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**PUBLIC - PRIVATE PARTNERSHIP AS AN ACTIVITY OF ACTIVATION
OF INNOVATIVE ACTIVITY IN THE AGRICULTURAL SECTOR OF
UKRAINE**

**ПУБЛІЧНО - ПРИВАТНЕ ПАРТНЕРСТВО, ЯК ЗАСІБ АКТИВІЗАЦІЇ
ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ В АГРАРНОМУ СЕКТОРІ УКРАЇНИ**

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Abstract. *In the face of growing competition in the domestic and world agro-food markets, there was a need for new forms of interaction between all stakeholders in the development of the agro-industrial complex. The vector of development of integration processes - from the simpler forms of cooperation and integration to the formation of cluster policy, strategic alliances, the active implementation of integration forms, which will operate on the basis of the principles of the partnership between the private sector and the state.*

Today's economic realities demand from the agrarian, as subjects of public-private relations, a special attention to commodity policy, its improvement and innovations, which is the key to economically justified production and efficient marketing of agricultural products.

Therefore, for domestic agricultural enterprises publicly - private partnership should become a way to increase productivity, improve access to innovative technologies, which will help to increase volumes and improve the quality of agricultural products, reduce the cost of production; for the state - a way of regenerating rural areas and supporting local producers.

Key words: *agrarian enterprise, state, rural territories, partnership, research, innovations, strategy, strategic development, food safety, commodity policy, nanotechnology, assortment, optimization, economic growth, effective sales, integration processes.*

Introduction.

In Europe publicly - private partnership in the agrarian sector is carried out, first of all, to carry out research activities and to introduce innovations for the enterprises of the sector, which are necessary for ensuring food and food safety of the country and which farmers themselves can neither initiate nor finance. In such a situation, in the absence of financial means from the producers themselves, as well as in the

conditions of a chronic shortage of budget funds both for financing directly agricultural production and for scientific developments in the field, one of the possible outcomes is the involvement of the private sector in cooperation.

Basic text.

For sustainable agricultural development, public-private partnerships can include, for example, many partnership structures that unite private companies and non-governmental organizations, universities, research institutes and foundations. These structures are called Hybrid Value Chains, which create a common value. Agro Value Chain Projects projects are popular and economically and socially effective in the agricultural sector [1, p. 48].

In our opinion, in addition to the investment problem, this model of interaction will contribute to solving not only economic, political, but also social problems. Convinced that the trend of development of agroindustrial complex causes the necessity of strengthening the application in the context of sectoral management of the strategic approach. Its key element should be the rationale for a public-private partnership strategy, which aims to identify long-term priorities and a list of specific tasks aimed at eliminating existing imbalances and addressing the problem of the region's economic outlook on a dynamic and sustainable development trajectory.

The public-private partnership development strategy should include a general and several functional strategies [2, p. 52]. In view of this, in our opinion, one of the functional strategies of any agrarian enterprise, as one of the participants in the public - private relationship, must necessarily be a production (commodity) strategy.

We believe that the strategy of public-private partnership will allow coordinating the efforts of various structures, including agricultural enterprises, as subjects of public-private relations, to achieve one goal and to form a mechanism for their interaction. In our opinion, it should ensure economic and social efficiency, while complying with the measures of economic and food security, the development of supporting infrastructure.

At present, much attention must be paid to ensuring food security, which is at the heart of the country's economic security. For modern Ukraine, the issue of food security is very relevant and reflects the inconsistency of food production with existing needs. It is characterized by the fall of agricultural production, the degradation of the social sphere in the countryside, the aging of the material and technical base of the agroindustrial complex, the sharp deterioration of the quality of food products due to their environmental pollution. Without food security it is virtually impossible to resolve any of the tasks facing the country, both at the national and regional and sectoral levels. The main objective of ensuring food security is guaranteed and sustainable supply of processing enterprises by raw materials, and the population - by food, not subject to the influence of external and internal adverse actions.

In view of the above, the process of substantiation of the strategic prospects of public-private partnership should be based, on the one hand, on methodological provisions that take into account the specifics of the current conditions of the functioning of the agrarian sector, on the other hand, on the use of the basic approaches and methods developed by the economic science in the field of strategic management of the enterprise. Given the multi-component nature of public-private partnership goals, scenario strategies may vary. For agrarian enterprises as subjects of public-private relations, we propose an innovative scenario, which involves significant changes in the mechanisms and structure of economic growth, and its main source should be the results of the use of scientific and technological progress.

We believe that the management of the process of forming the main priorities of strategic development is an essential element of the successful functioning of agrarian enterprises. In the economic realities of today, agrarians, as subjects of public-private relations, must pay particular attention to commodity policy, its improvement and innovations, which is the key to economically sound production and efficient marketing of agricultural products.

As noted above, the strategic priorities of commodity policy development are closely linked to innovation. The innovation process is clearly aimed at the end result - certain technical, environmental or socio-economic effects. At present, the constant introduction of innovations and scientific developments is the key to the sustainable development of agricultural enterprises. In crop production, actively used selection of crops, genetic engineering, organic farming, drip irrigation, space technology, nanotechnology, etc.

The use of nanotechnologies in agriculture has become widespread. These nanotechnologies are based on the use of special nanoparticles (1.5-100 nm in size), forming a suspension, which is cultivated before sowing beet seeds, potatoes, wheat, vegetable and fruit and berry crops. The increase in crop yields 20-50%. In addition, plants become more adapted to stressful conditions, improve the quality of products, which is important for rural areas, where there are sharp changes in temperature.

Nanotechnologies are also used for post-harvest treatment of sunflower, tobacco and potatoes, storage of apples in controlled environments, air ozonation, grain drying (energy consumption for drying grain is reduced by 30% or more compared with conventional convective, decreases seed damage to 6%, their seed quality improve by 5%).

In animal husbandry, innovative technologies consist in the use of biotechnologies, advanced feeding systems, breeding and breeding work, nanotechnologies, electrical and resource-saving technologies.

In view of the above, we believe that the mechanism of public-public partnership should be supported by the constant interaction between the state and corporations on the selection and implementation of nanotechnology production.

Assessing the potential of Ukraine as a whole, one should proceed from the fact that for most countries of the world nanotechnology is the next industrial revolution. But it's important for Ukraine to get into industrial leaders. It is necessary to increase the opportunities of public-private partnership through the integration of public and private investments and scientific innovations on a breakthrough basis.

The conducted researches indicate the necessity of implementation of the model of innovation development, the use of public-private partnership tools and mechanisms to stimulate the development of the agrarian sector, and further active development of these processes should be implemented at regional or interregional levels in the formats of pilot promising projects.

Thus, a public-private partnership model can be implemented to ensure sustainable development of rural areas by concluding agreements between public partners and an agrarian enterprise in the field of agricultural production.

The analysis of the development of domestic food markets shows that the presence of transnational corporations on some of them (for example, the market of milk, etc.) causes a fierce competition that is not always met by domestic farmers, which leads to their bankruptcy. In this situation, in our opinion, in the agricultural sector, it is necessary to take a number of measures aimed at limiting the conditions for the establishment of joint ventures for leading enterprises, the volume of production and exports of which has increased significantly in recent years, and the support of the organization of domestic holdings, and industrial and financial groups that would create effective competition for foreign enterprises. The state must enter into a strategic alliance with these organizations, first of all to ensure its own food security. We believe that domestic holdings and industrial and financial groups involved in the implementation of national ideas should be under the care and control of the state through specially designed legislative-normative institutions or based on the share of state ownership in these groups, which should be increased if necessary.

At the same time, in the context of competing priorities and growing needs of the government in meeting various goals, public-private partnerships should create means for creating additional opportunities in the agrarian sector of the economy, subject to the provision of adequate institutional and legal support.

As food security requires continuous and continuous improvement of the tools and tools available to farmers, this, in our opinion, should include not only the development of new technologies, but also their adaptation to local needs and

conditions, as well as their effective use by qualified and well-educated informed agrarians. Neither the private nor the public sector can achieve these goals on their own. Therefore, according to our belief, in the current financial and economic situation in Ukraine, one of the opportunities to improve the situation in the agricultural sector is the use of public-private partnership.

The globalization of the raw materials markets and the liberalization of trade relations force the processors to take into account the situation and changes in the markets, which indirectly affects the managerial decisions of agricultural producers regarding the product range. Given this feature, there is an urgent need for farmers to monitor target market conditions, to audit the functioning of the relevant agro-food chain, and to analyze the external macro environment in order to justify the market-oriented paradigm of the operation of the enterprise. This paradigm should be based on the integration of industrial-economic and resource-based approaches, which will ensure the systematic definition of the commodity policy of the agrarian enterprise as a component of a strategically oriented management mechanism. Such an approach will allow identifying tools to minimize the risks caused by the impact of a complex agro-business environment factors, priority among which is the measures of commodity policy of the enterprise [3, p. 76].

Summing up the conducted research, we must note that during the formation of the commodity policy of the agrarian enterprise as a subject of public - private relations, in the process of effective management of the range for increasing the level of competitiveness of products, it is advisable to periodically revise the existing range and make decisions on constructive changes in products and technology its production, as well as in terms of supplementing the range with new products (eg niche) and the removal of outdated (unprofitable) types of products from production.

Taking into account the above, for the selected research object - PJSC "Riz Maximko", we evaluated its actual and design assortment (Table 1).

Table 1

Estimation of the actual and design assortment

Indicators	2018 year	Project	Project metrics to 2018 year	
			(+; -), ths. UAH	%
Net proceeds from sale, ths. UAH	4101423	4083117	-18306	99,55
Variable costs, ths. UAH	1572443,10	1546107,63	-26335,47	98,33
Marginal revenue, ths. UAH	2528979,90	2545038,84	16058,94	100,63
Continuous costs, ths. UAH	611919,90	600633,37	-11286,53	98,16
Net profit, ths. UAH	1917060,00	1944405,47	27345,47	101,43
Profitability of sales, %	46,74	47,62	+0,88	-
Critical sales volume, ths. UAH	2184363	2146741	-37622	98,28
Security zone, ths. UAH	1917060	1936376	1931619316	101,01
Effect of operating level	-	1,33	-	-

Author's development

It is estimated that as a result of optimization of the product range, marginal revenue will increase by 16058.94 thousand UAH. or 0.63%, and net profit, in turn, will increase by 27345.47 thousand UAH. or 1.43%.

Increase in net profit when reducing sales revenue by 18,306 thousand UAH. or 0.45% associated with a change in sales profitability.

At the same time, in the reporting year 2018, PJSC "Rise-Maksimko" had to sell products not less than on 2184363 thousand UAH. The actual volume of sales was UAH 4101423 thousand, which is almost twice as much as the critical volume. According to the project range, the critical volume of sales should be somewhat lower and will amount to 2146741 thousand UAH. on the background of the estimated net income from the sale of 4083117 thousand UAH. The difference between actual and critical volume of implementation is defined as a security zone. for the optimal range. The security zone will amount to UAH 1936376 thousand, which is UAH 1936376 thousand, or 1.01% more than a similar figure in 2018. The relative safety level will increase to 47,62%, which will be more than the index of reporting 2018 at 0 , 88%. This means that if the actual sales volume is less than planned by more than 47.62%, then PJSC "Riz Maximko" will suffer losses.

The size of the operating lever characterizes the degree of commercial risk: the greater the effect of the lever, the greater the risk. In our case, the commercial risk under the condition of optimization of the range of PJSC "Rise-Maksimko" is assessed as insignificant.

Summary and conclusions.

Therefore, according to the fundamental importance of the agrarian sector of the economy as the basis of food security of the country, it is necessary to improve the forms of organization and stimulation of integration processes in this sector, in particular, through the introduction of effective cooperation between public and private partnership actors and their interaction. The introduction of public private partnership in Ukraine as a means of intensifying investment and innovation in the agrarian sector requires proper organizational and legal support for expanding the practice of such partnership in the agrarian sector, developing a unified concept for the development of public-private partnerships and conducting information and educational work in the process. his promotion.

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Анотація.

В роботі зазначено, що для вітчизняних аграрних підприємств публічно – приватне партнерство має стати способом підвищення продуктивності, покращання доступу до інноваційних технологій, що сприятиме нарощуванню обсягів та покращенню якості сільськогосподарської продукції, зниженню собівартості продукції; для держави - способом відродження сільських територій та підтримки місцевих виробників.

Розглянуто підходи до формування стратегій публічно – приватного партнерства які дозволяють скоординувати зусилля різних структур, в тому числі й аграрних підприємств, як суб'єктів публічно – приватних відносин, забезпечити економічну і соціальну ефективність за умови дотримання заходів економічної і продовольчої безпеки, розвиток підтримуючої інфраструктури.

Запропоновано для аграрних підприємств, як суб'єктів публічно – приватних відносин, інноваційний сценарій стратегії партнерства, що припускає істотні зміни в механізмах і структурі економічного зростання, причому його основним джерелом повинні стати результати використання досягнень науково-технічного прогресу.

Акцентовано увагу на те, що управління процесом формування основних пріоритетів стратегічного розвитку є вкрай необхідним елементом успішного функціонування аграрних підприємств. В економічних реаліях сьогодення аграрії, як суб'єкти публічно – приватних відносин, мають приділяти особливу увагу саме товарній політиці, її вдосконаленню та інноваціям, що є запорукою економічно-обґрунтованого виробництва та ефективного збуту сільськогосподарської продукції.

Наголошено, що під час формування товарної політики аграрного підприємства, як суб'єкта публічно – приватних відносин, у процесі ефективного управління асортиментом для підвищення рівня конкурентоспроможності продукції доцільно періодично ревізувати наявний асортимент і приймати рішення щодо конструктивних змін продукції і технології її виробництва, а також стосовно доповнення асортименту новою (нішевою) продукцією і зняття застарілих(нерентабельних) видів продукції з виробництва.

Доведено, зважаючи на важливість та фундаментальність аграрного сектору економіки як основи продовольчої безпеки країни, що необхідним є вдосконалення форм організації та стимулювання інтеграційних процесів в цьому секторі, зокрема, через впровадження ефективної співпраці суб'єктів державного та приватного партнерства та їх взаємодії. Запровадження публічно - приватного партнерства в Україні, як засобу активізації інвестиційно-інноваційної діяльності в аграрному секторі потребує належного організаційно-правового забезпечення задля розширення практики застосування такого партнерства в аграрному секторі, розробки єдиної концепції розвитку державно-приватного партнерства та проведення інформаційної й освітньої роботи в процесі його просування.

Ключові слова: *аграрне підприємство, держава, сільські території, партнерство, науково - дослідна діяльність, інновації, стратегія, стратегічний розвиток, продовольча безпека, товарна політика, нанотехнології, асортимент, оптимізація, економічне зростання, ефективний збут, інтеграційні процеси.*

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