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TÍTULO: Características específicas de la gestión moderna del desarrollo sostenible en áreas rurales.

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RESUMEN: El desarrollo de las áreas rurales es una de las direcciones estratégicas de la política de Rusia, pero ésta no ha producido ninguna mejora en particular. Los autores del artículo identifican problemas y características de la gestión moderna del desarrollo sostenible en las áreas rurales de Rusia. El artículo presenta los elementos claves del sistema de gestión para el desarrollo sostenible de las áreas rurales e identifica los principales problemas en su funcionamiento. Los resultados permitieron formular una serie de medidas para mejorar la situación actual, así como que los problemas planteados pueden resolverse aplicando un enfoque integrado. Este artículo identifica los desafíos y las direcciones para mejorar la gestión del desarrollo sostenible de las áreas rurales en la región de Nizhny Novgorod.

PALABRAS CLAVES: gestión, desarrollo sostenible, áreas rurales, producción agrícola, seguridad alimentaria.

TITLE: Specifics of modern management of sustainable development in rural areas.

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ABSTRACT: The development of rural areas is one of the strategic directions of Russian policy, but it has not produced any particular improvement. The authors of the article identify problems and characteristics of modern management of sustainable development in rural areas of Russia. The article presents key elements of the management system for the sustainable development of rural areas and identifies the main problems in its operation. The results made it possible to formulate a series of measures to improve the current situation, as well as the fact that the problems raised can be solved by applying an integrated approach. This article identifies the challenges and directions to improve the management of sustainable development of rural areas in the Nizhny Novgorod region.

KEY WORDS: management, sustainable development, rural areas, agricultural production, food security.

INTRODUCTION.

Transition to the market economy, collapse of the Soviet Union, and the change in institutional approaches to the state management revealed numerous problems in all sectors that require

fundamental and competent solutions. Long-term transformation of Russian economy also affected rural areas. Decline in agricultural production, low wages of people employed in agriculture, harsh working conditions, lack of infrastructure necessary for comfortable life resulted in a significant outflow of population from the countryside. This entailed an even greater reduction of social infrastructure, a decline in the staffing in agricultural organizations, thus worsening the situation.

At the same time, Russia has been and remains an agrarian state with vast agricultural lands and a considerable share of rural population. In this connection, many economists and researchers point out that socially developed and economically sustainable rural areas are the basis of the country's food security and a prerequisite of its sovereignty (Shumakova & Kosenchuk, 2016; Antsiferova & Truba, 2016; Lysenko, 2016; Khalinskaya, 2017; Aidarbekova, 2016; Bryzhko, 2015). However, despite the fact that over the past decades the management of the rural areas development has been actively reformed, many issues remain unsolved till present day. The dynamics of the main indicators of rural areas development and recent trends also confirm the relevance of these issues.

The program-targeted approach to public administration that aims to achieve strategically important objectives, includes, among other aspects, sustainable development of Russia's rural areas. The concept and strategy of sustainable development, adopted in Russia in 2010 and extended further, identify the main problems of the modern rural development and mechanisms for solving and minimizing these problems.

However, many experts note the lack of coordination and inefficiency of these instruments with different reasons for this situation. Many researchers believe that the most common ones are fragmentation and lack of an integrated approach to solving the problems of rural areas, the rural population's inclination to migrate, the lack of technological coordination between agricultural production, industrial and social infrastructure, depletion and irrational use of natural resources of the

countryside, inefficient use of the productive potential of private subsidiary plots and farms and the lack of cooperation (Bryzhko, 2015; Popova et al, 2015; Semenov et al, 2015).

It also includes low quality of life of the rural population, social problems and poverty, unavailability of the main facilities of social infrastructure. In addition to this, some authors mention a problem of investment in rural development, its irregular and limited nature (Turovaya & Yarotskaya, 2016).

It is worth noting that certain mechanisms for eliminating problems are included in the strategic objectives of the state management of rural development. However, these are fragmented and do not provide a comprehensive solution to the problem. In addition, there is no clear hierarchy of authority and, most importantly, the performers' responsibility for the implementation of these goals is not stated clearly. At the same time, the management of rural areas development requires effective interaction of all authorities, local self-governing bodies, the expert and scientific, as well as business community (Dronova & Sorokina, 2016).

Practical implementation of the management of the sustainable development of rural areas implies using a system of methods and tools. These are most often categorized as economic methods, organizational methods, administrative methods and social methods. Each of these groups implies using certain tools with both direct and indirect impact (Baigildina, 2017).

For better understanding of the challenges associated with the development of rural areas, one should realize that there are many interrelated factors whose dynamics directly affects the sustainable development of rural settlements. Experts use different approaches when determining these factors, but the most accurate classification implies dividing them into external and internal factors. External factors, in turn, are divided according to their direct or indirect influence. For instance, external factors with direct impact usually include state support and state regulation, demographic situation, state of market infrastructure, level of development of agricultural production, as well as the level of social and engineering infrastructure in rural areas.

The most significant external factors of indirect impact are: the level of scientific and technological development, natural and geographical factors; cultural and historical features of rural areas; alcoholization of the rural area and crime rate, as well as the overall political and economic situation. Different factors of the internal environment can be classified into six main groups (Table 1).

Table 1 – Classification of internal factors influencing the management of sustainable development in rural areas*

Group.	Factors.
Group 1	Natural and climatic conditions that determine the production potential and specialization of agricultural organizations and, consequently, the place and role of the settlement in the regional division of labor.
Group 2	The institutional component is associated with the structure of subjects and objects and their relations in a rural settlement, involvement of particular institutions in the development of the territory, as well as their production, social and economic activity.
Group 3	Financial situation of the rural area reflects its financial and economic conditions, how well rural settlements are supplied with budgetary funds, sources of financing for the development of rural settlements, as well as the terms for devising the revenue side of the budget.
Group 4	The level of economic management of the settlement is associated with its economic and infrastructural development. It provides information on the location of production forces, concentration of production, engineering infrastructure, transport accessibility, etc.
Group 5	The level of social infrastructure development reflects how well the settlement is supplied with the main objects of social infrastructure, their accessibility, as well as variety and quality of the services provided there.
Group 6	A rural territory's participation in the programs of state support, local initiative of the population, the interest of the population in the development of the territory, availability of grants, programs and competitions.
Group 7	The investment climate and the activities of the rural settlement that reflect the potential of the territory and the willingness to implement innovative approaches to sustainable development management.

*compiled by the authors.

Thus, the management of sustainable development of rural areas can be seen as a targeted influence of authorities on rural areas which is implemented through various methods and tools and is based on basic principles and factors of activities development. Such impact is aimed at using the maximum

potential of the given territory for its effective development, to improve the quality of life of the population and to increase the productive, economic, and social potential of this territory.

DEVELOPMENT.

Materials and methods.

Studying the specifics of managing sustainable development of rural areas, one should consider numerous approaches proposed by economists. Generalization and systematization of different points of view enables one to formulate the main problems more accurately and to choose the most appropriate solution for them.

Besides, to justify the main trends of socio-economic development of rural areas in the region one should use the materials of official statistic services. Such an approach will provide a better understanding of the problems.

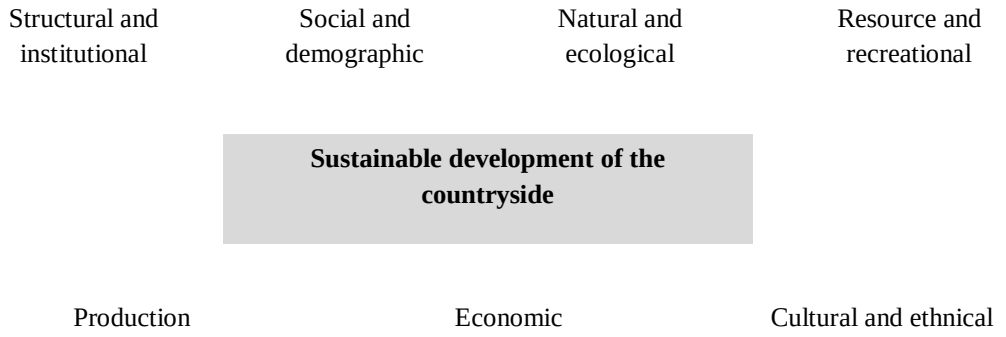
In the course of this study the authors applied abstract-logical and monographic methods of research, as well as used statistical materials from the federal and regional statistic services.

Results.

Recent economic transformations in Russia and abroad, the formation of a new economic space, the imposition of sanctions demonstrate that, despite the development of industrial production, trade and services, the agro-industrial complex of our country continues to play a crucial role. Rural areas of Russia preserve national traditions, they represent the natural foundation of people's existence and are the basis for ensuring the country's food security.

Devising a system of sustainable development of rural areas is a complex process, that is why the effective functioning of the system requires a comprehensive approach that takes into account the diversity of constituent elements ensuring a sustainable level of the development of rural areas (Figure 1).

Figure 1 – Basic components of the sustainable development of rural areas.



Each of the identified categories influences, to this or that extent, the final development of a particular rural area. This is due to the fact that any of the considered compound characteristics bears in itself both potential opportunities and reserves for increasing the efficiency and stability a rural territory functioning, as well as challenges associated with it. At the same time, each of the presented subsystems achieves a certain range of objectives. Examples of some of these objectives are presented in Table 2 (Bondarenko, 2016).

Table 2 – Content and objectives of interrelated components of sustainable development of rural areas *

Economic	Social and demographic	Natural and ecological	Structural and institutional
Content			
Expanding the income generation sources for the rural population, increasing their employment prospects	Improving the living conditions of the rural population, restoring and developing the social infrastructure	Rational use of natural resources	Development of legal, financial, organizational and other institution
Objectives			
Diversification of the rural economy	Increasing the employment, simulating birth rate growth, improving housing conditions	Ensuring the natural development of ecosystems, preserving and restoring unique natural habitats	Developing market infrastructure, improving the legal framework for rural development

* Bondarenko D.A. Essence and approaches to the sustainable development of rural territories. Collection of works of the conferences of Sotsiosfera Scientific and Publishing Centre. 2016, 61, p. 140-143.

Thus, achieving the objectives considered above will enable to increase the production and economic performance of agricultural organizations, employment, the quality of living in rural areas, to preserve the environment, and consequently, to ensure sustainable development of rural areas in the long term.

As it was mentioned earlier, the crisis in the agro-industrial complex led to a reduction in agricultural production, withdrawing large areas of agricultural land from the economic turnover and enormous depopulation of rural areas. Restoring the old level of live in the countryside is a long and complex process. In this regard, one of the priority measures is creating favorable conditions for the development of small business entities.

Russian economy is mixed, and that is why one of the priority areas for increasing the social and economic stability of the village may be seen as the development of small and medium-sized agribusinesses, as well as people's private subsidiary plots.

The development of the Russian economy takes place in the context of its integration into the world economy. This hindered the functioning of small and medium-sized businesses, especially those operating in the agricultural sector and processing agricultural raw materials. In these conditions, small business entities like private subsidiary plots and farm enterprises start to have a bigger impact on the socio-economic development of the countryside (Malyuk & Pavlov, 2017).

In addition to this, the development of private subsidiary plots may play its part in solving the social problems of the village: increasing social stability, improving the quality of life, developing entrepreneurial skills, maintaining the traditional way of rural life, passing on adaptive skills of agricultural labor from generation to generation (Shmidt, 2016).

In total, small business entities possess significant land resources as they cultivate a third of all agricultural land (Kiyanova, 2017). The use, conservation and improvement of land is currently implemented in private subsidiary plots (crop area – 4.3%), and farm enterprises (with crop area about 20%), which is due to the incentives for private farming (Yashina & Antonova, 2016).

Figure 1 – Structure of agricultural production by farm category (in actual prices, as a percentage of farms in all categories) *

* Based on the data provided by the Territorial Body of the Federal State Statistics Service for the Nizhny Novgorod Region (Nizhny Novgorod Region, Statistical Yearbook, 2016).

At the same time, it is worth noting that the share of private subsidiary farms and farm enterprises is quite high in the overall structure of agricultural production in the Nizhny Novgorod region (Fig. 2). In 2015, this figure estimated almost half of the total production – 45.9%.

What is more, the volume of agricultural production supplied by this category of farms increases annually (Table 3). Over the past five years, the volume of crop production by private subsidiary plots increased by 61.2%, and the volume of livestock production – by 23.8%. There is also a stable performance growth of farm enterprises. The crop production by farms in this category increased up to 66.1% over a five-year period; for the livestock production, the increase was more than twofold, which is undoubtedly a positive trend.

Table 3 – Dynamics of agricultural production by categories of farms (in actual prices, million rubles)*

Indicator	2011	2012	2013	2014	2015	Growth rate
Farms of all categories						
Agricultural production	49084.6	47898.7	55093.6	67100.0	73587.3	149.9
including:						
Crop farming	26053.1	23793.5	27208.4	34531.2	37828.6	145.2
Animal husbandry	23031.5	24105.3	27885.3	32568.7	35758.8	155.3
Agricultural organizations						
Agricultural production	26799.8	25726.7	28612.8	35752.3	39802.3	148.5
including:						
Crop farming	11808.9	10274.3	10261.7	13047.3	14745.4	124.9
Animal husbandry	14990.9	15452.4	18351.1	22705.0	25057.0	167.1
Private subsidiary plots.						
Agricultural production	19502.0	19605.3	23446.7	27354.7	28779.7	147.6
including:						
Crop farming	12328.6	11930.4	15170.8	19087.2	19901.0	161.2
Animal husbandry	7173.4	7675.0	8276.0	8267.5	8878.6	123.8
Farm enterprises, sole enterpreneurs.						
Agricultural production	2782.8	2566.7	3034.1	3993.0	5005.3	179.9
including:						
Crop farming	1915.6	1588.7	1775.9	2396.8	3182.1	166.1
Animal husbandry	867.2	977.9	1258.2	1596.2	1823.2	210.2

* Based on the data provided by the Territorial Body of the Federal State Statistics Service for the Nizhny Novgorod Region (Nizhny Novgorod Region, Statistical Yearbook, 2016).

However, despite the positive changes and obviously great importance of small business entities have in the sustainable development of rural areas, representatives of these categories of farms are currently facing many challenges.

Discussion.

Summarizing the approaches of many researchers, it is worth highlighting some main problems that representatives of small agribusiness have to face (Ermolenko, 2016; Zubrenkova & Fedotova, 2015; Lipkovich, 2016; Sushentsova, 2016). First of all, it is worth noting that, despite a more careful and

efficient approach to the use of productive resources in private subsidiary plots and farm enterprises, the resource base of these categories of farms is actually in a very poor state.

As a rule, farm enterprises apply extremely outdated equipment with limited maintenance capabilities, whereas in private subsidiary plots practically all works are done manually and using primitive tools only. This significantly reduces the productivity of labor, negatively affects the quality of products and increases the cost of production. On the other hand, the limited area of agricultural land these entities possess does not enable to fully use the productive potential of a new technology, which reduces the efficiency and viability of its implementation.

The next issue, which is also extremely important, is the difficulty of competing with large producers. It should be noted that almost all private subsidiary plots and farm enterprises sell their products in very short terms (as a rule, immediately after production) at prices significantly lower than the average market price. Such a situation is mainly caused by two factors. Firstly, they cannot carry out even minimal primary processing of products, and secondly, they do not have a proper system for storing manufactured products. In addition, due to the fact that production is often seasonal, small entities are not even able to obtain a stable market share as they cannot supply a stable volume of required products. This, in turn, poses a problem of mediation as many producers cannot independently cooperate with the processing companies and resort to intermediaries whose activities significantly reduce the producers' share in the market value of the final product.

In addition to this, one should mention difficulties private subsidiary plots and farm enterprises have regarding their access to financial resources. The financial and credit system, in spite of certain bonuses to these categories of management, still imposes quite many constraining and hindering factors, from the procedure of registration, to guarantee criteria for securing loans.

Another problem pointed out by many scientists dealing with the challenges to farm enterprises is the low level of awareness demonstrated by the managers of such entities regarding the potential

opportunities they can use. There are several reasons for this acting in combination: the lack of specialized education and skills (legal, economic, etc.); inefficient ways of presenting information in public resources; poor information literacy and insufficient involvement of the heads of farm enterprises in modern infosphere.

Private subsidiary plots and farm enterprises may become a crucial component in the development of large management forms on the basis of cooperation. Sustainable development of agriculture and ensuring the country's food security can be achieved if the government develop adequate conditions stimulating the creation of agricultural cooperatives (Goncharov & Haag, 2016).

Besides, it should be noted that in the current situation, cooperatives would contribute not only to the survival of agricultural producers, but they would also influence the development of small economic entities in the countryside since cooperatives represent the main direction of sustainable development of agriculture and the economy in the country as a whole, especially regarding sustainable development of rural areas and promoting the rural way of life, strengthening the social and economic infrastructure of the countryside, solving demographic problems and ensuring food sovereignty of the state (Evarestova & Yashina, 2016; Novikova, 2014).

At the same time, it is feasible to encourage small entities to produce eco-friendly goods. This segment of the market has not been developed yet, and Russia has every reason to take a leading position in this share of the world agro-food market, especially as the demand for this kind of products is growing. Implementation of this policy will facilitate the development of a specific sector of the agrarian economy – organic agriculture applying its own technologies, free from fertilizers, pesticides, biological additives, growth stimulators and other scientific and technological advances. This sphere uses innovative technologies inherent in this type of agro-production, reproducing soil fertility through crop rotations, green manures, and a combination of various technological methods. Creating such production facilities will enable to use available resources more efficiently, to improve

employment prospects and to increase the sustainability of small agribusiness (Shepitko et al, 2015; Adaboh et al, 2017).

When considering the strategic prospects for rural areas development, it is crucial to study rural social infrastructure. It has also experienced significant changes in recent years.

First of all, the optimization and merging rural social infrastructure facilities, conducted in recent years, led to a significant reduction in the number of schools, kindergartens and medical institutions, while it did not ensure adequate accessibility of the remaining facilities.

The most acute problems of ensuring high quality living conditions in rural areas today include the following:

- A slow pace of renovation of housing facilities in rural areas, a large share of old housing stock and condemned buildings, a small number of houses supplied with cold and hot water, gas, telephone and the Internet, and sometimes even electricity;
- Low level of employment and average monthly wages, which limits population's ability to purchase the necessary range of food, consumer goods, household services, etc.;
- Poor accessibility of educational facilities, medical services and sports facilities. This problem is particularly acute for children under the age of 10 (this applies primarily to pre-school and primary schools), as well as for the elderly (regarding medical institutions and feldsher stations).
- Undeveloped retail network, a limited range of goods and high prices in rural stores, a short list of household services available to the rural population, inability to choose a supplier and quality of the purchased services;
- Lack and inaccessibility of cultural and leisure activities.

These problems are also accompanied, and often aggravated, by the lack of efficient and convenient transport and roads between particular rural settlements with the nearest social infrastructure facilities and district centers. Combined, these problems make living in rural areas uncomfortable, which in

turn is one of the reasons for the outflow of the rural population to cities and large regional centers, thus depriving agricultural producers of one of the most important resources – skilled workforce.

Proceeding from the above, it is worth mentioning that the management of sustainable development of rural areas should involve a set of measures covering all the basic elements that to this or that extent influence the welfare of rural areas, their socio-economic characteristics, and the standard of living of the rural population. Complex partnership relations between the main parties in economic, industrial and social interaction should be seen a crucial component of this system. One should not consider only state authorities, rural producers or the population of specific rural areas. Joining all efforts is the key to significant and stable development of rural areas.

In this regard, the state authorities and municipal government have to solve a difficult task of providing a comprehensive strategy for rural development, creating an adequate organizational and economic mechanism for achieving strategic goals, organizing and monitoring the interaction of all parties.

Furthermore, it is clear that the development of priority areas, especially in the social sphere, and even in the production sector, can hardly be carried out without state support. The main directions of state support should include: ensuring the availability of required resources for domestic producers of agricultural products, regulating and supporting prices for agricultural products with no elastic demand, sharing credit and insurance burdens with producers. In addition, it is state institutions' responsibility to create favorable and stable political and legal environment, necessary for the development of the domestic agrarian sector of the economy. What is more, state institutions should develop and implement (not only nominally) programs increasing the availability of social infrastructure facilities (preschool and general education institutions, cultural and leisure facilities, health care organizations, etc.) and media resources.

There is a number of problems Russian agrarian producers should urgently solve: ensuring the country's food security, targeted and efficient use of available natural resources, improving the quality and competitiveness of domestic agricultural products, providing the population with workplaces, proper and timely wages, timely deduction of taxes to the budget. In addition, the business community of rural areas should also take an active part in the development of rural social infrastructure and ensure decent living conditions for the rural population. This involvement may take various forms, from co-financing of certain activities and ensuring the availability of particular services to the construction and maintenance of its own infrastructure facilities.

As for the rural population, they should take active civic stance, be involved and interested in the development of their own settlement. It is the rural population that should come up with initiatives to address specific problems and challenges that in their opinion hamper the development of the specific rural area, while solving these problems will allow the population to improve their living conditions. It does not matter how large these problems are, for one village it may be building a new school or a kindergarten, and for another – simple restoration of street lights. When one does not talk about these problems, one should not hope they will be solved.

CONCLUSIONS.

Summarizing, it should be noted that the management of sustainable development of rural areas is a complex process based on specific principles and features of agriculture and rural areas. Using customary tools does not appear to be highly efficient. In this regard, improving rural development management should imply combining a whole range of methods and tools that cover all its diverse elements, addressing which would facilitate the development of rural areas.

Solving only certain individual issues does not lead to the overall improvement of the situation. All parties involved in social and economic interaction should join their efforts, while solving the problems of the agrarian complex should become the country's priority strategic goal. Such an

approach will enable Russian agriculture to reach a new level, thereby improving the quality of life of the rural population and the level of sovereignty and food security of the country.

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