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Article



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ON THE PROSPECTS FOR STRATEGIC MANAGEMENT OF SUSTAINABLE DEVELOPMENT OF THE AGRICULTURAL SECTOR OF THE ECONOMY IN THE REGIONS OF THE RUSSIAN ARCTIC

Abstract: *in the article, the authors, after analyzing the methodological and practical provisions on the strategic management of the sustainable development of the agricultural sector of the Russian Arctic regions, proposed the following recommendations for their implementation, namely:*

the need for strategic management of agriculture is due to overcoming the crisis situation in the industry;

the stages of strategic management of the agricultural sector are proposed, including trends, problems and risks of development, SWOT analysis, formulation of a strategic goal, scenario forecast of results, substantiation of priority areas of development, creation of an effective mechanism for the implementation of the Strategy.

The authors believe that the key problems of the development of agriculture in the regions of the Russian Arctic are:

destruction of the material and technical base of the industry due to lack of investment;

increase in depreciation of fixed assets; a sharp reduction in cultivated agricultural land, livestock and poultry, and the number of employees;

deterioration of agricultural land;

the narrowness of the sphere of application of labor due to the reduction of agricultural production and the underdevelopment of non-agricultural activities;

shortage and low quality composition of managers, specialists and cadres of mass professions;

low wages; underdevelopment of engineering, social, innovation and market infrastructure, which allowed them to identify the strategic goals of agricultural development;

ensuring high and sustainable growth rates of agricultural production;

complete self-sufficiency of the population with potatoes and vegetables of the open ground of the local assortment;

increasing self-sufficiency in livestock products;

bringing the level and quality of life of the peasants closer to the urban population.

Key words: *infrastructure, financial condition, stable TEP, agrarian economy, social and economic development, innovations, priorities, profit, investments of regions.*

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Introduction

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Currently, the northern village and the agricultural sector of the Russian Arctic are experiencing a systemic crisis. There is a reduction in the number of rural population, degradation of infrastructure and production potential. In the agricultural sector, especially in the rural periphery, the production of all types of agricultural products is falling. Overcoming the crisis requires the need for strategic management of rural areas and the agricultural sector. The need to develop a strategy for the sectors of the economy of the country and its regions is provided for by the Federal Law "On Strategic Planning in the Russian Federation". On the basis of the conducted studies, methodological approaches to the strategic management of sustainable development of agriculture are proposed. Trends in the development of the agricultural sector, its problems and risks are revealed. Conducted strategic analysis, based on the study of the external and internal environment, the strengths and weaknesses, opportunities and threats for the development of the agricultural sector of the Russian Arctic regions are assessed. The goals of the Strategy were defined, providing for a sustainable growth of agricultural production and increasing self-sufficiency in crop and livestock products. As a priority goal of the long-term development of the industry, it is planned to overcome the disproportion in the standard of living of the urban and rural population. To achieve the stated goals, priority areas for the development of agriculture were identified and (Syktyvkar, Russia) a scenario forecast of the results was made. It has been established that the most acceptable is the optimistic scenario based on innovative modernization, a multi-structural agrarian economy, sustainable development of rural areas, rational within the regional distribution of agro-food production, development of cooperation and integration, improvement of economic relations in the agro-industrial complex. The mechanism of the Strategy has been developed, including the instruments of regulatory, legal, organizational and financial support. The obtained methodological and practical recommendations can be used by regional and municipal authorities of the Republic of Komi in the development of strategies for sustainable socio-economic development of the agricultural sector.

A fruitful life in a harsh climate is possible with good nutrition. The lack of fresh food here has a depressing effect on a person and sharply reduces his

ability to work. Own agricultural production in the regions of the North is aimed at providing the population with meat, milk, sea, river and lake fish, eggs, vegetables, wild plants. These food products are indispensable in the rational nutrition of residents in extreme natural conditions, and are also medicines. The preservation of agricultural production will help solve the problems of employment of indigenous ethnic groups, preserve their historical way of life, contain prices for imported food, sustainable development of rural areas, ensure the country's food sovereignty, and reduce population migration from the regions of the Russian Arctic.

In the course of market reforms in the countryside and in the agrarian sector of the northern region, such problems as the deterioration of the demographic situation, the level and quality of life, the growth of poverty and unemployment, the reduction of social and engineering infrastructure, the reduction in the accessibility of the rural population to social benefits (education, health care, culture, consumer services), the destruction of the material and technical base, a sharp reduction in the production potential in agriculture, the fall in the production of agricultural products.

The change in the negative situation necessitates the search for new mechanisms for the development of the countryside and the leading branch of the rural economy - the agricultural sector. Long-term strategic management is an effective way of stabilizing 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 agrarian sector has been widely developed. When forecasting, many methods are used, including methods of economic and mathematical modeling. In the United States, strategic plans for the development of agriculture are developed by the Department of Agriculture. In the US agrarian strategy in the 21st century, the main goals of agricultural development are four: the production of an abundance of high-quality agricultural products at affordable prices; maintaining a favorable economic climate for farmers; maintaining the family form of farming as the basis of the production system; ensuring a high standard of living for rural residents.

In foreign countries, programming is used as a strategic approach to the development of rural areas. The most complete and complete picture of the models and concepts of rural development in Western Europe, the implementation of this policy with the

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help of state support instruments was carried out by Francesco Mantino.

Currently, in the country as a whole and in the regions of the Russian Arctic in particular, there is no strategy for the development of the agricultural sector. According to I. G. Ushachev, it is necessary to develop and adopt a Strategy for sustainable socio-economic development of the agro-industrial complex of Russia. The regulatory framework for the development of an industry strategy is the Federal Law "On Strategic Planning in the Russian Federation".

It is proposed to develop methodological and practical recommendations for the strategic management of sustainable socio-economic development of the agricultural sector of the Russian Arctic regions.

Strategic management as a scientific direction in relation to socio-economic systems arose in 1960–1970, the main functions of which are the analysis of challenges and threats of the external environment, the setting of strategic goals and the choice of the most effective means of achieving the set goals.

The new encyclopedia defines strategy as “a way of using means and resources aimed at achieving a certain goal and taking into account the conditions of the external environment”. With regard to the agricultural sector, the strategy can be viewed as a system of measures aimed at achieving specific goals and results in the face of challenges and threats from the external environment.

In economic science, the opinion has taken root that planning and forecasting are management functions.

The Federal Law "On Strategic Planning in the Russian Federation" considers strategic planning in the sectoral and spatial aspect. In Art. 19 of the law "Sectoral strategic planning documents of the Russian Federation" it is noted that sectoral strategic planning documents determine the development of a particular

sector of the economy and can be the basis for the development of relevant state programs of the Russian Federation and its constituent entities, target program documents of state corporations, state companies and joint-stock companies with government participation. The process of strategic management of the socio-economic development of the agricultural sector includes several successive stages:

at the first stage, trends in the development of agriculture are considered, its state is analyzed, key socio-economic problems and risks are identified;

at the second stage, a strategic (SWOT) analysis is carried out, based on a study of the external and internal environment, strengths and weaknesses, opportunities and threats to the development of the agricultural sector are assessed;

at the third stage, the goals and objectives of the long-term development of agriculture are determined;

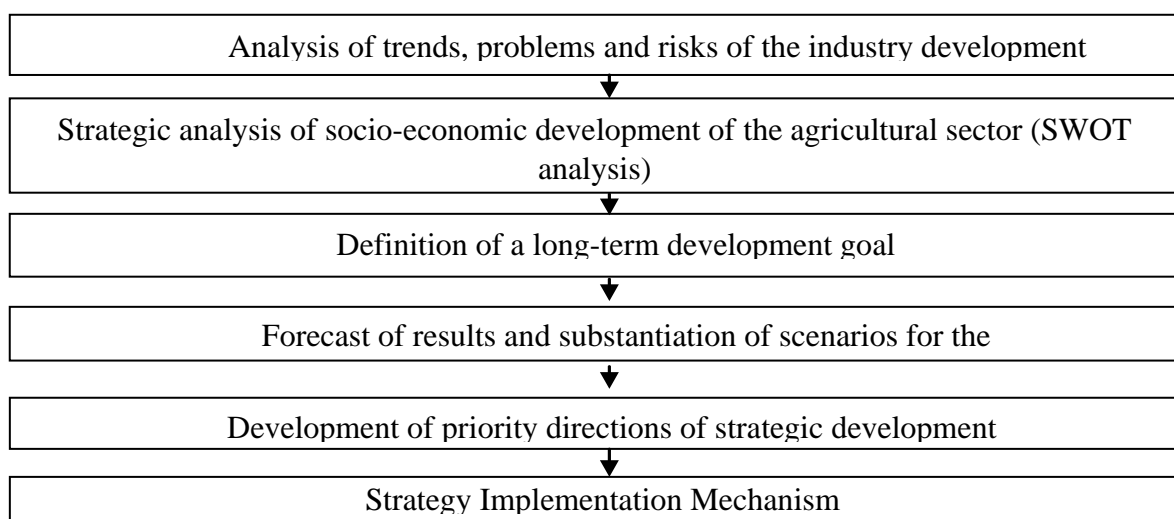
at the fourth stage, a long-term forecast of results is made based on scenario options for the development of the industry;

at the fifth stage, priority directions for the development of agriculture are substantiated;

at the final stage, in order to achieve the set goals, a mechanism for implementing the Strategy is being developed.

The sequence of stages of strategic management of the socio-economic development of the agricultural sector is shown in Figure 1.

Strategic management of the sustainable development of the agricultural sector includes four levels: federal, regional, municipal, level of organizations and farms. For each level of strategic management of agriculture, characteristic problems, factors and conditions that ensure the competitiveness of manufactured products are studied, specific strategic goals and strategic directions of development are determined.



Picture 1. Stages of strategic management of socio-economic development of agriculture

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Main part

The development of strategic management of sustainable socio-economic development of the agricultural sector of the Russian Arctic regions is based on the documents of the Russian Federation that determine the state policy in the agro-industrial complex: Doctrine of food security of the Russian Federation (2001); State program of the Russian Federation "Development of agriculture and regulation of agricultural products, raw materials and food markets for 2020-2025" (2012); State program of the Russian Federation "Development of the fishery complex for 2020-2025" (2014); Strategy for the development of the food and processing industry of the Russian Federation for the period up to 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 Territories of the Russian Federation for 2014-2020 and the period up to 2025" (2013); Strategy for sustainable development of rural areas of the Russian Federation until 2035 (2015); Fundamentals of the state policy for the use of the land fund of the Russian Federation for 2020-2025 (2012); FTP "Development of melioration of agricultural lands in Russia for 2020-2025" (2013). The strategic management of the agricultural sector is also based on the provisions of the State Program of the Republic of Komi "Development of agriculture and regulation of agricultural products,

raw materials and food markets, development of the fishery complex of the Republic of Komi for 2025-2030-2035". The agrarian sector in the narrow sense refers to agriculture. In a broad sense, this concept is identified with the agro-industrial complex (AIC) and its subdivision - the food sector. The agro-food sector of the Russian Arctic regions, which includes agriculture, processing of its products, hunting, fishing, fish farming, picking mushrooms and berries, does not occupy a leading position in the economy. Now the share of agriculture accounts for 1.5% of the gross regional product, 0.4% of investments in fixed capital, 1.2% of the average annual number of people employed in the economy. But at the same time, agriculture performs a variety of economic functions (production, socio-demographic, cultural, environmental, recreational, spatial and communication, social control, political). In the history of the development of agriculture in the regions of the Russian Arctic, the most favorable years were the 1960s-1980s. The analysis of the dynamics of indicators of the efficiency of agricultural production using regression equations showed that in the regions of the Russian Arctic the average annual growth rate of gross output per capita, indicators of crop yields, milk yield, average daily gain in live weight of pigs exceeded similar indicators in the North-West (Figure 2).

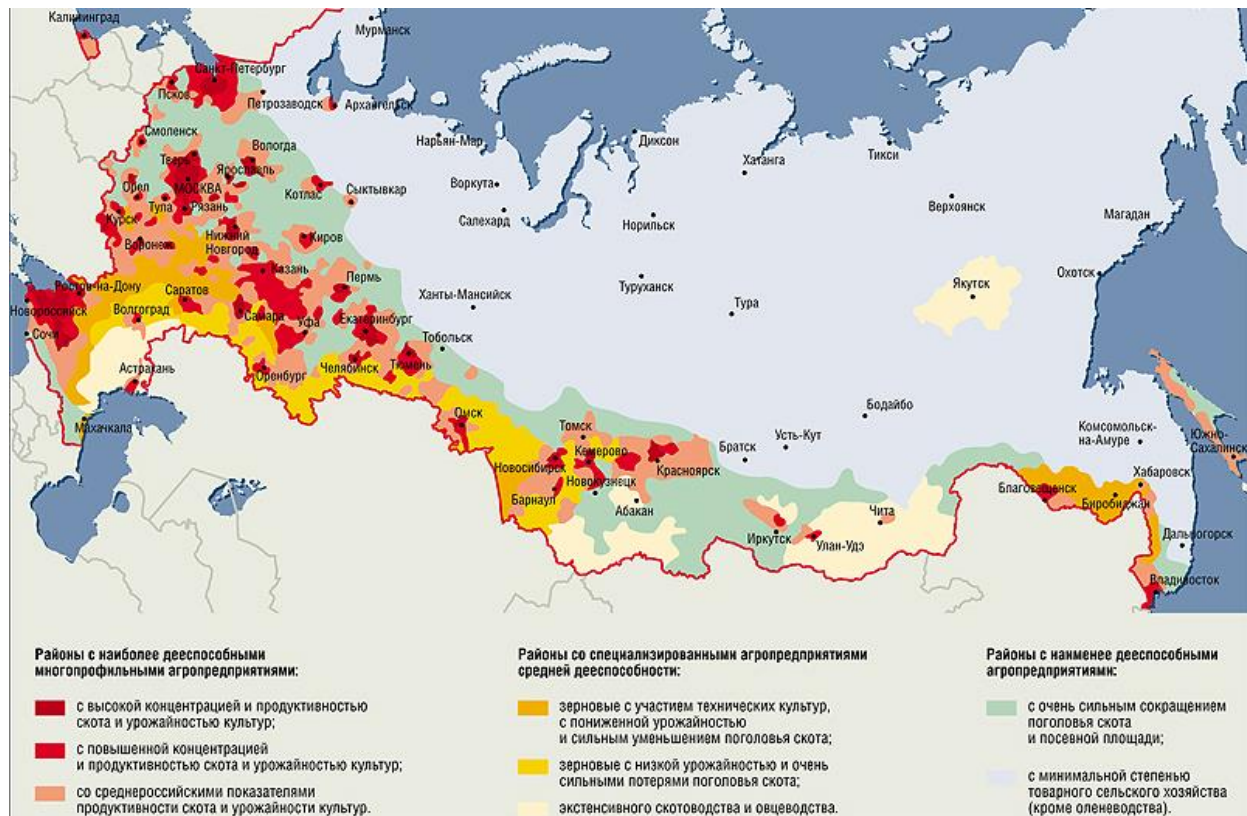


Figure 2. Characteristics of agricultural enterprises in the Russian Federation

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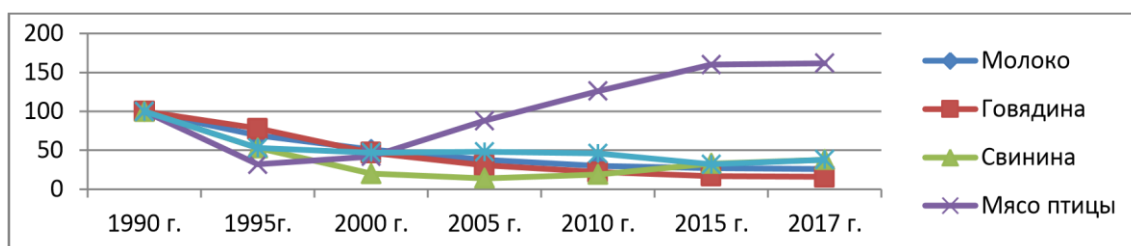
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In the regions of the Russian Arctic, the rates of increasing the volumes of poultry and pork were the highest. For 1970–1990 with a general increase in meat of all kinds by 2.4 times, the production of poultry meat increased by 10.8 times, pork - by 4.2 times. This is the result of a program for the industrial development of poultry and pig breeding.

The market transformation of the agrarian economy was accompanied by a sharp decline in livestock production, especially in the 1990s. (Figure 2). For 1990–2020 the production of cattle meat decreased by 6.6 times, pork - 2, milk - 3.8, eggs - 2.7 times. There was only an increase in the production of poultry meat (59%) due to the development of poultry meat.



Picture. 2. Dynamics of livestock production in all categories of farms in the Russian Arctic regions for 1990–2020 (1990 - 100)

Table 1. Production of livestock products by municipalities of the regions of the Russian Arctic, thousand tons

Products	Peripheral regions		suburban areas		Other areas		urban districts	
	1990	2020	1990	2020	1990	2020	1990	2020
Meat (live weight)	12.8	2.0	21.5	29.3	6.8	1.2	11.9	2.3
Milk	62.9	14.0	51.3	20.1	44.5	9.9	48.4	10.6
Egg, million pieces	1.9	1.7	99.4	110.4	2.9	2.6	261.2	22.6

The highest rates of reduction in livestock production were observed in the peripheral regions of the Russian Arctic regions (Table 1).

As can be seen from the above data, in 2021, compared with 1990, meat production here decreased by 6.4 times, milk - by 4.5 times, eggs - by 11%. In agricultural producers of suburban areas, the increase in meat was 36% and eggs - 11%. The steady decline in the production of beef and veal has affected the decline in its share in the total meat production. The share of cattle meat decreased from 36.5% in 1990 to 8.9% in 2017, while poultry meat increased from 24.1% to 61.0%.

A model of a free market without taking into account the mentality of the peasants, the features of functioning. In the regions of the Russian Arctic for 1990–2020 the number of agricultural organizations decreased by 4.3 times, the number of employees in them - by 7.8 times. The sown areas decreased by 3.2 times, including potatoes - 20, open ground vegetables - 35 times. During the years of reforms, the number of cattle decreased by 8.3 times, including cows - 7.2, pigs - 2.3, poultry - 2.2, deer - 1.5 times. During this period, in agricultural organizations, the production of

potatoes decreased by 33.6 times, vegetables - 6.2, cattle meat - 15.8, milk - 4.8, eggs - 2.7 times. In the households of the population, an increase in milk production was observed until 2000, meat - until 1995. The decline in crop and livestock production was due to a reduction in sown areas and livestock. In 2020 compared with 1990, the sown area in all categories of farms decreased by 2.7 times, the number of cattle - by 5.3 times. A particularly significant reduction in crops and livestock was observed in the rural periphery (Table 2). In peripheral areas, these indicators decreased by 4.2 and 6.2 times, respectively.

The agricultural production of the city district of Vorkuta suffered very seriously. For 1990 - 2020 milk production decreased by 3.5 thousand times, meat - by 6.8 times. During these years, auxiliary farms of industrial enterprises were liquidated. In the city of Vorkuta in 1990, there were seven agricultural enterprises and more than 20 subsidiary plots. They contained 9.5 thousand goals. cattle, including 4.8 thousand cows. There were more than 7 thousand goals. pigs. 13.6 kg of meat, 80 kg of milk and 6.4 kg of greenhouse vegetables were produced per capita. By 2020, only one agricultural enterprise remains in

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Vorkuta. The number of cows was reduced to 2 heads, pigs - to 281 heads.

Table 2. Agricultural lands and livestock by municipalities of the Russian Arctic regions

Indicators	Peripheral regions		suburban areas		Other areas		urban districts	
	1990	2020	1990	2020	1990	2020	1990	2020
Agricultural land, thousand ha	143.7	24.5	93.6	28.3	104.3	22.3	55.9	20.1
including arable land	18.7	5.5	26.6	13.4	30.8	11.1	18.4	8.4
Hayfields and pastures	125.0	17.2	67.0	12.0	73.5	7.4	37.5	9.3
Sown area, thousand ha	21.2	5.0	28.2	13.4	33.7	10.6	17.5	8.2
Number of cattle, thousand heads	56.3	9.1	42.8	10.7	25.2	6.2	32.3	4.1
including cows	22.8	4.4	17.8	4.8	9.7	2.8	13.9	2.3
Pigs, thousand heads	17.9	0.6	44.5	35.6	29.0	1.8	33.6	1.9
Sheep and goats, thousand heads	21.2	5.8	8.9	2.6	12.1	3.6	3.3	1.1
Reindeer, thousand heads	41.0	9.91)	-	-	-	-	82.7	83.8

Agrarian reforms were accompanied by a decrease in the coefficient of food self-sufficiency. For 1990 - 2020 the level of self-sufficiency of the population for meat and meat products decreased from 39 to 35%, for milk and dairy products - from 40 to 24%, for eggs - from 94 to 55%, for potatoes - from 68 to 51%, for vegetables increased from 16 to 21%.

In connection with the implementation since 2006 of the priority national project "Development of the Agro-Industrial Complex", a number of positive trends have emerged in the agricultural sector. As a result of the growth in investment volumes, a number of investment projects have been implemented. For 2010 - 2020 additional premises for cattle for 3.8 thousand and for pigs for 1.23 thousand cattle places were introduced. In the regions of the Russian Arctic, the implementation of measures to improve living conditions in rural areas continues.

However, the current socio-economic state of the agricultural sector, primarily peripheral (remote) rural areas, is characterized as unstable, which can take on an extremely negative form associated with the elimination of agricultural production and the reduction of the inhabited rural area. The main economic problem of the agricultural sector remains the extremely unsatisfactory state of its material and technical base due to investment insufficiency. In the first half of the 1990s. the volume of investments in the fixed capital of agriculture decreased by 2.1 times. In the last 17 years, there has been no steady growth in investment. In 2020, they are 16% lower than in 2016. During the years of market transformations, the depreciation of fixed assets has almost doubled and reached 46%. In most rural areas, the fixed assets of the industry are worn out by 70-80%. The rate of commissioning of individual production capacities

decreased sharply due to new construction, expansion and reconstruction. If the commissioning of premises for cattle in 1990 was 2.8 thousand places, then on average for 2017–2020. - 0.6 thousand

Purchase of technical means has significantly decreased. As a result, the tractor fleet for 1990 - 2020. decreased by 12 times, sowing machines - 14.2 times, balers - 5.7 times, forage harvesters - 4 times, potato harvesters - 18.1 times, machines for applying solid organic fertilizers - 39.1 times, machines for applying liquid organic fertilizers - 13.8 times, milking machines - 10.2 times, the volume of energy capacities - 7.7 times.

The multiple reduction in the acquisition of technical equipment had a negative impact on their renewal. The implementation of the national project "Development of the Agro-Industrial Complex" (2006) contributed to some improvement in the ratio of the coefficients of renewal and disposal of equipment (table 3).

The existing equipment is catastrophically outdated. The data of the 2020 All-Russian Agricultural Census showed that in agricultural organizations, only 11% of tractors have a life of up to 4 years, 68% of equipment - 9 years or more. In farms and individual entrepreneurs, the indicators of the age structure are slightly better: the share of tractors under the age of 4 years is 21%, and 9 years and more is 43%.

An extremely small proportion of agricultural producers in the Russian Arctic regions use innovations. The results of the 2020 agricultural census show that only 1.8% of agricultural organizations and 0.3% of farms and individual entrepreneurs used the drip irrigation system; individual feeding of livestock - 12.3 and 7.3%, the

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method of cage-free poultry keeping - 1.8 and 3.5%, treatment facilities on farms were owned by 19.3% of agricultural enterprises and 3.5% of peasant farms and

individual entrepreneurs, the system of water disposal and treatment of industrial effluents - in 24.6 and 3.8%.

Table 3. Coefficients of renewal of the main types of equipment in agricultural organizations of the regions of the Russian Arctic

Type of equipment	1990	1998	2000	2007	2009	2011	2013	2015	2017	2020
			<i>Refresh rate</i>							
Tractors of all brands	10.0	2.0	5.0	1.6	3.1	6.3	2.8	3.8	1.3	4.1
Forage harvesters	16.1	4.4	4.1	4.8	9.1	11.8	5.8	3.5	2.0	14.3
Potato harvesters	19.6	0.5	2.2	-	-	31.3	-	7.1	9.1	-
Milking machines	14.3	2.0	1.7	2.0	-	3.1	1.1	4.4	6.1	5.2
			<i>Retirement rate</i>							
Tractors of all brands	9.4	11.3	10.0	7.6	8.5	3.2	4.4	6.5	3.7	2.0
Forage harvesters	7.5	36.7	5.3	25.0	-	6.8	3.9	1.7	12.3	14.0
Potato harvesters	17.1	10.8	17.8	6.6	-	9.1	-	6.3	14.3	-
Milking machines	9.7	19.1	8.9	21.5	2.9	2.0	4.2	13.0	9.3	2.0

The main factors hindering the use of innovative technologies are: the difficult financial situation of agricultural organizations, the lack of the necessary own funds, and the unavailability of bank loans. At present, even taking into account subsidies, almost half of the agricultural organizations of the republic are unprofitable. They are the ones who need the most investment. In 2020, the level of profitability of assets of agricultural organizations amounted to 7.3%, of sold products - 6%. Moreover, the profitability of organizations for 2010-2020. tended to decrease.

In crop production, the agrochemical and water-physical properties of the soil are deteriorating, the areas of swampy and bushy lands are increasing due to the destruction of drainage systems and the cessation of reclamation work from 2007 to 2020. The application of mineral and organic fertilizers has sharply decreased. For 1990–2020 the application of mineral fertilizers in terms of 100% nutrients per 1 ha of crops fell from 135 to 12 kg, organic - from 18 to 3.8 tons. In 2020, 23% were fertilized with mineral fertilizers, and 11% of crops were fertilized with organic fertilizers, in 1990 these figures were 81 and 26%, respectively. The areas of meadows and pastures fertilized with mineral fertilizers have especially sharply decreased. If the area under agricultural crops fertilized with mineral fertilizers decreased by 9.3 times, then the fertilized areas of natural fodder lands - 130 times. As a result, the removal of nutrients from the soil with the crop exceeds their application.

During the period of market transformation, the number of people employed in agriculture decreased by 6.8 times. The outflow of workers from agriculture

has led to a shortage of qualified personnel in the industry.

An analysis of the qualitative composition of managers, specialists, and cadres of mass professions in the agricultural sector showed their insufficient readiness to introduce innovations into production. According to the 2020 agricultural census, the share of employees in agricultural organizations with higher education accounted for 9.5%, with secondary vocational education - 20.7%, and initial vocational education - 27.6%. The level of professional education of heads of small business forms remains extremely low. The proportion of heads of peasant farms with higher agricultural education is only 7% against 41% for heads of agricultural organizations.

During the period of market reforms, social problems in the countryside became more acute. For 1990 - 2020 due to outflow and natural decline, the rural population decreased by 116.4 thousand people, or by 38%. Mortality in the countryside exceeds the birth rate by 13%. The mortality rate of the rural population is 1.5 times higher than that of the urban population. This indicator has grown from 9.5% in 1990 to 16.7% in 2020. There is a process of depopulation of rural areas. Rural residents move from small to large settlements, regional centers and cities with a more developed engineering and social infrastructure. The persistence of the negative demographic situation in the countryside will lead to a reduction in the number of labor potential and in the future will become a factor limiting the development of the rural economy.

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Market reforms have deepened income differentiation between workers in agriculture and other industries. In the industry, wages are almost two times lower than the average national level (56%), 3.2 times lower than in mining industries. In many rural areas it is well below the subsistence level. It should be noted that in 1984 the level of the average monthly salary of agricultural workers in relation to the average for the national economy was 84%. The rural engineering, social, market and information and consulting infrastructure is extremely underdeveloped. In rural areas, most of the roads are unpaved. On-farm paved roads account for 37%. 84% of the rural population lives in non-gasified settlements. Only 9% of agricultural organizations are connected to gas supply networks; 10% of agricultural enterprises receive electricity from autonomous diesel power plants.

During the years of market reforms, many schools and preschool institutions, shops, catering establishments, clubs, and complex reception centers were closed. The share of dilapidated and dilapidated housing stock in rural areas is 15.6% against 1.4% in the city. The proportion of dilapidated and dilapidated premises is especially high in such remote areas as Troitsko-Pechorsky (41% of the total housing stock), Koygorodsky (35%), Ust-Kulomsky (34%).

The formation of agrarian consulting system has not been completed in the republic. At present, the information and consulting department functions as part of the Ministry of Agriculture and the Consumer Market. There is no agricultural consulting at the municipal level. This hinders the access of small forms of agricultural structures and rural residents, especially in remote areas, to information and consulting services. The creation of inter-municipal counseling centers will increase the coverage of small forms of agricultural producers and the rural population with information and consulting services, and the dissemination of innovations for them.

Key risks stemming from both external and internal conditions include:

- the impact of unfavorable external conditions (Russia's accession to the WTO, sanctions, rising inflation);
- maintaining disparity in prices for agricultural products and industrial products;
- reduced financial support, access to credit resources;
- risks of high concentration of large agricultural enterprises in urban and suburban areas, which is associated with the inability to produce organic products, the emergence of negative effects on the environment and the health of food consumers;

- the trend of the outflow of qualified personnel from the agricultural sector;
- the risk of a decrease in the labor potential associated with a reduction in the number and with the aging of the rural population. The continuation of this trend in the future will become a factor limiting the development of the agricultural sector;
- uneven development of rural municipal districts, which led to a significant gap in the indicators of production, labor productivity, and the level of income of the population. In order to prevent sharp fluctuations from intensifying, it will be necessary to differentiate the instruments and mechanisms of development.

The development of the Strategy involves the identification of strengths and weaknesses, opportunities and threats to the development of agriculture. SWOT analysis of the development of the agricultural sector in the regions of the Russian Arctic is shown in Table 4.

As favorable conditions and competitive opportunities for agriculture in the northern region, we note the following. The agro-natural potential of the southern and central regions ensures the efficient production of potatoes, local vegetables, and fodder. Agro-climatic resources make it possible to obtain, using modern technologies, potato yields of 200 - 300 centners / ha, vegetables - 300 - 400 centners / ha, cereals (in the southern regions) - 20 - 30 centners / ha, perennial grass hay - 40 - 50 centners / ha ha.

In the regions of the Russian Arctic, there are favorable conditions for the development of greenhouse vegetable growing on an industrial basis using heat waste from gas compressor stations. The heat of such stations can also be used for artificial drying and briquetting of herbs.

The composition of agricultural land is dominated by natural hayfields and pastures. There are 3 hectares of fodder land per hectare of arable land in the rural periphery, which makes it possible to successfully develop cattle breeding. Of particular economic value are large tracts of floodplain meadows, the potential for collecting fodder from which exceeds 150 thousand tons of fodder units. To improve the food supply of the population, there are significant fish resources and potential opportunities for increasing the collection and processing of wild plants.

Promising opportunities exist for the production of organic (ecological) products. In addition to organic agricultural products, wild plants (mushrooms, berries, birch sap, wild honey, medicinal herbs) can be collected on vast ecological territories. The production of ecological products is a strategic goal for the development of agriculture.

Table 4

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SWOT-analysis of the development of the agricultural sector of the Russian Arctic regions

<i>Strengths</i>	<i>Weak sides</i>
<i>1</i>	<i>2</i>
Competitiveness of traditional northern industries in the national and international markets High demand and guaranteed consumption of local products Significant natural and labor resources Long daylight hours during the growing season, good supply of plants with moisture High genetic potential of cattle Favorable conditions for the production and export of organic products Existence of significant potential of agricultural science	Unfavorable natural conditions for agriculture Low availability of agricultural resources High dependence of livestock production on the supply and market conditions of concentrated feed Outdated technologies and equipment Shortage, low professionally qualified personnel Low level of innovative activity of agro-food organizations Insufficient level of management Inefficient mechanisms for the territorial distribution of financial support Lack of a clearly defined development strategy Limited access of agricultural producers to the markets of material, technical, financial and information resources, markets for finished products. Low quality of the rural living environment (underdevelopment of infrastructure, improvement, services) The low standard of living of the peasants Unsustainable sales of agricultural products, displacement of local producers from food markets Low labor productivity, crop yields, livestock productivity Insufficient competitiveness of agricultural and food products
Increasing the production of local products Transition to international standards of product quality and safety Creation of integrated structures in the system of production, processing and sales of products Availability of budgetary funds to accelerate the modernization and integrated development of rural areas Participation of industrial enterprises in the financing of agricultural and rural development Active state and municipal policy of stimulating the agri-food sector	Physical and moral obsolescence of the material and technical base Deterioration of agricultural land Dependence of food production on imported technologies Reduction of biological resources The outflow of qualified personnel The decrease in the number of the rural population, its aging will in the future become a barrier to the development of the agrarian economy Impact of unfavorable external conditions (sanctions, economic crisis, price disparity) Reduced financial support, access to credit resources Deterioration of the socio-economic situation in the countryside due to the curtailment of agricultural production

The products of traditional industries (reindeer breeding, fishing, hunting, picking wild mushrooms and berries) are competitive not only in the regional, but also in the national and international markets. In addition to deer meat and products of its processing, antlers, endocrine-enzyme raw materials and deer blood are in great demand abroad, primarily in Asian countries.

The industrial nature of the economy is a prerequisite for the technical, technological and socio-economic development of the agrarian sector, which makes it possible to direct significant financial resources for the modernization of the industry and the integrated development of rural areas. In the regions of the Russian Arctic, there is a fairly developed potential of agricultural science.

Weak sides and threats to the development of agriculture are:

- unsatisfactory state of the material and technical base;
- reduction of biological resources;
- shortage and low level of qualification of personnel;
- low quality of life of peasants;
- unfavorable external environment;
- preservation of disparity in prices for agricultural products and industrial products;
- inefficient state support mechanisms, unavailability of concessional loans;
- infrastructure underdevelopment.

The main strategic goals of the socio-economic development of agriculture in the regions of the Russian Arctic are:

- ensuring high and sustainable growth rates of agricultural production;

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- full self-sufficiency of the population with potatoes and vegetables of the open ground of the local assortment (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 the peasants closer to the urban population.

When scientifically substantiating the prospects for the development of the agricultural sector and food self-sufficiency of the population of the northern region, one should proceed from the limited possibilities for the production of agricultural products on the spot due to adverse extreme conditions, low availability of biological resources, and underdevelopment of rural infrastructure.

Due to the difficult natural and economic conditions for the development of agriculture for the regions of the Russian Arctic, as well as other subjects of the North of Russia, the principle of self-sufficiency in food is unacceptable. However, the production of basic foodstuffs under favorable conditions is an objective necessity in the North in the foreseeable future. Priority areas for the development of agriculture and trade: production of socially significant food products - potatoes, local vegetables, whole milk, fresh meat, dietary eggs; preservation and development of traditional industries, as well as the collection of wild mushrooms and berries and their processing.

Three scenarios were chosen as a long-term forecast for the development of the agricultural sector: pessimistic, basic, optimistic. The expected results of the implementation of scenarios for the period up to

2035 in comparison with the current state are described in Table 5.

The pessimistic scenario reflects the development of agriculture in the context of persisting unfavorable external factors, disparity in prices for agricultural and industrial products, investment insufficiency, limited budget support, reduced access to soft loans, a worsening demographic situation in the countryside, and an increased outflow of qualified personnel from the industry. This option assumes an increase in crop production and a decrease in the production of milk, poultry, pork and eggs. Self-sufficiency in food will remain at the same level. The pessimistic scenario is unacceptable, since it does not ensure the growth of self-sufficiency in food, a significant increase in the incomes of peasants, and may lead to further depopulation of rural areas.

The basic option assumes some growth in production through the implementation of measures to modernize the agrarian economy and rural infrastructure, strengthening state support for the industry. The level of self-sufficiency in food products will increase slightly.

The most acceptable is the optimistic scenario for the development of agriculture. 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.

Table 5. Forecast of target indicators for 2035 under different scenarios for the development of agriculture in the regions of the Russian Arctic

Index	2020	Expected results in 2035		
		Pessimistic	Base	Optimistic
1	2	3	4	5
Share of investments in fixed capital of agriculture, %	0.6	0.5	0.7	four
The share of agriculture in the gross output of the region, %	1.5	1.4	1.6	2.4
Share of agricultural organizations using innovations, %	ten	21	36	fifty
Production, thousand tons Potatoes	35.5	98.6	116.3	190.4
Vegetables	16.8	22.2	26.8	51.6
Meat (dec. weight)	23.8	21.9	23.0	31.1
Including Beef and veal	2.1	2.1	2.4	9.5
poultry meat	14.6	14.2	14.9	15.3
Pork	6.2	5.4	5.8	6.8
Venison	0.7	0.7	0.9	1.1

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Milk	54.7	53.8	62.3	102.3
Egg, million pieces	137.1	118.1	121.2	168.7
Cultivation area, thousand ha Potatoes	4.1	4.0	4.7	8.3
Vegetables	0.6	0.5	0.8	1.3
Livestock and poultry, thousand heads Cattle	32.9	30.1	42.4	53.5
including cows.	14.4	13.6	16.7	24.5
Pigs	40.0	38.1	43.5	50.2
deer	93.7	90.4	106	122
Bird	1689.1	1616	1950	2105
Share of agricultural structures in production, %				
Agricultural organizations	72	72	75	78
Households of the population	23	22	17	12
Peasant farms	5	6	eight	ten
Average monthly salary in agriculture, thousand rubles	29.2	35	56	70
Level of food self-sufficiency, % Potato	51	78	90	Complete self-support
Vegetables	21	24	27	45
Meat and meat products	35	35	37	46
Milk and dairy products	24	24	25	41
Eggs and egg products	55	55	57	72

For the optimistic scenario by 2035, the following targets are planned:

- the growth of the average annual growth rate of agricultural production should be at least 3%;
- the share of agricultural organizations using innovations should be increased to 50%;
- to increase wages in agriculture by 2.4 times and bring them up to 70,000 rubles;
- fully provide the population with potatoes and other open-ground vegetables of the local assortment (except for early products), expand the production of greenhouse vegetables, increase the self-supply of meat and meat products up to 46%, milk and milk products - up to 41%, eggs - up to 72%. 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 of development is the use of selection - genetic, technical - technological, organizational - economic and socio-economic innovations that form the fifth and sixth technological modes in the agri-food sector. Innovation should be carried out not only in collective and peasant farms, but also in rural households, whose role in the conditions of cyclical economic crises is great. Small enterprises may be more receptive (compared to large enterprises) to the use of innovations. The use of these types of innovations will ensure the growth of

innovative activity of economic entities in the agrarian sector.

Innovative activation is associated with the transformation of the agricultural sector of the economy into its innovation system, the key elements of which are state authorities, the research sector, agricultural education, agricultural organizations, peasant farms, the rural population and innovative infrastructure. The formation and development of the main elements of the innovation system of the agricultural sector should take place with the active participation in the financial support of state authorities and local governments.

It will also require 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 peasant farms, forming a network of information and consulting services as a transfer innovations in agricultural production.

One of the priorities is the formation of a multi-structural agricultural production. During the forecast period, all forms of management will participate in the production of agricultural products. But the main producers of the most capital-intensive livestock products will remain medium and large agricultural

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enterprises integrated with the processing industry. Large agricultural organizations will be concentrated in suburban areas and rural areas with good transport accessibility to provide the population with whole milk and dairy products, meat, eggs and fresh greenhouse vegetables, medium ones - in remote rural areas.

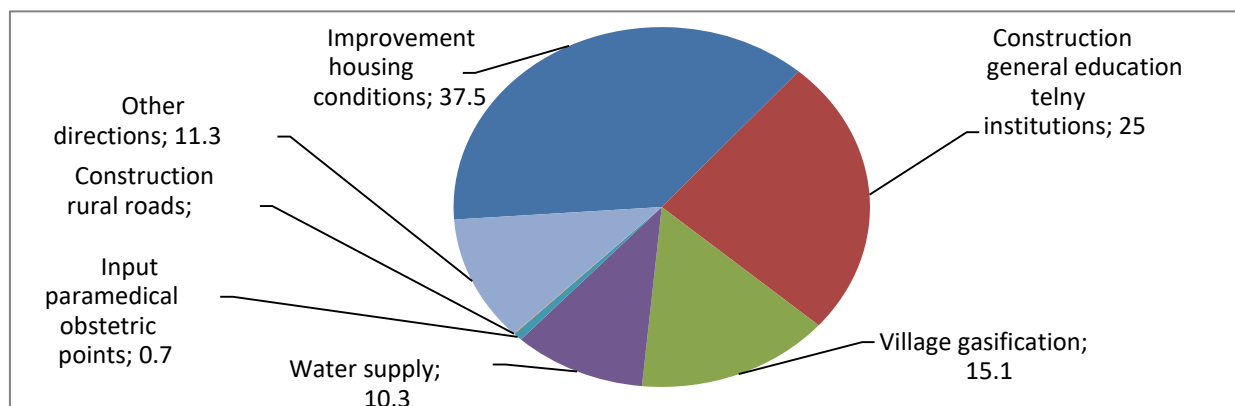
The small-scale commodity sector should not be considered as an alternative to large-scale and medium-sized agricultural production, but as a complementary one, allowing to more fully reveal the potential of agriculture. In the forecast period, in our opinion, the farming way of life will not receive significant development. The formation of a peasant (farm) economy requires large investments to create a material base and infrastructure, a lot of time and competent work in market conditions. By 2035, its share in the gross output will be 6-10%.

The role of private households of citizens in the formation of food resources due to the reduction of rural households, the deterioration of the demographic situation in the countryside, the aging of the rural population and the decrease in the proportion of able-bodied persons in it, the low efficiency of production based on manual, low-skilled physical labor, will be reduced. Over the past 20 years, in the households of the population of the regions of the Russian Arctic, acreage, livestock and production have been declining. Since 2005, there has been a steady downward trend in their share in gross output.

The most important direction in achieving the intended results is the social development of rural areas. Social processes in the countryside are currently regulated by the strategy for the sustainable

development of rural areas until 2035 and the federal target program with the same name until 2025. However, these documents on the problems of sustainable development of rural areas are not solved in a comprehensive manner, they do not develop mechanisms for ensuring employment and increasing the incomes of the rural population, little attention is paid to the participation of rural residents in the implementation of activities. The volume of financial resources does not correspond to the stated goal of ensuring a stable improvement in the quality and standard of living of the rural population. Of the total budget funds (1954 million rubles) allocated in the period 2003-2020. for the development of rural infrastructure in the regions of the Russian Arctic, only 0,

Sustainable development of rural areas involves improving the living conditions of the population, searching for optimal options for the regions of the Russian Arctic to combine large, medium and small businesses, increasing the role of the state and differentiation of tools and mechanisms in rural development, diversifying the rural economy and developing non-agricultural activities. In the regions of the Russian Arctic, the development of non-agricultural activities can occur in the following areas: organization of local industry; integration of agriculture and forestry; procurement and processing of wild mushrooms and berries, medicinal plants and other natural raw materials; development of trades and crafts; rural tourism; commercial, domestic, social and cultural services for the rural population; landscape maintenance; environmental protection.



Picture 3. Structure of budget expenditures for the development of rural infrastructure in the Russian Arctic regions for 2003-2020, %

An important strategic direction is the rational intra-regional distribution of agro-industrial production. In the Far North, due to unfavorable agro-climatic conditions, poor agricultural development, reindeer breeding and dairy cattle breeding will be further developed. Reindeer breeding and cattle

breeding are to be developed in the northern agricultural zone, and the cultivation of potatoes and vegetables in the households of the population. In the central and southern agrarian zones, with the most favorable agricultural conditions, it is planned to deepen the specialization and concentration of the

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production of milk, poultry meat, cattle, eggs, potatoes and vegetables. Part of the manufactured products will be directed to improving the provision of the population of the Arctic and near the Arctic territories of the republic,

It is very important to link the improvement of the location and specialization of agricultural production with the development of the processing of agricultural raw materials.

It will be necessary to create a closed cycle of agricultural production, its processing and food sales through its own trading network.

The priority should be the development of all types of cooperation (agricultural, consumer) for medium and small forms of management and the rural population.

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

- increase in the volume of financial resources for the agricultural sector of the rural periphery at the expense of budgetary funds and the redistribution of subsidies from agricultural organizations that are self-supporting and self-financing;

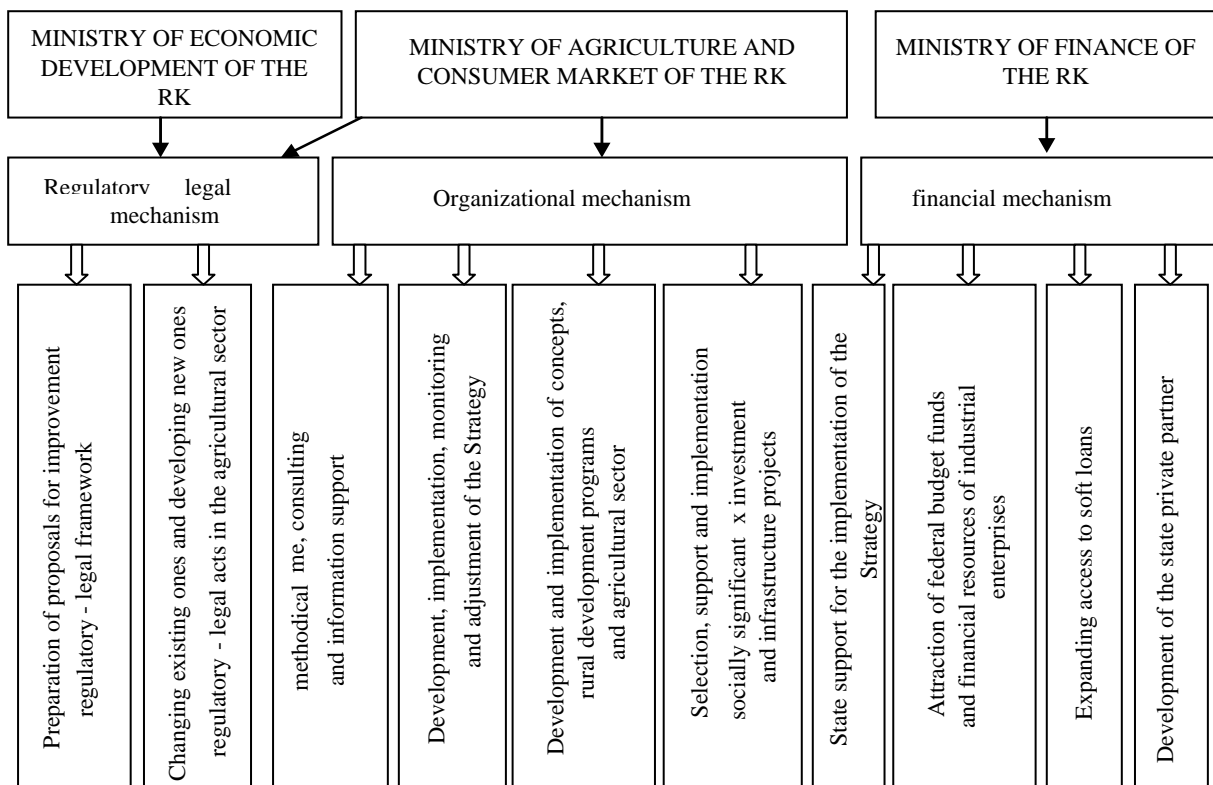
- supporting investment activities by increasing direct public investment and expanding access to concessional lending;

- elimination of disparity in prices for agricultural products and means of industrial production;

- reduction of the tax burden on agricultural business entities;

- stimulation of domestic demand for agricultural products by improving the contract system, which provides priority in the purchase of products to regional and municipal funds of local products used to provide the population with biologically valuable food, free meals for children and schoolchildren and the sale of food stamps to the poor, as well as the elimination of the monopoly of procurement, intermediary and processing structures by transferring the cycle of production, processing and sale of products to a cooperative basis.

Achieving the goals of the Strategy involves the creation of an effective mechanism for the strategic management of sustainable socio-economic development of the agricultural sector. Regulatory, organizational and financial mechanisms of the Strategy for the development of the agricultural sector are presented in Picture 4.



Picture 4. The mechanism of strategic management of sustainable development of the agricultural sector of the Russian Arctic regions

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The legal mechanism provides for the preparation by the Ministry of Economic Development and the Ministry of Agriculture and the Consumer Market of the Russian Arctic regions of proposals for improving, amending and developing new regulatory documents in the agricultural sector. As a result, an effective legal mechanism for the implementation of the Strategy will be created.

The organizational mechanism provides methodological, consulting and information support, implementation and monitoring of the Strategy, communication of concepts, state programs for the socio-economic development of rural areas and the agricultural sector as part of the strategic management of the industry. An important direction of the organizational mechanism is the selection, state support and implementation of socially significant investment and infrastructure projects. Taking into account changes in external and internal conditions, the Strategy must be periodically adjusted.

Achieving the target strategic indicators will be possible with financial support for the implementation of the Strategy. The main financial instruments for the implementation of the Strategy for sustainable socio-economic development of the agricultural sector are: financial resources of the republican budget; strengthening and participation of municipal budgets in state support for the implementation of the Strategy; targeted co-financing of state programs for rural development, priority investment projects at the expense of the federal budget; financial resources of industrial enterprises of the region; own funds of agri-food business entities; available concessional bank loans. Active participation in the implementation of socially significant investment projects is assigned to public-private partnerships.

The Ministry of Agriculture and Consumer Market annually submits to the heads of the Russian Arctic regions a report on the implementation of the results of the implementation of the Strategy. In case of non-fulfillment of the planned indicators, the reasons and factors hindering the achievement of the planned results are indicated. Depending on the achievement of target indicators, proposals are submitted for consideration by the regions of the Russian Arctic on adjusting the Strategy.

Conclusion

The study of methodological and practical provisions on the strategic management of sustainable development of the agricultural sector of the northern region allows us to draw the following conclusions and recommendations:

1. The need for strategic management of agriculture is due to overcoming the crisis situation in the industry. Currently, both at the country level and in the regions of the Russian Arctic, there is no strategic management of the sustainable development of rural areas and the agricultural sector. Strategic

management should eliminate the prevailing approach to solving current tactical problems and be directed to the performance of the countryside and agriculture of diverse national economic functions.

2. The stages of strategic management of the agricultural sector are proposed, including trends, problems and risks of development, SWOT analysis, formulation of a strategic goal, scenario forecast of results, substantiation of priority areas of development, creation of an effective mechanism for the implementation of the Strategy.

3. An analysis of the development of agriculture shows a steady growth trend in agricultural production over the 30-year period preceding the market reforms. The market transformation of the agrarian economy was accompanied by a reduction in the production of milk, beef, pork and eggs. There was an increase in the production of poultry meat as a result of the modernization of the poultry meat industry. The highest rates of reduction in livestock production were among agricultural producers in the rural periphery, which have significant production potential.

4. The key problems of the development of agriculture in the regions of the Russian Arctic are: the destruction of the material and technical base of the industry due to lack of investment; increase in depreciation of fixed assets; a sharp reduction in cultivated agricultural land, livestock and poultry, and the number of employees; deterioration of agricultural land; the narrowness of the sphere of application of labor due to the reduction of agricultural production and the underdevelopment of non-agricultural activities; shortage and low quality composition of managers, specialists and cadres of mass professions; low wages; underdevelopment of engineering, social, innovation and market infrastructure.

5. The study of the external and internal environment made it possible to assess the strengths and weaknesses, competitive opportunities and threats to the development of the agricultural sector. A long-term forecast of target indicators is made for possible scenarios for the development of agriculture in the regions of the Russian Arctic (pessimistic, baseline and optimistic scenarios). It has been established that the implementation of the pessimistic scenario will lead to further degradation of the northern village and the agricultural sector. The most acceptable option is the optimistic one, which ensures the innovative development of agricultural production, the average annual growth rate of at least 3%, and a significant increase in the level and quality of life of peasants.

6. The strategic goals for the development of agriculture are outlined: ensuring high and sustainable growth rates of agricultural production; complete self-sufficiency of the population with potatoes and vegetables of the open ground of the local assortment, increasing self-sufficiency in livestock products;

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bringing the level and quality of life of the peasants closer to the urban population.

7. To achieve the goals set, priority areas for the strategic development of agriculture associated with innovative modernization, the formation

multistructural agrarian economy, improvement of location, specialization, cooperation and integration, creation of favorable economic conditions for all forms of agrarian structures, integrated development of rural areas on the basis of national, regional and municipal programs.

8. A mechanism for strategic management of sustainable socio-economic development of the

agrarian sector of the northern region has been developed, including legal, regulatory, organizational and financial aspects.

The success of the implementation of the Strategy will depend on increasing the responsibility and ability of the Ministry of Agriculture, economic and social departments, municipal authorities of the Russian Arctic regions to increase investments, solve employment problems, train and retain specialists in the agricultural sector, modernize all types of rural infrastructure, significantly improve the level and quality life of rural workers.

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