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**TOOLS FOR EFFECTIVE MONITORING IN THE MANAGEMENT
OF THE DEVELOPMENT OF THE AIC**

**HERRAMIENTAS PARA EL MONITOREO EFECTIVO EN LA GESTIÓN
DEL DESARROLLO DE LA AIC**

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Abstract

The Russian Federation is now in a state of escalating competition as a result of joining the World Trade Organization (WTO), the formation of a single Euro-Asian economic and customs area, economic sanctions by a number of Western countries and a retaliatory food embargo from Russia, etc. Therefore, the search for new adaptive mechanisms and instruments for institutional support of sustainable agro-industrial activity becomes an inevitable and primary objective for state authorities, the scientific community and business. The paper analyzes the national interests of the Russian Federation in the food sector. Based on a scientific analysis, the author concludes that ensuring food security is associated with overcoming the influence of negative factors that form these threats for the Russian food market leading to a decrease in the number of main types of food products, the absence or deterioration of their nutritional and energy value. According to the author, it is necessary to develop and clarify theoretical, methodological and practical provisions for the development of agro-industrial territorial systems that meet the objectives of ensuring national food security and import substitution of the main types of agricultural products and food. This causes the task of achieving constructive intra-industry and inter-industry cooperation, as well as the formation of an appropriate institutional environment as key factors affecting the sustainability of the agrarian part of the economy. Therefore, we need both new managerial decisions and updated criteria and parameters for the development of the agro-industrial complex at various territorial levels and in the sectoral context. To highlight the problem stated in the article, the author used a synthesized approach that incorporates certain provisions of the institutional, systemic, evolutionary, and strategic approaches to management.

Keywords

Agrarian economy – Monitoring – Management – Food security – Agrarian policy – Competitiveness

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Introduction

Modern tendencies in development of the agrarian economy led to the search for new approaches, principles, methods and forms of management at all levels of public authorities, municipalities and local governments to improve competitiveness and the effective development of the agro-industrial complex at the regions in the country and Russia as a whole.

The multi-facetedness and diversity of threats and opportunities, potentials and risks for the development of the agro-industrial complex and its components in the form of agro-industrial territorial-economic systems (APEC) make the monitoring and forecasting tools much more important in the condition. They provide coordination between the agrarian policy of the state and the regions, on the one hand, and the agrarian business, on another, to which we also include the rural population involved in agricultural activities in the form of personal farms (personal subsidiary plots). We understand APEC as an intraregional territorial system that unites rural territories which evolution of the institutional environment and the peculiarities of the agro-industrial activity have historically formed local structure and the specificity of reproduction processes. Without the smooth running and improvement of such tools, end-to-end consistency in the management of the agro-industrial complex, including the implementation of strategies and targeted programs, will be substantially limited and not comprehensive.

To ensure favorable conditions for the effective development of agrarian production, it is natural to conduct research and summarize the practical experience of introducing and using new organizational partnerships, technologies, economic and financial instruments, and other innovations for effective functioning of the branches and enterprises of the agro-industrial complex of the region.

Results of the study

The peculiarities of national economic development and the current state of its agro-industrial complex make it possible to determine its fundamental role and place in ensuring food security of the Russian Federation, the socio-economic development of the regions, the sustenance of the rural population and the preservation of its traditional patterns of life and thought. The agrarian and industrial complex of the Russian Federation occupies a separate place among the key complexes of material production due to its intended purpose, features and cyclical nature of reproduction processes, composition and organization of its territorial-economic and sectoral structure.

Thus, in modern Russia, the food capacity of the consumer market of the country takes up to 50% of its total volume, and the expenditures for purchasing food is up to 1/3 of the total expenses of Russians. At the same time, agricultural production relies primarily on self-reproducible resources (fertility of agricultural land, the biopotential of agricultural crops and animals)¹.

Negative trends observed to the present reflect the processes of transformation of social relations and reproductive processes; they were most clearly manifested in such

¹ I. N. Buzdalov, "The Agrarian Crisis as a Result of Violation of the Scientific Foundations of Agrarian Policy", Bulletin issued by the Institute of Economics of the Russian Academy of Sciences nu 2 (2014): 7-16.

criteria of socio-economic development of the agricultural sector as the rural population and income, as well as the most important indicators demonstrating the state of ensuring national food security: cattle population, production of meat, milk and milk-containing products, the availability and disposal of agricultural land (tables 1, 2).

Years	1990	1995	2000	2005	2010	2014	2015	2016	2017
The rural population of the country, million people	38.9	40.1	39.5	38.6	37,8	37.1	38.0	37.9	37,8
The rural population share,%	26.4	27.0	26.9	26.9	26.4	25.8	26.0	25.9	25.8

Table 1

The number and proportion of the rural population in the Russian Federation

* The table was compiled by the author according to data posted on the official website of the Ministry of Agriculture of the Russian Federation

According to the analysis results concerning the trends in the development of the agro-industrial complex in the Russian Federation, we can clearly see that during the first ten years of reforms in social and industrial relations, agricultural production indicators fell: by the cattle stock - more than twice, grain - by 42.9%, milk - by 52.4% , and eggs—by 23.7%. By 2010, the share of the agrarian sector in the economy of the Russian Federation decreased from 16% to 3% compared to 1992, and for investments in fixed assets - from 15.9% to 3.3%; the value of fixed assets decreased from 11% to 3%, and the acreage was reduced more than twice².

The measures taken in recent years to stabilize and develop agricultural production have failed to decelerate the downward trend in key indicators of food security (acreage, cattle stock, milk production). At the same time, in 2017, the pre-reform level in cattle and poultry for slaughter was exceeded - 150.9% (due to poultry - 300%, pigs - 103.6%). Indicators of grain production and pig stock approach the level of 1992. In a number of positions, the tendencies of falling indicators are suspended and a slight increase is observed, for example, in terms of sown areas, the sheep and goats stock, and potato yield. In 2017, egg production amounted to 113.2% compared to 1992. At the same time, the decline in the cattle stock (20.6% of the 1992 level in agricultural organizations) continues to be the most problematic area of activity for the Ministry of Agriculture of the Russian Federation³.

Indicators	1992	2000	2000 to 1992,%	2010	2013	2014	2015	2016	2017	2017 to 1992,%
Sown area, million hectares,	108.7	74.2	68.3	56,1	56,1	55.3	55.1	54.7	54.4	50.0
including grain crops	60.0	40.7	67.8	32.0	32.6	32.1	32.1	31.9	31.6	52.7
Cattle stock, million heads, including cows	40.2 13.7	16.5 6.5	41.0 47.5	9.3 3.7	8,8 3.5	8.5 3.4	8.5 3.4	8.4 3.4	8.3 3.3	20.6 24.1

² L. E. Krasilnikova, "Regional agri-food market in the context of the World Trade Organization and the embargo", Scientific Review num 15 (2015): 359–364.

³ L. E. Krasilnikova, "Regional agri-food market in the context..."

Pigs stock, million heads	23.5	8.5	36.2	10.8	14.7	15.6	17.6	18.4	19.9	84.7
Livestock of sheep and goats, million heads	32.7	4.6	14.1	4.4	4.4	4.4	4.4	4.2	4.1	12.5
Cattle and poultry for slaughter (slaughter weight)	5.3	1.8	34.0	4.4	6.0	6.6	7.1	7.5	8.0	150.9
Grain, million tons	104.1	59.4	57.1	47.0	68.9	79.6	76.2	86.2	95.0	91.3
Potatoes, million tons	8.1	2.2	27.2	2.2	3.3	3.8	4.7	4.2	4.2	51.9
Open ground vegetables, mln.	4.5	2.5	55.6	2.1	2.4	2.6	2.9	3.1	3.5	77.8
Milk, million tons	32.2	15.3	47.6	14.3	14.0	14.4	14.7	15.1	15.7	48.8
Egg, billion pcs.	31.7	24.2	76.3	31.3	32.3	32.6	33.4	34.5	35.9	113.2

Table 2

Behavior of APC indicators in the Russian Federation in 1992-2017

* The table was compiled by the author on the basis of Rosstat (Federal State Statistics Service)

The above indicators of the agro-industrial complex and their dynamics give us reason to believe that the current situation is characterized by two defining vectors. The first vector is the continuing instability of the basic parameters of a country's food security, despite a number of measures taken by the state (development strategy, targeted programs, allocated budget subsidies to support agricultural production), that determine the system-wide sustainability of the agro-industrial complex: the availability and condition of agricultural land, the productivity of meat and dairy products⁴.

Let's consider the livestock industry to prove this kind of assumptions. For many years, the increasing of the efficiency of the livestock complex was set as a fundamental task for the Russian agro-industrial complex. The budgetary funds allocated (315 billion rubles) made it possible to achieve a certain positive dynamics. So, from 2009 to 2014 poultry production had increased by 70%, pork - by 34%. At the same time, the cattle stock has decreased by half a million heads. In 2014, the Government of the Russian Federation announced its intention to increase the volume of state support for the livestock industry from 385 to 585 billion rubles by 2020. At the meeting of the government commission on import substitution held in Sochi on October 3, 2015, the position of the Ministry of Agriculture of the Russian Federation was announced that the low efficiency of the livestock industry is due to the fact that department's success in increasing the total number of cattle in agricultural organizations comes to nothing due to the drop in livestock in households⁵.

⁴ L. E. Krasilnikova, "Theoretical Aspects of Building Business Processes on Making Managerial Decisions on Organization of Effective Development of the Russian AIC". Perm Agrarian Bulletin num 1 (2017): 131-136.

⁵ Session of the Government Commission on Import Substitution (October 3, 2015; Sochi) [Digital source]. 2015. Access mode: <http://government.ru/news/19937/#Tkach>.

At the same time, official statistics call into question the credibility of such an assertion (Table 3).

Cattle livestock (of total)	2012	2013	2014	2015	2016	2017
Agricultural organizations	45.5	45.0	44.4	44.5	44.6	44.2
Peasant farms	9.7	10.5	11.0	43.7	42,8	42.4
Households	44.8	44.5	44.6	11.8	12.7	13.4

Table 3

The structure of the cattle population by types and forms of farms, %

* The table was compiled by the author on the basis of Rosstat data

Thus, the indicators of the table indicate the opposite: the share of agricultural organizations in the overall structure of the livestock of cattle is decreasing.

In 2014, there were produced livestock and poultry meat by 4.0% more than in the previous year. In 2015, the same indicator was 5.5%. In 2016 –3.5%; and in 2017 – 4.9%. At the same time, the production of cattle meat in 2014 showed an increase in 1.3%. In 2015, this figure decreased by 0.3%, in 2016 - by 1.9%, in 2017 - by 0.3%. That is, there were remained the negative trends associated largely with the low efficiency of fodder production. At the same time, the volume of production of meat, by-products and semifinished meat in 2017 in the food processing industry increased by almost 33.5% compared to 2013, what confirms the growing dependence on imports of these types of food.

Let us consider in more details such a branch of the Russian livestock complex as poultry farming. Currently, in the world this industry is the most innovative, labor-intensive and fast-moving among the agricultural production sectors; it is characterized by the active introduction of new resource-saving technologies, methods of deep processing of poultry meat, improving the quality and expanding the range of finished products.

Traditionally, poultry products are the main type of food for Russians and there are no problems with their sales. The implementation of the Federal Target Program for the Development of the Poultry Industry for the years 2003-2010 ensured a significant decrease in imports and stimulated Russian producers to increase production volumes. It should be noted that this was achieved, to a large extent, due to large integrated producers, the technological capacities of which were commissioned during the times of the former USSR and the share of production of which in modern poultry farming of the country exceeds 70%. The growth of the industry's indicators was promoted by the increase in incomes of the population, as a result of which the demand for domestic-made poultry meat of higher-quality as compared with the imported from abroad increased.

In many ways, the effective development of the industry was achieved by consistent pursuing since 2002 by the Government of the Russian Federation the objective to reduce imports of chicken legs from the United States and a number of other countries, including through the introduction of sanitary standards and restrictions on the import of products that do not meet Russian quality standards.

The results affected not only the domestic market, but also provided a significant increase in exports. Thus, the main importers of eggs from Russia are Abkhazia, Kazakhstan, Kyrgyzstan, Jordan and Mongolia. According to analysts, by 2020, egg exports could reach US\$ 45.7 million.

Modern economic conditions are a significant factor in reducing the profitability of the industry, including due to the depreciation of the national currency, high feed prices, low purchasing prices of wholesale distribution networks, etc.

Of course, such trends reduce the investment attractiveness of the poultry industry and exacerbate competitive processes, especially when replacing imported products and feed from developed countries with cheaper products from the BRICS countries and Latin America.

The large-scale use of palm fats in the food and processing industries and their widespread use in the falsification of milk-containing products caused a special resonance in the scientific community. With a decrease in the number of cows in 2017 by 59.4% of the 1992 level, milk production decreased only by 34.0%. Note that the increase in milk yield per cow over the same period was much lower. Practically all Russian dairy producers today actively use vegetable fats, imported dried milk, and other ingredients. In 2013-2017 foreign supplies of palm oil and its fractions constantly increased from 659.2 to 891.6 thousand tons. In retail chains, products with its content were everywhere crowded out by food products produced in accordance with the requirements of GOST.

The second vector is an attempt to quickly implement situational opportunities manifested as a result of the introduction of restrictive measures on imported agricultural products and food products from Western Europe, the United States and their allies in the geopolitical and economic global confrontation with Russia, which, in turn, declared economic sanctions against the Russian Federation.

At the same time, due to the well-known political events in Ukraine, there was a sharp decline in trade with this country, including imports of traditionally supplied types of agricultural products. For this reason in many respects, the total grain imports to Russia in 2017 has decreased down to 44.6%, sugar - 26.9%, and sunflower oil - 32.4% (in 2016) compared to 2013.

In addition to the anti-sanction function, the food embargo imposed by the Government of the Russian Federation serves as a way and method to mitigate the negative consequences of accession to the WTO. Despite a number of positive effects (sales, investment, including due to additional budget support), such measures predetermine changes in the structure and volumes of foreign trade turnover, and also cause price volatility and diffusion⁶.

⁶ A. N. Semin, "Lobbying the interests of domestic farmers in the context of international sanctions", Russian Agricultural and Food Policy num 11 Vol: 23 (2014): 12–16; A. N. Semin, "Embargo on food imports – a catalyst for development Russian agricultural production", The Fifth International Conference on Economic Sciences. Venna. 2015; D. Afriyani; C. Sa'dijah; S. Subanji & M. Muksar, "Characteristics of Students' Mathematical Understanding in Solving Multiple Representation Task based on Solo Taxonomy", International Electronic Journal of Mathematics Education, Vol: 13 num 3 (2018): 281-287; M. Golkar; A. Golkar; A. Abbasian Kasgari & E. Hosseini Toudeshki, "Determining the Factors Influencing the Brand Equity from the Perspective of the Consumer in Iran Chocolate Industry (Baraka Chocolate)". UCT Journal of Social Sciences and Humanities Research Vol: 12 num 4 (2014): 65-82 y S. Haghshenas; M. R. Iravani & H. A. B. Nasrabadi, "Study Of Effective Factors On Job Satisfaction Of Omid Hospital Staff In Isfahan City", UCT Journal of Management and Accounting Studies, Vol: 3 num 1 (2015): 15-17.

In spite of the measures announced by the Russian Government, which coordinate and deter the cost of food products and foodstuffs, the expert community predicted a rise in prices by at least 10-15% in early 2014. The prerequisites were factors of demand and the search for new counterparties, the costs of marketing research, the increase in logistics and transportation costs caused by the remoteness of alternative suppliers, etc.

At the same time, for the absolute majority of experts a rather unexpected price change was the sharp fall in oil prices in global markets in autumn 2014 and the ruble exchange rate fall associated with it.

According to the RAS academician A.N. Semin, in order to overcome the difficulties and negative trends that have arisen, the priority areas in the management of the agro-industrial complex in the short term should be:

- Change the wage policy;
- Adoption of regulatory documents on the status, benefits and preferences for young professionals;
- Securing a ban on the import of GMOs into the country;
- Improvement of legislation on land use;
- Antimonopoly measures aimed at easing and eliminating the dictates of wholesale distribution networks;
- Concessional lending to producers and an increase in funding programs for sustainable rural development⁷.

It is important to note that the WTO conditions which envisage a gradual reduction of direct state subsidies do not preclude the financing of scientific research and educational services in the field of agricultural sciences, consulting services, and provision of infrastructure in rural areas. An analysis of the state and current trends in the development of the agro-industrial complex of the Russian Federation suggests that at present both positive and negative processes are taking place. There are certain opportunities for the development laid down by the implementation of the state policy of agrarian protectionism over the past fifteen years. This was particularly significant in the cultivation and production of grain, in poultry and pig farming. Focusing on the export of wheat to a certain extent reduces the opportunities for the development of the feed industry which is the basis for successful functioning of the livestock complex. In the food processing and food production sectors, there is a widespread departure from traditional standards, and ingredients that are limited for use in EU countries are massively used. This is accompanied by the fact that domestic manufacturers seeking to produce European quality products and directing investment funds into new technologies do not withstand competition with enterprises which use food substitutes. As a result, they are not able to occupy the niches vacated in the Russian market as a result of the embargo. In our opinion, with the enthusiasm of the Government for building up gross indicators, the adequacy of state management is reduced in relation to the tasks of ensuring the proper quality of life for the now living and future generations.

⁷ A. N. Semin, "Lobbying the interests of domestic farmers in the context of international..."; H. Saeidi & G. B. Prasad, "Impact of accounting information systems (AIS) on organizational performance: A case study of TATA consultancy services (TCS)-India", *UCT Journal of Management and Accounting Studies*, Vol: 4 num 4 (2014): 412-417 y J. Lobão & C. Pereira, "Looking for Psychological Barriers in nine European Stock Market Indices". *Dutch Journal of Finance and Management*, Vol: 1 num 1 (2016): 189-301.

Conclusion

Modern conditions and adoption by the management of key development parameters transform the system of managerial interactions to follow the updated principles of the agricultural activity organization. In our opinion, active involvement in ensuring import substitution and food security of all participants in reproduction processes, and the adaptation and institutional mechanism of agrarian policy change the management vector orienting the bodies included in the hierarchic vertical of the industry to increase the sustainability of the agrarian economy and territorial-economic systems.

That is, the management system should be redirected to intra-industry and inter-industry cooperation on a long-term basis grounded on a complex of socio-economic, technological, institutional and informational adaptations of agricultural management and business units.

Due to this, a domestic consumer gets access to agricultural products and food products of Russian origin, which fill the market niches, appeared as a result of embargo. In turn, the long-term favorable conditions for increasing the volume of production of the Russian agro-industrial complex is a factor contributing to the reduction of transaction costs, stimulates the innovation and technological re-equipment of the industry, favors the development of logistics and trade.

Of course, the volume and spectrum of interactions are determined by the ability of agricultural business units itself to mutually generate their potentials in the implementation of reproduction processes. The combination of such abilities is revealed by studies of the market capacity, the technological structure achieved, the investment potential, the level of marketing, logistics, and service. That is, the achievement of optimal development depends on a rational combination of interacting entities within the AIC and APEC, as well as in related industries and territories through their subsequent regulation.

This implies the importance of the supporting infrastructure (including the institutional environment) which provides the possibility of introducing modern information technologies, organizing monitoring services and consulting support, creating innovation management structures, attracting intellectual resources and developments of the research sector.

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