

Марова Світлана Феліксівна,

доктор наук з державного управління,
професор, професор кафедри державно-
правових дисциплін та публічного
управління, Донецький державний
університет внутрішніх справ

Ольшанський Олександр Вікторович,

доктор наук з державного управління,
професор, професор кафедри економіки і
підприємництва, Східноукраїнський
національний університет
імені Володимира Даля

Зось–Кіор Микола Валерійович,

доктор економічних наук, професор,
професор кафедри менеджменту
ім. І. А. Маркіної, Полтавський державний
аграрний університет

Михайлов Сергій Володимирович,

кандидат технічних наук, доцент кафедри
підприємництва та торгівлі, Київський
кооперативний інститут бізнесу і права

Marova Svitlana,

Doctor of Public Administration, Professor,
Donetsk State University
of Internal Affairs,
<https://orcid.org/0000-0002-7887-4934>

Olshanskyi Oleksandr,

Doctor of Public Administration, Professor,
Volodymyr Dahl East Ukrainian National
University,
<https://orcid.org/0000-0002-1888-7653>

Zos–Kior Mykola,

Doctor of Economics, Professor,
Poltava State Agrarian University,
<https://orcid.org/0000-0001-8330-2909>

Mykhailov Sergii,

PhD in Technical Science, Associate Professor,
Kyiv Cooperative Institute of Business and Law,
<https://orcid.org/0000-0001-5858-4668>

**STATE SECURITY REGULATION OF THE DEVELOPMENT OF AGRO-FOOD ENTERPRISES IN
THE CONTEXT OF ANTI-CORRUPTION, CHANGE AND PROJECT MANAGEMENT
ДЕРЖАВНЕ БЕЗПЕКОВЕ РЕГУЛЮВАННЯ РОЗВИТКУ ПІДПРИЄМСТВ
АГРОПРОДОВОЛЬЧОЇ СФЕРИ В УМОВАХ ПРОТИДІЇ КОРУПЦІЇ, УПРАВЛІННЯ ЗМІНАМИ
ТА ПРОЄКТАМИ**

Марова С. Ф., Ольшанський О. В., Зось–
Кіор М. В., Михайлов С. В. Державне безпеко-
ве регулювання розвитку підприємств агро-
продовольчої сфери в умовах протидії коруп-
ції, управління змінами та проектами.
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The issue of state security regulation of developing enterprises in the agro-food sector is open. It requires additional research into patterns and latent problems, particularly in anti-corruption, change, and project management. The research aims to study the state security regulation of the development of agro-food enterprises in the context of anti-corruption, change, and project management. It is substantiated that the forms of state security regulation of the agro-food sector are: determination of priority areas and objects of development, tax regulation of economic activity, regulation of investment activity through the provision of financial assistance, implementation of the appropriate credit and depreciation policy, regulation of privatization processes, regulation of forms and conditions of financial investment, examination of investment projects in the process of state investment programs. Therefore, regulating the agro-food sector's development should be considered an economic component of the adapted activities of agro-food enterprises to post-war conditions. State security regulation of the development of agro-food enterprises about the means of food self-sufficiency can be defined as the process of creating conditions for the optimal formation and placement of production capacities of the agro-food sector in the structure of the national economy to organize a sustainable supply of food resources, or as the activity of state and regional authorities to the development of state policy food supply, definition and practical application of the mechanisms of its implementation. It has been proven that it is necessary to consider the appropriate restrictions to avoid situations of counterproductive actions to ensure the development of agro-food enterprises as an element of the system of state security regulation. Awareness of the system and the principles of interaction of the system components between themselves and the environment is mandatory for successful changes, particularly in combating corruption. Therefore, limitations can also be considered a source of improvement and growth projects.

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Михайлов Сергій Володимирович, 2023

Keywords: state regulation, economic security, enterprise development, agro-food sector, anti-corruption, change management, project management.

Питання державного безпекового регулювання розвитку підприємств агропродовольчої сфери є відкритим і потребує додаткового дослідження закономірностей і латентних проблем, зокрема в умовах протидії корупції, управління змінами та проектами. Метою дослідження стало вивчення державного безпекового регулювання розвитку підприємств агропродовольчої сфери в умовах протидії корупції, управління змінами та проектами. Обґрунтовано, що формами державного безпекового регулювання діяльності агропродовольчої сфери є: визначення пріоритетних сфер і об'єктів розвитку, податкове регулювання господарської діяльності, регулювання інвестиційної діяльності через надання фінансової допомоги, проведення відповідної кредитної та амортизаційної політики, регулювання процесів приватизації, регулювання форм і умов фінансового інвестування, експертиза інвестиційних проектів у процесі державних інвестиційних програм. Отже, об'єкт регулювання розвитку агропродовольчої сфери слід розглядати як економічну складову адаптації діяльності підприємств агропродовольчої сфери до післявоєнних умов. Державне безпекове регулювання розвитку підприємств агропродовольчої сфери щодо засобів продовольчого самозабезпечення можна визначити як процес створення умов для оптимального формування і розміщення виробничих потужностей агропродовольчої сфери у структурі національної економіки з метою організації сталого забезпечення продовольчими ресурсами або як діяльність органів державної і регіональної влади щодо вироблення державної політики продовольчого забезпечення, визначення та результативного застосування механізмів її реалізації. Доведено, що для забезпечення розвитку підприємств агропродовольчої сфери як елементу системи державного безпекового регулювання потрібно враховувати відповідні обмеження, щоб уникнути ситуацій контрпродуктивних дій. Усвідомлення системності та принципів взаємодії компонентів системи між собою та навколишнім середовищем обов'язкове для успішних змін, зокрема в умовах протидії корупції. Тому обмеження також можливо розглядати як джерело проектів із вдосконалення та зростання.

Ключові слова: державне регулювання, економічна безпека, розвиток підприємств, агропродовольча сфера, протидія корупції, управління змінами, управління проектами.

Statement of the problem in a general form

Today, Ukraine is going through a complex geopolitical process, accompanied by significant transformations of both social and political life, as well as established sectoral connections in the system of the national economy, particularly in the agro-food sector. Due to the military actions and the instability of the grain agreement, the agro-food sector's production, marketing, and social system once again found itself at the point of bifurcation. The previous stage of the restructuring of the agro-food industry on the formation of market relations was highly effective. Therefore, the issue of state security regulation of the development of enterprises in the agro-food sector is open and requires additional research into patterns and latent problems, particularly in the context of anti-corruption, change, and project management.

According to Goldratt's theory of constraints, all types of organizations are systems that are constantly tuned to prosperity, and the task of management is to identify defects in the structure of this system. Goldratt argues that systems are like chains or even chains, and the functioning of the entire system depends on the functioning of the weakest link. Therefore, no matter how the existing processes are improved, only efforts to strengthen the weak link led to noticeable improvements. A weak link is a system constraint; the theory of limitations is a methodology developed to manage such constraints. Therefore, the organization as a system gets the opportunity to work transformations, to improve quickly and consciously [1-11], which is especially relevant for the state security regulation of the development of agro-food enterprises in combating corruption and managing changes and projects.

The purpose of the research

The research is to study the state security regulation of the development of agro-food enterprises in the context of anti-corruption, change, and project management.

Presentation of the main research material

The variety of specific features of the agro-food sector, which determine the critical limitations of the development of the industry, significantly affects the prospects of the industry in terms of the implementation of state goals and objectives; therefore, in our opinion, it is advisable to systematize them according to the following main principal directions:

– Natural limitations. The basis of this group of restrictions is natural factors that quantitatively and qualitatively characterize the resources of the agro-food sector, determining the prospects for their economic development. The influence of natural limitations is analyzed through the study of natural factors of the efficiency of the functioning enterprises in the agro-food sector. Natural conditions are a factor that limits the choice of technical-technological and spatial-planning solutions at the enterprise and significantly affects the operation of its main subsystems. For example, the correct accounting of

finished products allows one to reasonably choose the means of complex mechanization and equipment for carrying out work, in contrast to the consequences of reverse corrupt actions.

- Technical and technological limitations – a group of constraints that characterizes the conditions of synchronization of various links of the technological chain of the primary and auxiliary processes in the production of agricultural products, as well as the limits of effective use of the technical possibilities of regime change. An enterprise in the agro-food sector is a complex system of jointly functioning links that form a single technologically connected chain, condition each other, and include several main and auxiliary processes. Therefore, the need for normal functioning is their connection to production capacity, in the absence of which the downtime of individual technological links is inevitable, leading to decreased production volumes.

- Organizational restrictions – a group of rules reflecting the general level of organizational conditions to ensure maximum equipment performance. The organizational and production limits that hold back the increase in the load on the enterprise of the agro-food sector include those caused by the productivity of the used equipment, the existing organization of work at all the main links, the presence of the necessary front of work, as well as the degree of wear and tear of the equipment.

- Labor and socio-economic restrictions – a group of limitations reflecting social tension and problems of realizing the labor potential of the agro-food sector. Worsening working conditions and low wages at agro-food enterprises reduce the image of the agricultural profession and make it unattractive to young people. As a result, the number of higher education graduates studying agrarian specialties in secondary, professional, and higher education institutions is sharply decreasing. Due to the lack of workers with the necessary qualifications, the introduction of new lines is delayed, and the equipment is improperly operated, which also leads to the limitation of production volumes and processing of agricultural products.

- Transactional restrictions are a group of factors that reflect the influence of the relations of enterprises of the industry with suppliers and consumers on the productivity of the agro-food sector. The dependence of the performance indicators of agro-food enterprises on the conditions of supply of equipment, materials, and spare parts also creates limitations, which are often associated with the purchase of material and technical resources at inflated prices, cooperation with intermediaries, etc., that is, they are under the influence of corruption risks.

Difficulties with product sales, lack of transport, and untimely payments for products also belong to the same group. The increase in the volume of finished products in warehouses increases the duration of the turnover of working capital, leads to the deterioration of the financial condition of enterprises, and as a result – to a decrease in the volume of production.

The development of agro-food enterprises in the context of state security regulation is aimed at eliminating counterproductive actions. The creation of legal, economic, and social prerequisites and the priorities of the state economic policy determine the preferences for the development of the agro-food sector and, together with the main functions of the state, form an updated environment for the development of the agro-food industry for a particular horizon under various scenarios.

So, the specified features of the agro-food sector as an object of state administration allow us to generalize the following alternative concepts of state regulation of the development of the agro-food industry in the conditions of post-war recovery:

- Market concept – the development of agro-food enterprises through private investments and the proceeds from selling products without state support.

The advantage of this concept is the saving of state budget funds, while the financing of the development of the agro-food sector is carried out mainly at the expense of private investments. Budgetary financing of agro-food sector holdings for five years is directed only to environmental protection, restructuring of the agro-food sector, and social support of employees. The negative side of this concept is the lack of influence of state authorities on the determination of production volumes necessary to ensure a sufficient level of food security, the result of which may be the chaotic development of agro-food enterprises, the instability of meeting the needs of the economy in food, the lack of state social guarantees for farmers, which can cause complex social and environmental problems in agrarian regions.

- Budgetary concept – the development of agro-food enterprises mainly at the expense of the state budget, in particular, to partially cover the costs of finished goods without gradually reducing the amount of support. At the same time, the state uses methods of influencing the

development of the agro-food sector by determining production volumes. The negative side of this concept is significant expenses from the state budget to support agro-food enterprises.

– Optimizing concept – effectively restructuring the agro-food sector, increasing production volumes by optimizing state support, ensuring production self-sufficiency, and gradually reducing state support to the minimum amount.

In today's conditions, the problems of activating the state policy for developing the agro-food sector at all levels for carrying out economic reforms in the country are particularly relevant. It is becoming increasingly evident that only under this condition can the national economy take its proper place in the world market environment. After all, the level and dynamics of the development of adaptive nature restructuring processes are determining indicators of the economic state of the country, the ability of society to natural market transformations due to the creation, implementation, dissemination, and practical use of new technology, products, and raw materials, the development of the latest technological processes, modern methods of production organization, its material–technical support, security, etc.

State safety regulation of the development of agro-food enterprises is a process of interaction of functions, objects, management decisions, and regulatory methods, which is aimed at improving the results of the industry and restructuring. In the model of the functioning of the regulatory mechanism of the agro-food sector, the corresponding diagram of the movement of information flows is depicted.

Functions and methods of regulation are determined depending on the objects of regulation. The processes affect management decisions, and those, in turn, make adjustments to the current methods of regulating the activities of the agro-food sector.

The system of state security regulation of the development of agro-food enterprises has a rather complex structure. It covers measures to regulate specific processes and regulatory tools used in certain areas of economic policy.

The whole integrated system of security regulation is aimed at implementing the functions of the vital activity of society, which the state undertakes. Therefore, the system of security state regulation of the development of the agro-food sector should be built according to a hierarchical principle:

1. The functions of the system are established.
2. The directions of economic policy aimed at implementing these functions are determined.
3. The selection of tools for implementing this policy is carried out.
4. Measures to regulate specific processes take place.

Forms of state security regulation of the agro-food sector are as follows: determination of priority areas and objects of development, tax regulation of economic activity, regulation of investment activity through the provision of financial assistance, implementation of the appropriate credit and depreciation policy, code of privatization processes, regulation of forms and conditions of financial investment, examination of investment projects in the process of state investment programs. Therefore, regulating the development of the agro-food sector should be considered an economic component of the adaptation of the activities of agro-food enterprises to post-war conditions.

State security regulation of the development of agro-food enterprises about the means of food self-sufficiency can be defined as the process of creating conditions for the optimal formation and placement of production capacities of the agro-food sector in the structure of the national economy to organize a sustainable supply of food resources, or as the activity of state and regional authorities concerning the development of state policy food supply, definition and practical application of mechanisms for its implementation (Fig. 1).

Along with the definition of functions, it is necessary to outline the principles of state security regulation of the development of enterprises in the agro-food sector:

1. Principle of efficiency. The application of safety state regulation should provide the final economic and social effect, which is manifested in the reduction of costs for the use of resources, the production of competitive products based on the implementation of diversification projects in the agro-food sector or the improvement of the quality of products that were manufactured before the implementation of these measures, the reduction of production costs, the creation of new jobs, and, as a result, to reduce the consumption capacity of the gross regional product.

2. Principle of justice. The market determines the inequality of economic entities, and the state, with the help of relevant regulators, must adjust this system by redistribution in order to establish fair foundations of economic activity through progressive taxation, conducting income support policies, etc. [7-9].

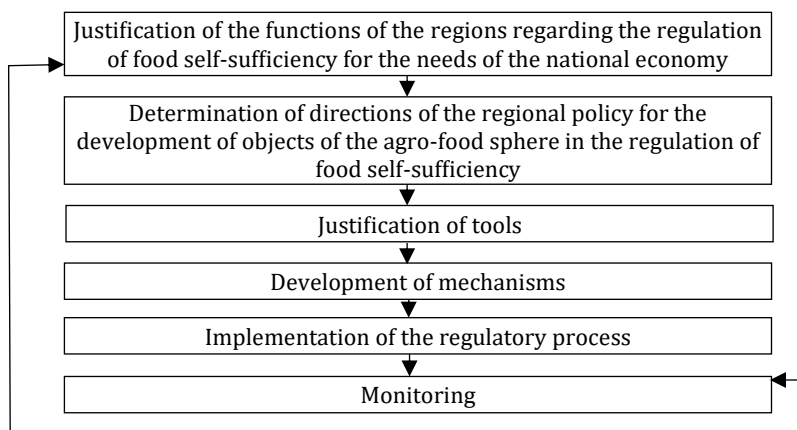


Fig. 1. Scheme of the development and implementation of the process of state security regulation of the development of objects in the agro-food sector in the conditions of change and project management

3. Principle of stability. Ensuring the need to influence the economy of the region in order to equalize the ups and downs of the business cycle, curb unemployment, and support economic growth. With the help of measures of state financial, tax, foreign economic and customs policy, influence is exerted on the sphere of food supply of the region [2; 8].

4. Principle of systematicity. A comprehensive, systematic approach to solving economic, social, environmental and other problems.

5. Principle of adequacy. The system of state regulators of the agro-food sector in the region and

the means of their application should reflect the realities of the current stage of socio-economic and ecological development of Ukraine, taking into account their likely and necessary changes, taking into account the interests of Ukraine as an independent state, as well as an assessment of the general political and economic situation. Achieving the optimal level of state intervention is ensured by the fact that only those economic functions that cannot be effectively performed by the subjects of market relations themselves, even with zero tolerance for corruption, are transferred to the state.

6. Principle of optimal combination of administrative-legal and economic levers. Administrative methods of regulating the agro-food sector must guarantee the formation of an optimal reproduction structure, and the use of economic levers is aimed at stimulating the effective use of resources and solving social problems. The use of economic mechanisms in making management decisions is also envisaged.

7. Principle of gradualness and phasing. During the transition to a new system of state regulation, administrative regulators should change to economic ones as objective prerequisites for economic development are created. The expediency and scale of state regulation in the process of solving national, regional, and industry problems are determined by taking into account the need to take into account time savings and the fastest possible implementation of urgent tasks. First of all, this concerns issues of the development of the agrarian complex, solving the problem of providing the Ukrainian economy with energy carriers, structural restructuring of the agro-processing industry, etc.

8. Principle of ensuring the unity of strategic and current state security regulation. Strategic state security regulation is of national significance, because its purpose is to preserve the economic and social strategic course of the state, which is laid down in the implementation of socio-economic development programs. The goal of current state security regulation is to ensure the implementation of a strategic course in the conditions of a specific economic and political situation, which determines the flexibility of state influence.

It is obvious that state security regulation is implemented with the help of certain mechanisms. In our opinion, this is the orderly and consistent use by state and regional authorities of a complex of methods, methods, levers and tools of influence based on the defined principles of state security

regulation to achieve the goals of the agro-food sector in the sphere of ensuring food security of the branches of the national economy (in particular, uninterrupted and high-quality food supply and provision of related products, availability in terms of price and quality parameters, acceptability in terms of minimal impact on the environment).

Conclusions and prospects for further research

It has been proven that in order to ensure the development of agro-food enterprises as an element of the system of state security regulation, it is necessary to take into account the appropriate restrictions in order to avoid situations of counterproductive actions. On the other hand, modern management practice determines that a large part of modern enterprises forming the agro-food sector are systems capable of self-organization. In addition to improving and transforming the ability to manage the quantity and quality of their products, modern organizations are able to implement transformations by changing their mission and setting strategic goals in accordance with changing environmental conditions. Therefore, awareness of the system and the principles of interaction of the system components between themselves and the environment is mandatory for successful changes, in particular in the conditions of combating corruption. Therefore, limitations can also be considered as a source of improvement and growth projects.

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