisms in rural development, diversifying the rural economy and developing non-agricultural activities.

One of the strategic directions is the rational intraregional distribution and specialization of agriculture, linked to the development of processing of agricultural raw materials. The priority should be the development of all types

of cooperation (agricultural, consumer) for medium and small businesses and the rural population.

The successful implementation of the Strategy is associated with the improvement of economic relations in the agricultural sector. These include:

- stable growth of budgetary support for state programs for the development of the agricultural sector and rural areas;
- redistribution of subsidies in favor of the rural periphery, small and medium-sized agricultural structures and households. For the innovative development of agricultural production in remote rural areas, it will be necessary to increase budget subsidies both for direct financial support and for technical and technological re-equipment;
- supporting investment activities by increasing direct public investment and expanding access to concessional lending;
- use of indicative planning of production volumes and product purchases by state bodies. Agricultural producers, taking into account the adjusted indicators, independently form their production programs;
- Elimination of the price scissors for agricultural products, purchased inputs and services. In this regard, state regulation of prices for material resources and tariffs for electricity will be required, which are much higher for agricultural producers than in industry;
- reduction of the tax burden on agrarian business entities;
- elimination of the monopoly of procurement, intermediary and processing structures by transferring to a cooperative basis the cycle of production, processing and sale of products;
- stimulation of domestic demand for agricultural products.

Conclusions and prospects for further research. The study of methodological and practical provisions on the strategic management of the development of the agrarian sector of the northern region allows us to draw the following conclusions and recommendations.

1. The methodological and practical provisions of the strategy for the development of the agricultural sector have been substantiated, which make it possible to replace the prevailing tactical approach to solving problems with the long-term strategic management of the leading branch of the rural economy. The strategy is a document that contributes to the sustainable socio-economic development of agriculture, the

implementation by the village and the agrarian sphere of diverse national economic functions.

2. The stages of the Strategy development were established, which exclude the assessment, trends, key problems and risks of the industry development, strategic goals were formulated, a long-term forecast of results was made based on the implementation of the pessimistic, basic and optimistic scenarios, priority areas were substantiated, a regulatory, organizational and financial mechanism was proposed strategic management of the development of the agricultural sector.

3. It is proposed to adapt the Strategy to the natural, economic and social characteristics of rural areas and municipalities. Different approaches to strategic development should be used for remote rural settlements and suburban areas.

4. The developed methodological and practical approach is advisable to use in the development and implementation of Strategies and Programs for sustainable development of the agricultural sector at the regional level and in municipalities.

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