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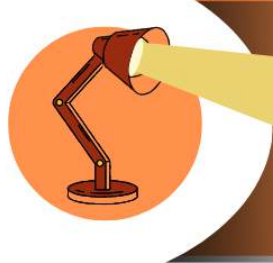
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### **MECHANISMS OF FORMING STATE POLICY FOR THE DEVELOPMENT OF THE AGRICULTURAL SECTOR IN THE CONDITIONS OF MILITARY INSTABILITY AND GLOBAL CHALLENGES OF SUSTAINABLE DEVELOPMENT**

**Abstract.** The theoretical and methodological principles and practical aspects of the formation of state policy for the development of the agrarian sector in conditions of military instability and global challenges of sustainable development are studied. The system of state authorities and their functional role in the formation of agrarian policy are analyzed, and the key mechanisms of state management are characterized, in particular, regulatory, organizational, economic and institutional instruments. The impact of military risks on the functioning of agricultural enterprises and territorial communities is substantiated, the main threats associated with the destruction of infrastructure, disruption of logistics chains and restrictions on the supply of resources are identified.

The analysis of adaptation mechanisms of state policy in conditions of crises is carried out, in particular, instruments of financial support, anti-crisis regulation and the





development of institutional interaction. The essence of innovative models of state management of the development of the agrarian sector is revealed.

The role of cooperation, support for young farmers and the development of public-private partnerships in increasing the competitiveness of the agricultural sector is determined. The impact of European integration processes on the transformation of state agrarian policy is studied and the directions of harmonization of national strategies with European standards of sustainable development are outlined. The priorities of the post-war restoration of the agrarian sector and the development of rural areas are determined, as well as the role of international support and institutional partnership in these processes.

Recommendations are formulated for improving state policy mechanisms aimed at increasing the efficiency of state administration, strengthening the role of territorial communities and implementing innovative management approaches. The need to integrate the principles of the circular economy and digitalization of management processes into the state agrarian policy system in order to increase its adaptability and sustainability is substantiated. Attention is focused on the feasibility of implementing indicative monitoring and assessing the effectiveness of the policy based on a system of key performance indicators. Approaches are proposed to strengthen the institutional capacity of public authorities.

**Keywords:** public administration mechanisms, state policy, agricultural sector, sustainable development, territorial community, public authorities, local governments, circular economy, young farmers, cooperation, land relations, war risks, network model, proactive model, post-war recovery, European integration, public-private partnership, rural development.

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## МЕХАНІЗМИ ФОРМУВАННЯ ДЕРЖАВНОЇ ПОЛІТИКИ РОЗВИТКУ АГРАРНОГО СЕКТОРУ В УМОВАХ ВОЄННОЇ НЕСТАБІЛЬНОСТІ ТА ГЛОБАЛЬНИХ ВИКЛИКІВ СТАЛОГО РОЗВИТКУ

**Анотація.** Досліджено теоретико-методологічні засади та практичні аспекти формування державної політики розвитку аграрного сектору в умовах воєнної нестабільності та глобальних викликів сталого розвитку. Проаналізовано систему органів державної влади та їх функціональну роль у формуванні аграрної політики, а також охарактеризовано ключові механізми державного управління, зокрема, регуляторні, організаційні, економічні та інституційні інструменти. Обґрунтовано вплив воєнних ризиків на функціонування сільсько-господарських підприємств та територіальних громад, визначено основні загрози, пов'язані з руйнуванням інфраструктури, порушенням логістичних ланцюгів та обмеженнями постачання ресурсів.

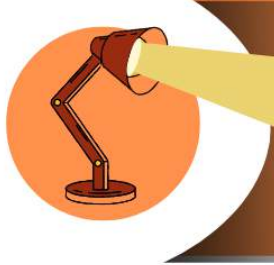
Здійснено аналіз адаптаційних механізмів державної політики в умовах криз, зокрема, інструментів фінансової підтримки, антикризового регулювання та розвитку інституційної взаємодії. Розкрито сутність інноваційних моделей державного управління розвитком аграрного сектору, зокрема мережових та проактивних моделей, та обґрунтовано доцільність їх впровадження як ефективного інструменту взаємодії між державою, бізнесом та територіальними громадами.

Визначено роль співробітництва, підтримки молодих фермерів та розвитку державно-приватного партнерства у підвищенні конкурентоспроможності аграрного сектору. Досліджено вплив процесів європейської інтеграції на трансформацію державної аграрної політики та окреслено напрямки гармонізації національних стратегій з європейськими стандартами сталого розвитку. Визначено пріоритети повоєнного відновлення аграрного сектору та розвитку сільських територій, а також роль міжнародної підтримки та інституційного партнерства в цих процесах.

Сформульовано рекомендації щодо вдосконалення механізмів державної політики, спрямованих на підвищення ефективності державного управління, посилення ролі територіальних громад та впровадження інноваційних управлінських підходів. Обґрунтовано необхідність інтеграції принципів циркулярної економіки та цифровізації управлінських процесів у систему державної аграрної політики з метою підвищення її адаптивності та стійкості. Акцентовано увагу на доцільності впровадження індикативного моніторингу та оцінювання результативності політики на основі системи ключових показників ефективності. Запропоновано підходи до посилення інституційної спроможності органів публічної влади.

**Ключові слова:** механізми публічного управління, державна політика, аграрний сектор, сталий розвиток, територіальна громада, органи публічної





влади, органи місцевого самоврядування, циркулярна економіка, молоді фермери, кооперація, земельні відносини, ризики війни, мережева модель, проактивна модель, повоєнне відновлення, євроінтеграція, публічно-приватне партнерство, розвиток сільських територій.

**Statement of the problem.** The current stage of development of the agricultural sector of Ukraine is characterized by a significant complication of the external and internal operating environment, due to the influence of military instability, the intensification of global challenges of sustainable development, as well as transformational processes in the public administration system. The agricultural sector, being a strategically important component of the national economy, plays a key role in ensuring food security, forming export potential and supporting socio-economic stability of rural areas. At the same time, in conditions of military risks, the need for the formation of effective state policy mechanisms capable of ensuring adaptability, stability and restoration of the industry is significantly increasing.

Military aggression has caused destructive changes in the production and logistics chains of the agricultural sector, restricted access to resources, disrupted land relations, reduced investment activity and exacerbated risks for business entities. In such conditions, traditional approaches to the formation of state policy are not effective enough, which necessitates their revision taking into account the principles of sustainable development, risk-based management and integration into the European economic space.

Of particular relevance is the study of mechanisms for the formation of state policy for the development of the agricultural sector, which should ensure a balance between economic efficiency, social justice and environmental safety. It is also important to take into account institutional aspects, the role of public authorities and local governments, the development of public-private partnerships, cooperation and support for small and medium-sized producers, in particular young farmers.

**Analysis of recent studies and publications.** In the scientific works of domestic researchers, in particular, in the works of V. Geyets, P. Sabluk, Yu. Lupenko, M. Kropyvka, O. Shpykulyak, O. Borodina, L. Moldavan, M. Malik, O. Hudz, O. Varchenko, the theoretical and methodological foundations of state agrarian policy are substantiated, the features of the institutional development of the agrarian sector are revealed, the role of state support, cooperation, land relations and organizational and economic mechanisms for ensuring the competitiveness of agricultural production is determined. At the same time, despite significant scientific achievements, the issues of comprehensive substantiation of mechanisms for forming state policy for the development of the agrarian sector, especially in conditions of military instability and global challenges of sustainable development, remain insufficiently systematized.





**The purpose and objectives of the article** – substantiation of theoretical and methodological principles and development of practical recommendations for improving mechanisms for forming state policy for the development of the agricultural sector in conditions of military instability and global challenges of sustainable development.

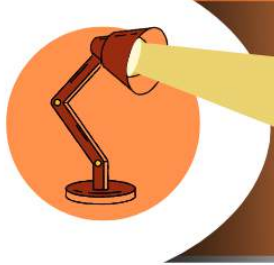
**Presentation of the main material.** The modern development of the agricultural sector of Ukraine takes place in conditions of significant complication of the security, economic and institutional environment, which is due to the influence of military instability and the intensification of global challenges of sustainable development. The agricultural sector, performing the strategic function of ensuring the food security of the state and the formation of its export potential, is undergoing significant transformational changes associated with the disruption of production and logistics chains, limited access to resources, increased risks of conducting economic activities and the need to adapt to new operating conditions.

In the above conditions, the formation of an effective state policy for the development of the agricultural sector, which should be based on the principles of systematicity, adaptability, risk-orientation and consistency with the goals of sustainable development, becomes particularly relevant. Undoubtedly, in this case, an important task of public administration should be to ensure a balance between the economic efficiency of agricultural production, social development of rural areas and environmental safety, which requires the integration of relevant mechanisms of state influence.

In general, the mechanisms for forming state policy in the agricultural sector include a set of institutional, organizational, economic and legal instruments aimed at regulating the activities of agricultural sector entities, stimulating innovative development, supporting small and medium-sized producers, developing cooperation, and ensuring the industry's resilience to crisis impacts [1]. In conditions of military instability, these mechanisms should become proactive, provide for an operational response to threats, and also create prerequisites for post-war recovery and long-term development of the agricultural economy. It should be noted that the system of public authorities that ensures the formation and implementation of state policy for the development of the agricultural sector is characterized by multi-level, functional differentiation and institutional interdependence of its components. It includes legislative, executive and local government bodies, whose activities are aimed at regulating agrarian relations, ensuring food security, developing rural areas and adapting the agricultural sector to modern challenges [2].

Therefore, at the national level, the legislative branch of government plays a key role in the formation of agrarian policy, which ensures the regulatory and legal regulation of the agricultural sector, determines strategic development priorities, approves state programs and exercises parliamentary control over the activities of





executive bodies. The central place in the implementation of state agrarian policy belongs to executive bodies, in particular, profile ministries and central executive bodies, which perform the functions of strategic planning, coordination, regulation and control in the relevant field. Their powers include the development and implementation of state target programs, the formation of mechanisms for state support of the agricultural sector, management of state resources, ensuring the functioning of market infrastructure, as well as the adaptation of agrarian policy to the conditions of military instability and European integration processes [3].

An important component of the public administration system are local governments, which, under decentralization, have received expanded powers to manage the development of territorial communities, in particular in the field of agricultural production. Their functions include planning the development of rural areas, managing land resources, promoting the development of small and medium-sized agribusiness, supporting cooperative forms of management, and ensuring the socio-economic development of communities.

Territorial communities are key entities in managing the development of rural areas, since it is at this level that direct interaction with the population and business entities is ensured. In conditions of military instability, the importance of territorial communities increases even more, since they provide a prompt response to crisis challenges, organize support for the local population and agricultural producers, contribute to the restoration of infrastructure and the adaptation of economic activity to new conditions. The effectiveness of their activities largely depends on the level of institutional capacity, staffing, access to financial resources and the quality of management decisions. However, despite the positive results of decentralization, there are certain problems associated with uneven development of communities, limited resource base of certain territories, insufficient level of managerial competence and coordination with central authorities [4]. This necessitates further improvement of mechanisms of interaction between levels of government, increase of institutional capacity of communities, as well as introduction of innovative approaches to management of development of rural territories.

A separate role in the formation of agrarian policy is played by institutions of intersectoral interaction, in particular public-private partnerships, professional associations of agricultural producers, advisory services, scientific institutions and public organizations, the functioning of which allows to improve the quality of management decisions, provide feedback between the state and business entities, as well as promote the implementation of innovative approaches in the development of the agricultural sector. At the same time, the effective functioning of the above-mentioned institutions of intersectoral interaction requires proper regulatory and legal support, which determines the boundaries of their activities, forms of interaction and instruments of influence on the processes of forming agrarian policy. It is the legal



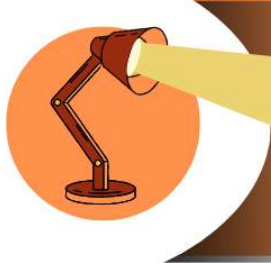


environment that acts as an integrating basis, ensuring the coherence of the actions of all subjects of public administration and creating the prerequisites for the realization of their potential. In this context, the analysis of regulatory and legal mechanisms as a key element in ensuring the effectiveness of the state policy for the development of the agricultural sector is of particular importance. They determine the legal basis for the functioning of the agricultural sector, regulate land relations, state support mechanisms, environmental standards and conditions for integration into the European legal space. In conditions of military instability, the speed of adaptation of the regulatory framework to new challenges becomes particularly important, in particular regarding the simplification of regulatory procedures, ensuring food security, regulating the export and import of agricultural products, as well as protecting the rights of business entities [5]. At the same time, today, there is fragmentation of regulatory support and insufficient coordination between individual legislative acts, which complicates the implementation of the policy in practice.

Organizational mechanisms reflect the structure and functional relationships between public authorities responsible for the formation and implementation of agricultural policy. Their effectiveness depends on the level of coordination between central executive authorities and local self-government bodies, the clarity of the distribution of powers, as well as the ability of the management system to respond quickly to crisis situations. It is worth noting that in wartime conditions, the need to implement flexible management models, strengthen interagency cooperation, use digital technologies and develop network forms of management becomes more urgent, which, in turn, will allow to increase the adaptability of the public administration system. The key tools for stimulating the development of the agricultural sector and ensuring its sustainability are economic mechanisms, namely: budget subsidies, subsidies, tax breaks, state credit programs, agricultural risk insurance, as well as instruments for supporting investment activities. In wartime conditions, the importance of these mechanisms increases, since they are aimed at compensating for losses, restoring production potential, supporting the liquidity of enterprises and ensuring the continuity of production processes [7]. However, limited budget resources and increased financial risks require increased targeting of state support and attracting alternative sources of financing, in particular through public-private partnership mechanisms.

Institutional mechanisms determine the quality of the functioning of the public administration system through the level of development of institutions, their ability to effectively interact and implement management functions. They cover the system of public authorities, civil society institutions, professional associations, advisory services and scientific institutions [8]. In conditions of military instability, increasing institutional capacity, ensuring transparency and accountability of management processes, as well as active involvement of stakeholders in policy formation are of





particular importance. At the same time, there are problems of insufficient coordination between institutions, duplication of functions and limited use of the potential of civil society.

It should be noted that the effectiveness of the implementation of the above mechanisms significantly depends on the external conditions of functioning, among which military instability is a determining factor. It is it that creates new risks and restrictions for socio-economic development, affects the resource provision of communities and transforms the priorities of public administration.

One of the most destructive factors of the impact of war on the agricultural sector is the destruction of infrastructure, as it directly limits the possibilities of carrying out production activities, storing and transporting products. Damage or destruction of elevators, warehouses, transport hubs, energy facilities and irrigation systems leads to a decrease in production volumes, crop losses and increased costs for restoring the material and technical base. In addition, the destruction of infrastructure complicates the integration of the agricultural sector into international markets, which negatively affects the export potential of the state.

Disruption of logistics chains is another critical point, which is manifested in a decrease in the efficiency of transporting agricultural products, an increase in delivery times and an increase in transport costs. Blocking traditional export routes, restrictions on the functioning of port infrastructure, a shortage of vehicles and fuel create significant obstacles to the uninterrupted movement of commodity flows. As a result, agricultural enterprises face problems with product sales, the accumulation of stocks and a decrease in production profitability.

The limitation of resource provision is manifested in the deficit of financial, material, technical and labor resources, which are necessary for the stable functioning of the agricultural sector. The increase in the cost of resources, the difficulty of access to credit, the reduction of investment activity, as well as the mobilization processes that affect the personnel potential, significantly reduce the production capabilities of enterprises. The problems of providing fuel and lubricants, seeds, fertilizers and plant protection products are becoming particularly acute, which directly affects the productivity of agricultural production.

Undoubtedly, military actions have a complex and multidimensional impact on the functioning of agricultural enterprises and territorial communities, transforming business conditions, the structure of resource provision and public administration mechanisms. In the context of agricultural enterprises, the main manifestations of such an impact are a decrease in production potential due to losses of material and technical base, disruption of production cycles, restrictions on access to financial resources and a reduction in labor potential. An increase in the level of uncertainty and risks of conducting activities leads to an increase in transaction costs, a decrease in the investment attractiveness of the industry and the need to revise enterprise development





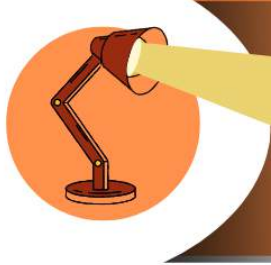
strategies in order to increase their sustainability and adaptability. For territorial communities, military risks are manifested in a decrease in the revenue base of local budgets, an increase in social burden, destruction of infrastructure and the need for a prompt response to crisis challenges. Loss or damage to social and industrial infrastructure facilities, migration processes, increased unemployment and deterioration of living conditions of the population significantly complicate the implementation of rural development programs. At the same time, we emphasize that it is territorial communities that become key entities in ensuring the viability of local socio-economic systems, performing the functions of coordination, supporting the population and restoring basic operating conditions.

In these conditions, adaptation mechanisms of state policy aimed at minimizing the negative impact of military risks and ensuring the sustainability of the agricultural sector and rural areas acquire special importance. Such mechanisms include anti-crisis regulation tools, in particular, state programs of financial support for agricultural producers, compensation payments for losses, preferential lending, state guarantees, as well as support for logistics infrastructure and alternative export routes. An important direction is the development of agricultural risk insurance, which allows reducing the level of uncertainty and ensuring the stability of the functioning of enterprises.

Organizational and managerial adaptation mechanisms should include strengthening coordination between central executive authorities and local self-government bodies, implementing flexible management models, developing digital platforms for information exchange and management decision-making. In this context, the use of proactive approaches to management based on risk forecasting, rapid response to changes, and the formation of resilience reserves is relevant.

In turn, institutional adaptation mechanisms should be aimed at increasing the capacity of public authorities and other agricultural policy actors to function effectively in crisis conditions. They should include improving regulatory and legal support, developing public-private partnerships, attracting international technical assistance, and enhancing the role of civil society in recovery and development processes. In addition, the integration of sustainable development principles into state policy mechanisms is of particular importance, which allows ensuring the long-term sustainability of the agricultural sector. Today, in the context of increasing complexity of socio-economic processes, military instability and the need to ensure sustainable development, innovative models of public management of agricultural sector development are being formed - network and proactive models of public management, which ensure increased efficiency of management decisions and adaptability of the agricultural sector to modern challenges [9]. An important element of innovative models of public management is the development of cooperation, which acts as an effective tool for consolidating resources, reducing costs and increasing the competitiveness of agricultural producers. Cooperative forms of management





contribute to the development of small and medium-sized enterprises, provide access to markets, financial resources and innovative technologies. At the same time, special attention should be paid to supporting young farmers as an important factor in the renewal of the agricultural sector, increasing its innovative potential and ensuring sustainable development of rural areas. State policy in this area should provide for the creation of favorable conditions for the establishment and development of farms, in particular through mechanisms of financial support, training and consulting support.

The development of public-private partnerships should become another key area of innovative public management, which will allow attracting private investment in the implementation of infrastructure projects, modernization of production and the introduction of innovations. This form of interaction will ensure effective risk sharing between the state and business, increase the efficiency of resource use and contribute to the acceleration of economic development of the agricultural sector.

The integration of the principles of the circular economy into agricultural production will be an important direction for ensuring environmental sustainability and resource efficiency. It involves waste minimization, resource reuse, implementation of closed production cycles, development of bioenergy and environmentally friendly technologies. The application of such approaches will not only reduce the negative impact of agricultural production on the environment, but also increase its economic efficiency, creating additional opportunities for the development of innovative entrepreneurship.

The impact of European integration processes on the transformation of state agrarian policy is manifested in the harmonization of legislation, the implementation of European regulations and directives, as well as in the introduction of modern state support mechanisms focused on the development of small and medium-sized producers, innovation and greening of production [10]. Adaptation to the provisions of the EU Common Agricultural Policy, which provides for a combination of market regulation instruments, direct support for producers and rural development programs, is of particular importance.

The harmonization of national strategies with European standards of sustainable development involves the integration of environmental, social and economic goals into the process of forming state policy. This includes the implementation of the principles of rational use of natural resources, reducing the negative impact of agricultural production on the environment, developing organic farming, supporting biodiversity and improving the quality of life of the rural population. An important component is also the development of innovative technologies and digital solutions that ensure increased production and management efficiency.

Therefore, the strategy for the post-war reconstruction of the agricultural sector should be based on the principles of comprehensiveness, sustainability and innovation, providing not only for the restoration of destroyed infrastructure, but also for the





modernization of production systems, the development of logistics networks, the diversification of sales markets and increasing the added value of products [11]. Priority areas are the restoration of land reclamation systems, the reconstruction of transport and energy infrastructure, support for agricultural enterprises and farms, as well as the development of human capital in rural areas.

A special role in the post-war reconstruction processes is played by international support and institutional partnership, which provide access to financial resources, technologies, expert knowledge and best management practices. Cooperation with international organizations, financial institutions and partner countries will contribute to the implementation of large-scale infrastructure projects, the implementation of reforms and the strengthening of the institutional capacity of the state.

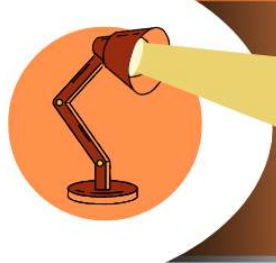
Taking into account the identified challenges and structural transformations of the agricultural sector, it is advisable to form a system of scientifically based recommendations for improving state policy mechanisms aimed at increasing the efficiency of public administration and ensuring sustainable development of the industry. Increasing the efficiency of public administration mechanisms involves improving the strategic planning system, introducing modern analysis and forecasting tools, as well as ensuring transparency and accountability of management decisions. It is advisable to develop digital management platforms that allow monitoring the state of the agricultural sector in real time, improving the quality of analytical information and ensuring the efficiency of decision-making.

Improving the tools to support the agricultural sector should include increasing their targeting, transparency and efficiency of resource use. At the national level, this includes optimizing the system of state grants and subsidies, developing mechanisms for preferential lending, agricultural risk insurance, as well as stimulating investment activity and innovative development. At the local level, it is important to expand the financial autonomy of territorial communities, create conditions for the development of local entrepreneurship, support cooperative forms of management and implement infrastructure projects aimed at the development of rural areas.

Strengthening the role of territorial communities in implementing the state policy for the development of the agricultural sector requires further strengthening their institutional capacity, increasing the level of managerial competencies and ensuring effective interaction with central authorities. It is advisable to introduce mechanisms for public participation in decision-making processes, develop partnerships between authorities, business and civil society, as well as support local initiatives aimed at sustainable development of territories.

The introduction of innovative management approaches is a necessary condition for the modernization of the public administration system in the agricultural sector. In particular, it is advisable to develop network forms of management, apply proactive models of policy formation, use digital technologies, big data analytics and decision





support systems. This will increase the efficiency of management processes, ensure their flexibility and adaptability, and also promote the integration of the agricultural sector into global economic processes.

**Conclusions.** Thus, the formation of an effective state policy for the development of the agricultural sector in conditions of military instability and global challenges of sustainable development requires a systemic approach that combines institutional, economic, organizational and regulatory mechanisms of public administration. Modern transformation processes in the agricultural sector necessitate: a transition from traditional hierarchical management models to innovative ones, in particular network and proactive ones, which ensure increased adaptability and sustainability of the industry; the introduction of comprehensive mechanisms of state support; the development of public-private partnerships; strengthening the role of territorial communities; the activation of international cooperation. The prospects for further scientific research in this area should be linked to an in-depth analysis of the mechanisms for integrating digital technologies into the system of public administration of the agricultural sector, in particular the introduction of digital-intelligent decision-making support systems.

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