

THEORETICAL ASPECTS OF THE STATE STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF RURAL AREAS

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Abstract. This article explores the theoretical underpinnings of state strategic management in the development of rural areas, emphasizing the integration of modern management theories with rural development initiatives. It critically examines various strategic management models and adapts them to the unique challenges and opportunities present in rural settings. The purpose of this article is to research and improve the theoretical aspects of state strategic management of the development of rural areas. The methodological basis was system, process, synergistic, institutional approaches during the research. In the research process, general scientific methods were applied: dialectical, deduction, induction, monographic; a set of economic methods, including economic analysis and synthesis, expert, statistical methods of structural and dynamic analysis, index method, method of point assessment, cognitive modeling and scenario forecasting. The classification of the planning stages of the rural territory development strategy has been improved, which, unlike the current one, provides for the following stages, namely: determination of the goals of the rural territory development (during its formation, the qualitative parameters of the habitat are established and the list of quantitative and qualitative benchmarks for the economic development of the rural territory is approved); analysis of the external environment (the main socio-economic indicators are evaluated: the total GDP, the state of the investment environment and the level of development, the presence of various threats, the level of inflation and prospects for economic growth); compiling a portfolio of the rural area; directions of rural area development; planning (identification of features of the rural area); strategy development and its implementation; the final analysis of the effectiveness and efficiency of the planned planning process (implemented after the completion of all activities provided for in the strategy). The interpretation of the essence of the state strategic planning of rural areas has been further developed, which should be understood as the activity of developing a strategy for the socio-economic development of areas with the aim of ensuring their sustainable development, which is manifested in increasing the competitiveness of rural areas, which is based on investment attractiveness, expanding production in compliance with ecological - socio-economic security.

Keywords: state strategic management; rural development; rural territories; socio-economic development of territories

JEL Classification H13; H56

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Introduction. State strategic management of the development of territories is a set of strategic management decisions aimed at long-term development of the territory and specific measures that ensure prompt response to changes in the main factors of the external environment. The main functional element of strategic management is state strategic planning.

The peculiarities of Ukraine (its scale, regional diversity, the state of Russia's war against Ukraine, etc.) require active state activity to eliminate disparities in the national economic space, solve complex regional problems, and create conditions for the sustainable development of all regions and the country as a whole.

Literature review. The specifics of the manifestation of objective laws of socio-economic development of rural areas have been considered quite widely, its motivational mechanism requires a deeper study. In science, an attempt has been made to adapt the theory of motivation and the application of motivational tools to economic processes (A. Maslow, F. Herzberg, G. McGregor, G. McClelland, V. Vroom), including through the study of the role of motivational tools in increasing the effectiveness of the functioning of rural areas through the solution of individual issues of motivation of subjects of the economy and management.

Aims. The purpose of this article is to research and improve the theoretical aspects of state strategic management of the development of rural areas.

Methods. The methodological basis was system, process, synergistic, institutional approaches during the research. In the research process, general scientific methods were applied: dialectical, deduction, induction, monographic; a set of economic methods, including economic analysis and synthesis, expert, statistical methods of structural and dynamic analysis, index method, method of point assessment, cognitive modeling and scenario forecasting.

Results. The state seeks to build relations with the regions as integral economic entities, and these relations are carried out mainly in the financial sphere (tax transfers, interbudgetary transfers, direct expenditures of the state budget to the regions, etc.). The most general long-term goals of the country's development and ways to achieve them are developed within the framework of Ukraine's development strategy.

State strategic planning is defined as the activity of participants in goal-setting, forecasting, planning and programming of the socio-economic development of Ukraine, its regions and territorial communities, various economic branches and spheres of public administration, ensuring national security, aimed at solving the tasks of sustainable socio-economic development of Ukraine, its regions and territorial communities and ensuring national security [1].

From this definition, it can be concluded that state strategic planning is a set of measures by which the strategy of the region is developed, which ensures the achievement of goals for its functioning.

On the basis of the block diagram, it is possible to distinguish the functions of state strategic management:

- development of comprehensive development strategies;
- organization of execution of strategic plans;
- coordination of actions regarding the implementation of strategic tasks;

- motivation to achieve strategic results;
- control over the strategy implementation process.

In his research, V.A. Samofatova writes that "the functioning of the modern mechanism of territorial management is based on two main interrelated principles - self-financing and responsibility. Observance of the second principle means the possibility of territorial authorities making decisions (within their competence) on all issues of development and implementation of socio-economic policy in the sub-departmental territory and responsibility for the consequences of their implementation. The implementation of the principle of self-financing involves the formation of a financial basis in the region, which ensures the possibility of implementing the adopted decisions" [2].

I.O. Termosa notes that "in modern conditions, the essence of managing the sustainable development of the region consists in the purposeful influence of regional management bodies on all spheres and business entities located within the territory, in compliance with the principle of balance of interests, mainly on a contractual basis, under the condition of full economic responsibility of partners, which ensures an increase in the quality of life of the population. The main task of regional management bodies in the field of planned regulation of socio-economic development of the territory is to create a scientifically based system of long-term and short-term planning" [3]. Strategic planning and its logic are based on certain regularities, which have received the name of planning principles.

On the basis of the accepted tasks in strategic planning, the forecast for the future can be medium-term (developed every year for a period of up to 6 years) and long-term (developed once every 5 years for the future 10-year period). Any forecast should provide options for the development of prospects both within the framework of socio-economic and demographic indicators, as well as scientific and technical, environmental and other.

It should be noted that the goal is to create a single comprehensive national system of strategic planning of socio-economic development, which ensures sustainable economic development, improves the quality of life and guarantees national security.

Thus, strategic planning is a complex of measures aimed at solving the tasks of sustainable socio-economic development. Strategic planning is based on the principles of: unity, integrity, scientific validity, effectiveness of management decisions, reliability and realism, measurable goals, balance.

During strategic planning, one of the main tasks must be solved: creating favorable conditions for the advancement of the region in all aspects of development, the variability of various outcomes of events, prevention of risks and the proposal of measures to eliminate them.

S.A. Kharchuk gives his definition: "Strategic planning of the economic development of the region is a continuous process and sets restrictive frameworks for making both current and prospective decisions. The objective necessity of the existence of a competent strategic plan for the economic development of the region is explained by the fact that its existence allows making reasonable and more appropriate economic decisions based on a large amount of factual material" [4].

The end result of the strategic planning process is not the development of the plan itself, but the economic development of the region, and its success will depend on the management activities that are carried out within the framework of the formulated and approved strategic plan.

Strategic planning of rural areas is the most important element of modern management technologies, which requires significant changes in the principles of work and priorities of local self-government units. This requires appropriate powers and the division of strategic planning functions between representatives and executive bodies, as well as the participation of experts from various fields of knowledge in this process.

At the first stage, the goals of rural area development are defined. In order to attract as much as possible budget transfers in the form of grants and subsidies to repay current debts, it is necessary to carefully formulate goals. The overall goal describes the required state of the rural area at intermediate stages of development. During its formation, the qualitative parameters of the habitat are established and the list of quantitative and qualitative guidelines for the economic development of the rural area is approved. Vague wording of goals is unacceptable.

The second stage of rural development planning includes the analysis of the external environment, during which the main socio-economic indicators are evaluated: the total GDP, the state of the investment environment and the level of development, the presence of various threats, the level of inflation and prospects for economic growth. In addition, a comparative analysis of the economic development of other rural areas is carried out, and its level of development can be compared with the level of the studied area, and on this basis, a conclusion can be drawn about the degree of development of various external factors. With the help of this analysis, industries and activities are identified for which this rural area is a priority and can provide them with competitive advantages and economic benefits, which allows us to create a system of actions aimed at supporting these specific industry projects and fulfilling the role of the potential of the rural area. In fact, this analysis is a SWOT analysis of the rural area, but only at the macro level, because in the process of its implementation, the advantages and disadvantages of the rural area, threats and opportunities for development are also determined. This is done on the basis of an assessment of the country's geographical position and macroeconomic situation, taking into account the main economic and demographic trends.

At the third stage, it is necessary to identify the resource potential of development (human, natural, economic) in order to give an assessment of strengths and weaknesses, that is, to conduct a SWOT analysis. Based on such an analysis, a portfolio of the rural area can be compiled.

The fourth stage assesses the direction of development of the rural area.

The fifth stage - planning - is the most important, because at this stage the features of the rural area are revealed. These features, giving an additional competitive advantage, can make it unique, although they can significantly limit its development.

After the end of this stage, a decision is made to rationally use one's advantages and overcome shortcomings. In addition, at the fifth stage of planning, the final result of development goals is created, the concept and strategy of development are

formulated, the list of the most important factors influencing development, mechanisms and management methods used in relation to the rural area is approved. These results are based on the identification of new trends in the development of the rural area in combination with the features and current state of its development. At the end of this stage, a document containing the priority direction of the development of the rural area, the amount of available funds for development and a list of the competitive advantages of the rural area is prepared.

Based on these considerations, strategic alternatives are formulated, compared, and evaluated, the best option is selected, and then refined for implementation, using innovative ideas and interesting propositions that are present in the non-chosen strategic options.

The seventh, final stage of planning includes a final analysis of the efficiency and effectiveness of the planned planning process and is therefore implemented after the completion of all activities provided for in the strategy. According to the results, the goals and methods of their implementation are adjusted. Control measures can be cross-sectoral and be carried out in the form of monitoring of the socio-economic condition of the rural area during the entire period of strategy implementation with tracking of changes in the situation during the implementation of specific measures.

Also, at the end of each phase of strategic implementation, important rural area indicators can be used. Actions must be monitored and evaluated to ensure that the measures taken are producing the expected results and that budgetary resources are being used effectively. If the strategy is developing well, there is no need to adjust it. It is worth noting that the measures require monitoring and regular evaluation. These procedures differ in that the goal of achieving various indicator results is tracked in the monitoring process, and the obtained results are compared with standard indicators.

Thus, the sequential implementation of these stages of the rural development strategy plan allows to identify macroeconomic characteristics, assess the level of connections and analyze current socio-economic conditions, evaluate the implementation of planned results and implement organizational and economic measures. Key indicators are used to make smart strategic choices.

Strategic planning was first used in Europe and the USA in the 1970s. Strategic planning can only be defined at the level of a rural area as "a systematic process by which local communities (with the participation of all stakeholders) create a picture of their future based on local resources, external and internal conditions, and determine the stages and measures to achieve the intended goals. The strategic development plan can be considered as a document showing the desired future state of the economic and social structure of the rural area and the way to use the available and realistically possible resources to achieve this" [5].

M.P. Talavirya believes that "in order to understand the problems that prevent the spread of strategic planning, it should be understood that, first of all, it is not adequate for the establishment of a certain order by society and the unquestionable implementation of measures strictly in accordance with the tasks developed in advance, that is, it is not built taking into account commands - orders .

Secondly, in strategic planning, future achievements are realized not as a fixed

form of behavior, but as a means of movement that can constantly adjust its direction under the influence of newly created conditions and factors. For the most part, this is the implementation of rural area development tasks.

Thirdly, strategic planning is not a self-regulating system, subject to the influence of external conditions and adapted to them" [5].

V.A. Samofatova notes: "When creating a strategic planning mechanism, one should start by taking into account the interests of all participants in territorial development: the state, enterprises and society. But the driving force is always the government: it not only pursues its own interests, but also creates conditions for the efficient operation of enterprises, improves the internal investment environment and provides equal opportunities for competition for all partners" [2].

N.O.Petrenko, I.V. Chukin noted: "It should be noted that the strategic plan is not a law or a decree that must be followed by the administration, entrepreneurs and citizens. It is mandatory to the extent that the administration considers it the basis of its economic policy. A well-developed strategic plan is the basis for more detailed plans for each year.

At the same time, it should be borne in mind that the strategic plan is not a certain guarantee of the implementation of the planned development strategies, but is only an important tool that helps in the implementation of the selected directions of development. It is always based on information that was known at the time of its development" [1].

Creative coordinated actions of the authorities, all structures and social groups are needed. Such an opportunity is presented by the development and implementation of plans for the strategic development of the agricultural territory, i.e. to comprehensively solve social issues.

The final result of the strategic development of the territory is the achievement of a social effect from the implemented measures, which consists in increasing the well-being of the population living in this territory.

Thus, under the state strategic planning of rural areas, we understand the activity of developing a strategy for the socio-economic development of territories with the aim of ensuring their sustainable development, which is manifested in increasing the competitiveness of rural areas, which is based on investment attractiveness, expansion of production in compliance with ecological, socio-economic security

The socio-economic content of the territory (economic activity carried out on the territory) acts as an object of strategic socio-economic planning.

It is also advisable to pay attention to the peculiarities of sustainable enterprises. Thus, the location of the most stable enterprises is not coincidentally determined by their presence in suburban areas or near developed centers, since it seems that these areas are the main market places for the sale of agricultural products.

At the same time, there is a problem of the functioning of rural areas in terms of the organization of agriculture. Thus, the area of the countryside, which is located far from the main city or a large rural center, transport hubs, is called the periphery. The distance of these areas further affects the standard of living of the population, which is quite low compared to the areas closer to the cities. In addition, we should not forget

that agricultural enterprises in peripheral territories are usually underpowered and, as a result, unprofitable. Since they are often unprofitable and do not make enough profit to cover their costs, they are forced to purchase certain types of products from the public and then resell them. Such a problem is closely related not only to obtaining benefits and profits for enterprises, but also to the sale of existing products. Personal subsidiary farms, in turn, also have sufficient opportunities for targeted sales of products.

The given analysis allows us to state the importance of the typology of rural areas in connection with the need to organize information for a differentiated assessment of potential opportunities and events that can lead to increased competition in order to develop a state management program for revitalization and promote the development of rural areas. In addition, it should be stated that the increasingly important role of the program-targeted approach in solving issues and tasks related to the dynamic development of the village. In the future, this can lead to an increase in the efficiency of resources used for rural development in order to achieve the set key tasks. In addition, the program-targeted approach is able to actualize research works in the field of assessment of rural territory development features, accounting of their economic activity, socio-economic development of such territories, and finally, their typology and zoning. One cannot fail to mention the necessary differentiation of the following concepts: "typology or typology" and "zoning".

Interpreting the concept of "typology", it should be used in the context of the research stage, which is a mandatory component in the study and study of similar or related phenomena and processes. In this word "type" is a certain association or group, often a set of some phenomena, which, although they have similar qualitative characteristics, are at least different from other groups of phenomena that are similar in their genesis and functions. Thus, some groups of phenomena that are similar in related features and genesis differ from others, and their comparison is a necessary stage of typology.

Zoning, in its turn, is a process of selection of territories that have unambiguity of certain indicators, for example, within a certain interval. The intensity of the phenomenon in a specific territory is a very important process for zoning or, in other words, the selection of territories. Zoning is a territorial category or process, as it is closely related to the word "territory". The typology, even though it is territorial, still retains its etymologically component-structural character. In addition, for typology, a related word will not be territory as for zoning, but a combination. This difference allows us to differentiate the terms zoning and typology. The main difference lies in the etymological meaning and their connections with related concepts.

It should also be emphasized that the process of research on the differentiation of typologies of rural areas has become quite widespread in the economic and economic-geographical literature, both among domestic authors and in the studies of foreign colleagues.

If we talk about the typology of rural areas, we should first of all point out the features that distinguish them from each other. So, these signs are: the selection of natural-agricultural zones, the natural-historical and economic division of the territory,

and the analysis of typologies carried out in Ukraine and in foreign countries made it possible to draw the following conclusions:

1. A characteristic feature of the typologies selected in Ukraine is a static description of the object within administrative units. A state typology is conducted;

2. It is also important to point out the sectoral approach in combination with the assessment of the level of development of system-forming industries in rural areas. Thus, it is possible to state the implementation of a branch typology in connection with the variety of types of economic activity;

3. Attention should also be paid to the so-called functional typology. It can be explained as the differentiation of types of rural areas based on the predominance or presence of functions performed. Such a typology can be used, in our opinion, to indicate and select target priorities, to carry out a comprehensive analysis of indicators with the determination of the type of development of territories. The selection of types of rural territories is carried out according to the types of population dynamics; age structure; provision of the population with social infrastructure; investment activity; the level of economic development of agriculture and the structure of the economy in general; the current state of the socio-economic environment of rural areas; the potential of socio-economic development and polarization of development with the selection of areas of anticipatory development, support areas, etc.

Conclusions. Summarizing all of the above, it should be noted that the correct application of the typology of territories will contribute to the improvement of the quality of the development of regions, highlighting their structural features. In addition, the solution of problems and issues arising in the socio-economic environment of rural areas can lead to a corresponding change in the goals and objectives of the development of these areas, in connection with which the comprehensive target typology must be timely adjusted and updated.

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