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## Пріоритетні підходи до оцінки ризиків у діяльності суб'єктів аграрного сектора

*Розвиток сфер економіки суттєво залежить від змін у зовнішньому середовищі. Нарощення виробничих потужностей підприємств, розширення ринків збуту, покращення іміджевих позицій та інші складові успішного розвитку формуються в результаті прийняття комплексу управлінських рішень, що є відповіддю на ті чи інші зміни зовнішнього середовища. Метою статті є розкриття сутності та особливостей пріоритетних підходів до оцінки ризиків у діяльності суб'єктів аграрного сектора економіки. Доведено, що виявлення дієвих альтернатив є перевагою, яка дозволяє отримати заплановані результати діяльності, мінімізувати витрати та обмежити зайве використання усіх видів ресурсів. Обґрунтовано, що результативність аналітичної оцінки може бути забезпечена лише за умови чітко встановлених умов партнерства та рівнів відповідальності, спільної мети, яка зорієнтована на розвиток суб'єктів ринку. У статті надано пропозиції, що пов'язані із вибором можливих варіантів рішень, які можуть бути спрямовані на доведення суб'єктів ринку до банкрутства або фіктивного банкрутства, тобто, певних шахрайських дій. Визначено, що приймаючи рішення необхідно враховувати усі можливі варіанти подій та ризиків. Відтак доцільним є формування дієвої (адекватної) стратегії управління ризиками, що дозволить забезпечити досягнення поставлених цілей. Одним із важливих правил організації процесу управління повинна бути оптимізація співвідношення між рівнем ризику та можливими результатами від реалізації прийнятих управлінських рішень, обраних альтернатив. Відмінність ризиків за напрямками коригування управлінських рішень залежить від їхньої масштабності, що визначає інструменти реалізації обраних альтернатив. Вагомою складовою результативності оцінки є коректна аналітична задача, вибір дієвого методу дослідження та адекватне ситуації (вхідним умовам) управлінське рішення (управлінські рішення). Аналітична оцінка та упередження ризиків в умовах глобального світу не може бути обмежена територіально, глобальність світу доводить потребу адаптації та коригування управлінських рішень суб'єктами ринку з огляду на існуючі та потенційні небезпеки, у тому числі екологічного характеру.*

**Ключові слова:** оцінка ризиків, аналітична задача, стратегічне планування, управлінські рішення, зовнішні загрози.

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## Priority Approaches to Risk Assessment in the Activities of Entities of the Agricultural Sector

*The development of spheres of the economy is significantly dependent on changes in the external environment. Increasing the production capacity of enterprises, expanding market opportunities, image positions are formed under the influence of a set of management decisions that is a response to certain changes in the environment. The purpose of the article is to reveal the essence and features of priority approaches to risk assessment in the activities of entities of the agricultural sector. It was proved that identifying effective alternatives is an advantage that allows you to get the planned results, minimize costs and limit the overuse of all types of resources. The effectiveness of analytical assessment can be ensured only under clearly defined conditions of partnership and levels of responsibility, a common goal, which is focused on the development of market entities. The supplement formed by the authors is related to possible solutions that can be aimed at bringing market entities to bankruptcy or fictitious bankruptcy, that is, certain fraudulent actions. The making decisions should take into account all possible scenarios of events and risks. Risk assessment should be aimed at obtaining reliable information on the choice of alternative solutions, which will be focused on the timeliness and adequacy of the formation, adoption and adjustment of decisions taking into account the changing situation, its scale and complexity of practical solutions, threat prejudices. It is advisable to form an effective (adequate) risk management strategy that will ensure the achievement of goals. One of the important rules for organizing the management process should be to optimize the relationship between the level of risk and the possible results of the management decisions implementation, selected alternatives. The difference in risks in the areas of adjustment of management decisions depends on their scale, which determines the tools for implementing the selected alternatives. An important component of the effectiveness of the assessment is the correct analytical task, the choice of an effective research method and adequate to the situation (input conditions) management decision (management decisions). Analytical assessment and risk prediction in a global world cannot be limited territorially, the global world proves the need to adapt and adjust management decisions by market entities in view of existing and potential hazards, including environmental ones.*

**Keywords:** *risk assessment, analytical task, strategic planning, management decisions, external threats.*

**Introduction.** The development of the economy spheres is significantly dependent on changes in the external environment. Increasing the production capacity of enterprises, expanding market opportunities, image positions are formed under the influence of a set of management decisions that require constant adjustment and adaptation. Changes that occur in the external environment can have a significant impact on the activities of market entities, especially in the context of the formation and implementation of their development strategy. The peculiarities of the entities activities of the agrarian sector of the economy adjust the approaches to local and sectoral development for a high level of capital intensity of the industry, a significant dependence on natural and climatic factors, infrastructural and information restrictions.

That is why the priority of the entities development of the agrarian sector should be aimed at constant adaptation of the internal environment to external changes at various levels (from industry to global).

Globalization processes and phenomena, expansion of the scope of transnational business, increasing the number of large agricultural formations (agricultural holdings), transformational land processes, natural and climatic risks and transboundary environmental hazards are relevant in time. Changes in the external environment should adjust the internal processes, which should be carried out taking into account the potential of the agricultural sector. The timeliness of management decisions, their adequacy in relation to the resource capabilities of entities, the effectiveness of practical implementation of decisions provide significant advantages in increasing competitive positions in the

agricultural market, which proves the practical experience of large agricultural companies.

The use of economic analysis tools allows to identify the causes of change in the situation and identify potential opportunities for development. The significant influence of external factors proves the feasibility of short-term forecasting (planning) of the entities activities, the formation of analytical tasks and relevant practical solutions. A situation that limits the ability to adapt the internal environment to unexpected and significant changes can be critical. Analytical tasks should be based on the internal capabilities of entities to respond quickly to changes in the external environment, provided a realistic assessment of potential input conditions (resource potential, market position, investment opportunities, etc.). The practical implementation of management decisions should be focused on the adequacy of measures in the implementation of the development strategy of the agrarian sector of the economy. Formation of plans and forecasts should be adequate to the conditions of activity.

**Literature review.** The significant influence of globalization factors encourages the strengthening of the role of analytical work at enterprises, both in terms of a comprehensive assessment and planning (forecasting) activities. The effectiveness of individual market participants depends not only on the input conditions (internal reserves, potential, production capacity), but also a set of external factors that change rapidly in time and space. There is an urgent need for constant assessment of environmental conditions, identification of areas of organizational and economic change and adjustment of individual technological processes.

That is why the choice of effective analytical methods for evaluating and forecasting activities is an important task of management. The substantiation of expediency of analytical tasks which will be formed in divisions of the enterprises depends on organizational structure of market entities.

The main limitation in the analytical work of market entities is the lack of reliable and complete information on environmental conditions. In this case, the response to changes in the external environment should be prompt, managers should identify alternative solutions taking into account the capabilities of market entities, taking into account the planned results. Activity planning should be to determine the goals and parameters of their achievement.

The features of management, the essence of analytical work and the construction of analytical tasks have been investigated in the scientific works of scientists, including: O.M. Bandurka [8], F.F. Butynets, L.R. Voliak, I.V. Herasymchuk, M.Ya. Korobov [8], G. Kramarenko [10], P. Orlov [8], V.K. Savchuk, N. Solovyova [9], L.K. Suk, L.V. Chyzhevskaya, S.H. Chehlakova [3], and foreign researchers: I. Ansoff [1], D. Kliland, V. Kinh, D. Nort [2], R. Fisher, T. Frai, C. Wheelan [7]. The authors have identified that management is a complex and multifaceted process that requires the use of appropriate analytical tools to prevent threats, identify opportunities and neutralize risks.

The choice of an effective method of assessment and forecasting can increase the effectiveness of management decisions. It is the timeliness and adequacy of decisions in relation to potential opportunities that determine the prospects for the development of market entities.

The issue becomes especially relevant in the context of preventing global threats, including environmental ones, which necessitates adaptation to change. Global environmental threats are a significant threat to the world's food security. Anomalous processes in 2020 (from drought to downpours) make significant adjustments in the development of new technological solutions in the agricultural sector of the economy.

David Wallace-Wells argues in his publications that global warming is changing the world significantly, making the territories of individual states and regions unviable. The researcher believes that a significant area of the world is rapidly losing its viability and productivity of agricultural land. It has been proven that by 2050, eliminating the consequences of climate change will cost up to 500.0 trillion. US dollars [4]. Considering the existing threats, the need for effective risk management and adaptation of management decisions, both financial and technological, remains important.

Considering the significant influence of external factors on the activities of market entities, it is necessary to regulate the mechanism for making timely and adequate management decisions. Therefore **the purpose of the study** is to substantiate the priority approaches to risk assessment in the activities of agricultural sectors of the economy.

**Results and discussions.** Assessment of the activities of market entities should be aimed not only at the formation of strategic development plans, but also at prompt response to changes that occur. Assessment of the internal and external environment requires significant training, both personnel and information technology. Management of internal processes involves the formulation and solution of clear analytical tasks that are focused on providing opportunities to avoid crises and level risks. Clear comparison parameters allow making decisions taking into account similar phenomena in previous periods, and the use of expert assessment – to form an idea of the complexity of the processes that are occurring or may occur.

Planning (forecasting) the activities of market entities in the short term, adjusting decisions taking into account the changing situation, provide an opportunity to use operational analysis and implement an effective adaptation of the management process. The use of long-term forecasts in the analytical assessment of the activities of market entities is quite subjective, such an information basis for comparison can only give a general idea of the development prospects.

Conducting a comprehensive assessment of the market entities' activities involves the study of all processes and phenomena, from location to distribution of net profit and is quite a time-consuming process. The effectiveness of a comprehensive assessment can only be obtained from a strategic perspective, an assessment of the input capabilities of entities to provide conditions for

the functioning and possible increase in capacity. Operational analysis should take into account the results obtained, as a basis for comparison with the results of the entities activities. The frequency of the assessment depends on the characteristics of the activity, the quality of human resources, the organizational structure, the general (ultimate) goal of the activity and the interests of the participants.

Taking into account the peculiarities of the agricultural sector of the economy, strategic planning makes it possible to determine the main priorities for the development of entities. Changes in the situation on the market of agricultural products, the significant influence of large corporations, strengthening of their competitive positions, infrastructural and informational restrictions, encourage constant adjustments to technological and financial decisions. The main factor that limits the capabilities of small and medium-sized agricultural market entities is the sale price of the main types of intensive crops, which does not cover all costs incurred during the harvest period. Large corporations (agricultural holdings) eliminate such restrictions by the active development of logistics.

Thus, the adaptation of management decisions was and remains a forced necessity of doing business. Identifying effective alternatives is an advantage that allows you to get the planned results and minimize costs, neutralize losses. In order to ensure the completeness of the information base and decision-making, it is advisable to conduct a risk assessment (investment, credit, business risk, risk of lost advantage or lost opportunities, environmental risk).

The effectiveness of analytical risk assessment in the formation of alternative solutions can be ensured only if clearly defined partnership conditions and levels of responsibility, a common goal that is focused on the development of market entities. The supplement formed by the authors is related to possible solutions that can be deliberately aimed at bringing market entities to bankruptcy or fictitious bankruptcy, i.e. certain fraudulent actions.

Having been assessing risks, it is necessary to take into account their basic characteristics (alternative, uncertainty, inconsistency), as they determine the directions of adaptation of management decisions. The contradiction of risk is manifested in the fact that it encourages the implementation of certain new solutions, initiatives, alternatives, providing opportunities for development. But on the other hand, the choice of an alternative solution in terms of risk may be wrong, the decision may not take into account all the preconditions for development. The alternative is the need to choose from several possible options for management decisions. The choice of alternative solution depends on the situation. The choice of decision is made taking into account experience and intuition, to which it is necessary to add special methods of research, prediction, forecasting (planning). Uncertainty is the lack of confidence in the accuracy of information about a situation that has developed or may arise in the future.

Having been making a decision, it is necessary to take into account all possible scenarios and possible risks. It is advisable to form an effective (adequate) risk management strategy that will ensure the achievement of goals. An important condition for the management process organization should be the optimization of the relationship between the level of risk and possible results from the implementation of management decisions, selected alternatives. Risk and profitability change in the same direction, the higher the level of profitability, the higher the risk of implementing decisions.

Risk is an event that can occur under uncertainty with some probability and have the following consequences: positive – getting the appropriate benefits, planned results; negative – receiving losses or certain unforeseen events; absent – no changes.

Risk assessment includes the study of the main preconditions and consequences of their possible occurrence. Thus, credit risk can be assessed by calculating the level of creditworthiness of market entities and assessing the main parameters of its occurrence (loan term, interest rate on the loan, the terms and conditions of loan repayment, loan guarantee or security, loan currency, exchange rate, reliability of the banking institution). Investment risk can be assessed by calculating the level of investment affiliation and assessing the main parameters of the investment process (the amount of investment resources, investment conditions, the term of the investment project, the guarantee of participants, the reliability of the investor). Business risk can be assessed by calculating the level of net profit and assessing the main parameters of its receipt (organization of production and labor, marketing strategy, partner reliability, level of business activity, efficiency of internal planning and control). The risk of missed advantage or missed opportunity can be estimated by calculating the level of financial losses that characterize the limited or missed opportunities to make or adjust management decisions. These indicators allow to justify possible alternative management decisions not only in the normal activities of market entities, but also in terms of the need for lending or attracting investment capital. A significant advantage in providing conditions for the development of market entities is the reliability of all persons involved in the management process, partners. Focusing on the common results of all stakeholders allows to provide opportunities to anticipate the risk of lost advantage, i.e. to level losses and prevent the emergence and spread of crises.

Formal and informal methods can be used to assess risks. The main purpose of the assessment is to provide options (alternatives) for decisions that will be aimed at effective management, timeliness and adequacy of the formation, adoption and adjustment of decisions in view of changes in the business situation (Table 1).

Uncertainty in achieving a particular result is determined by the influence of a combination of exogenous (external) and endogenous (internal) factors.

Directions, methods and results of analytical assessment of the market entities' activities

Assessment directions	Assessment methods	Assessment results
<p>Comprehensive performance assessment:</p> <ol style="list-style-type: none"> <li>1. Analysis of business conditions of the enterprise (internal, external factors of influence).</li> <li>2. Analysis of business conditions of the enterprise (internal, external factors of influence).</li> <li>3. Analysis of market opportunities of the enterprise (marketing analysis).</li> <li>4. Analysis of the resource potential of the enterprise, assessment of the impact of natural factors, environmental analysis.</li> <li>5. Analysis of production, goods, works and services by the enterprise.</li> <li>6. Product cost analysis, cost assessment, cost management.</li> <li>7. Analysis of sales of products, goods, works and services by the enterprise.</li> <li>8. Analysis of financial results of the enterprise.</li> <li>9. Analysis of the financial condition of the enterprise.</li> <li>10. Assessment of investment attractiveness of the enterprise.</li> <li>11. Assessment of the creditworthiness of the enterprise, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Methods of qualitative analysis – general scientific methods (analysis, synthesis, induction, deduction) and methods of expert assessment.</li> <li>2. Methods of quantitative analysis – traditional methods (comparison, averages, indices, time series, analytical groupings), methods for studying deterministic factor relationships, methods of complex economic assessment, graphical methods of analysis, methods of optimal decisions, phonometric methods and models.</li> </ol>	<p>Alternative management decisions:</p> <ul style="list-style-type: none"> <li>– formation;</li> <li>– acceptance;</li> <li>– adjustment;</li> <li>– control over execution;</li> <li>– levels of responsibility;</li> <li>– assessment of the decisions effectiveness.</li> </ul> <p>Directions for adjusting the management process:</p> <ul style="list-style-type: none"> <li>– increasing the efficiency of using human resources;</li> <li>– increasing the level of responsibility for the results of planning activities, evaluating activities, the results of activities;</li> <li>– optimization of the organizational structure;</li> <li>– the level of innovative and technological readiness;</li> <li>– the control;</li> <li>– trust level.</li> </ul>
<p>Risk assessment:</p> <ol style="list-style-type: none"> <li>1. Credit risk.</li> <li>2. Investment risk.</li> <li>3. Business risk.</li> <li>4. Risk of missed advantage or missed opportunity.</li> <li>5. Environmental risk.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expert assessment methods.</li> <li>2. Statistical assessment methods.</li> <li>3. Calculation and analytical methods of assessment.</li> <li>4. Analog assessment methods.</li> </ol>	<p>The risk situation is associated with stochastic processes, which are based on the following conditions:</p> <ul style="list-style-type: none"> <li>– the presence of a discrepancy;</li> <li>– the need to choose an alternative;</li> <li>– assessment of the probability of the selected alternatives implementation.</li> </ul>

Source: summarized by the authors.

Uncertainty is associated with incompleteness and inaccuracy of information on the conditions of market entities. Risks are the probability of loss due to uncertainty. Losses arise due to the relevant events under conditions of uncertainty, which provoke an increase in the level of risk. The effectiveness of the organization of management and assessment of possible development alternatives depends on the identification of risks. That is, each type of risk must correspond to a certain set of management tools.

An important component of the assessment effectiveness is the correct analytical task, the choice of an effective research method and adequate to the situation (input conditions) management decision (management decisions).

Comprehensive assessment of activities, rating assessment of the work of the company's divisions, generalization of the assessment results, decision-making

at different levels depend on the organizational structure of the enterprise.

From the point of view of management effectiveness, the situation should be responded to immediately, or not to react at all. At all stages of the assessment, there is a need for research and assessment of risks that neutralize the expected results of activities. An essential basic basis of the analytical task is to determine the characteristics of market entities in terms of industry affiliation. The sequence of solving the analytical problem involves: the formation of a clear purpose of the analysis; definition of the main tasks, statement of tasks; information support of the analysis; substantiation of basic principles, scope of assessment; choice of methods and approaches of analysis; choice of performance criteria; definition of indicators groups; selection of normative values of indicators group; selection of forecast (planned) values of indicators for comparison group; calculation of

indicators, identification of causal relationships; comparison of indicators with normative, forecast (planned) values; identification of priority factors influencing processes and phenomena; generalization of results, formation of proposals, identification of reserves; generalization of proposals for decision-making; preparation by an analyst, a group of analysts of information in the form of an analytical note or analytical report, formation of a production plan, report, financial plan, report, development strategy, marketing plan, business plan, investment proposal, investment plan, audit opinion; making management decisions; performance control; assessment of the effectiveness of management decisions, responsibility for decisions.

The difference in risks in the areas of decision adjustment depends on the scale of their impact on individual processes and phenomena, which determines the tools for implementing the selected alternatives. Thus, the impact of global environmental changes can be assessed by the level of carbon emissions that provoke warming, changes in natural and climatic conditions and approaches to agriculture and the possibility of ensuring food security in the world and its individual regions. It has been found that the reduction of carbon emissions in 2000 was estimated as a need at the level of three percent reduction, the issue of ten percent reduction is relevant at the time. The effects of the impact are significant and threatening due to the negative effects and critical expectations of climate change. The last 10 years have become the highest in terms of temperature; it is anthropogenic factors that have caused most weather disasters.

Thus, the globality of risks determines the limitations or possibilities of their management, forms alternative solutions or their absence. The influence of the probability of occurrence and manifestations of risks also remains significant, which should determine the behavior of the entire management system.

The situation of risk is associated with processes that are related to the following prerequisites: the presence of a situation of uncertainty, the need to choose alternatives, assessing the likelihood of practical implementation of alternatives. The likelihood of a situation occurring is due to a significant number of factors and prerequisites. Since at the time of the decision there is no clear position on the results of the practical implementation of alternatives, it is only possible to predict events, the expected result remains a random variable. Evaluation of the effectiveness of management decisions or selected alternatives is possible only after the end of the waiting period for the result. The more accurate the planning (forecasting) of activities, the lower the level of risk and the effective selection and implementation of management decisions, selected alternatives, taking into account the input conditions and opportunities of market entities.

In order to solve a significant number of practical tasks, it is sufficient to have clear characteristics of priority influencing factors, which provide a complete description of the likelihood of a change in the situation in the future, mainly in the short or medium term.

The choice of priority influencing factors requires a combination of knowledge, skills, logic of thinking and intuition of the analyst. Practical implementation of the identified alternatives should be carried out on the terms of state-private or public-private partnership. The main directions of the partnership include priority tasks taking into account the needs and interests of all participants, which eliminates or limits the occurrence of a situation that provokes risks. The partnership allows us to jointly solve large-scale financial, technical, technological, environmental problems, which are supplemented by appropriate guarantees of the participants in the process. The guarantees and responsibility of the participants allow you to participate in international projects that are focused on solving large-scale issues, including environmental ones. That is why the choice of an alternative solution is advisable to focus on the possibility of introducing common projects on a partnership basis, the implementation of joint actions and responsibility for the obtained (expected) results (Table 2).

The practical implementation of management decisions should be provided with opportunities to implement joint activities, guarantee the interests, responsibilities and expected results of cooperation in a state-private or public-private partnership. State-private partnership is a kind of public-private partnership and is a system of relations, the implementation of which uses the resources of both partners with the appropriate distribution of risks, responsibilities, results. Public-private partnership is focused on solving a number of tasks that are organizational and informational in nature, which is an urgent issue and facilitates the implementation of joint projects with a wide range of participants. The main objectives of the partnership include [6]: development of scientific foundations for project implementation; determination of priority areas and forms of private sector participation in socially significant infrastructure projects, mechanisms for assessing the level of effectiveness of the parties' participation in such projects, project management; generalization and dissemination of implementation experience; assistance in the formation of a responsible attitude of business and territorial communities to the observance of the interests of society; assistance in information and analytical, technical support for the formation of a market for projects within the framework of public-private partnerships.

The partnership promotes the use of appropriate information and innovative technologies, research, development, design, technological, research and exploratory work, other work related to bringing scientific and scientific knowledge to the stage of practical implementation. The partnership stimulates the development of activities for the provision of services for the development, support of projects, encourages the protection of the participants' interests, provides for examinations and assessment of feasibility, adjustment of relevant regulations, programs and projects, interaction mechanisms. Joint implementation of the tasks set allows us to distribute not only the results, but also the responsibility and potential risks.

**Priority areas of partnership in the implementation of management decisions by market entities**

Public-private partnership	State-private partnership
Cooperation between a private enterprise financed and operating through a partnership between the Government and private market participants	Cooperation between public and private partners in the implementation of joint projects
Participants	
<ul style="list-style-type: none"> <li>– State</li> <li>– private business</li> <li>– international partners</li> <li>– international organizations</li> <li>– public organizations</li> <li>– public activists</li> <li>– united territorial communities</li> <li>– individuals (residents, non-residents of the state)</li> <li>– other stakeholders</li> </ul>	
Priority areas of activity	
Performing a wide range of tasks (from legal regulation, information support, organizational and technical support to stimulating and motivational activities)	Implementation of projects aimed at obtaining the interests of participants - co-financing of events from several sources, state guarantees, responsibility of participants, level of trust, business activity of partners
Expected results of cooperation	
<ul style="list-style-type: none"> <li>– the effectiveness of cooperation between government, business and society</li> <li>– the effectiveness of cooperation on international projects, agreements <ul style="list-style-type: none"> <li>– implementation of social projects</li> <li>– development of social infrastructure <ul style="list-style-type: none"> <li>– business interest</li> <li>– interest of financial institutions and organizations</li> </ul> </li> <li>– using international experience of cooperation, conducting</li> </ul> </li> <li>– participation in joint educational and scientific, information and consulting, consultative events <ul style="list-style-type: none"> <li>– adjustment of incentive instruments (budget financing, crediting, taxation, insurance) <ul style="list-style-type: none"> <li>– adjustment of partners' cooperation mechanisms</li> <li>– coordination of approaches and tasks of the parties</li> </ul> </li> </ul> </li> <li>– responsibility of the participants and trust in the relationship <ul style="list-style-type: none"> <li>– technical and technological renewal of production</li> <li>– infrastructural and information support of processes</li> </ul> </li> <li>– innovative development of industries and spheres of the national economy</li> </ul>	

Source: summarized by the authors.

Therefore, the priority approaches to risk assessment in the activities of agricultural sector entities should be based on the possibility of implementing effective management tools that depend on the scale of risks, the possibility of implementing measures from a range of alternatives. A reliable assessment of the situation avoids unnecessary costs, losses and forms a range of alternatives. The adequacy of solutions is a significant advantage in the management of activities, as it allows you to focus on the priorities, the actual capabilities of the market entity and its structural units, if there are any. Risk assessment should take into account their scale and inconsistency, taking into account expectations, the likelihood of occurrence (occurrence). The scale of processes and phenomena, the complexity of situations that arise, encourages the use of mechanisms for joint resolution and implementation of projects, including in partnership. Risk leveling through joint measures, responsibility and trust allows to obtain the effectiveness of measures, including environmental, which proves the

experience of cooperation at different levels of government.

**Conclusions.** The management process requires the use of analytical tools in order to prevent threats, identify opportunities, neutralize risks, involves a continuous process of adjustment, adaptation of operational and strategic management decisions. The choice of an effective assessment and forecasting method allows to increase the level of effectiveness of management decisions, focus on alternatives that guarantee performance. Timeliness of management decisions and focus on potential opportunities determine the development prospects of market entities. Process management presupposes the formulation and solution of clear analytical tasks, and clear comparison parameters allow making decisions taking into account similar phenomena in previous periods. Adjustment of decisions should take into account the scale of change in the situation, which provides an opportunity to effectively adapt the management process.

Given the peculiarities of the agricultural sector of the economy, strategic planning provides an opportunity to identify the main priorities for the development of entities.

The effectiveness of planning and analytical risk assessment can be ensured only if the goals and objectives of the activity, common interests, established partnership conditions and levels of responsibility of each of the participants are clearly defined. Such an approach should be used to prevent risks that may be directed at certain fraudulent actions (bringing a market entity to bankruptcy, fictitious bankruptcy) or global environmental threats, transboundary threats. When assessing risks, it is advisable to take into account their alternative, uncertainty and inconsistency. Uncertainty in achieving a particular result is determined by the influence of a combination of factors and is associated with incompleteness and inaccuracy of information on the conditions of market entities, the purpose and objectives of management, contradictions and common interests of participants. That is, the effectiveness of management and the assessment of possible development alternatives depend on the identification of risks, and each type of risk corresponds to a certain set of management tools. At the same time, the adequacy of management decisions and operational and strategic objectives is a significant advantage in managing activities, as it allows you to focus on priorities, actual opportunities, advantages rather than disadvantages, potential threats (both technical and technological and financial and environmental).

An important component of the assessment effectiveness is the correct analytical task, the choice of an effective research method and an adequate management decision. The discovered practical tasks should have clear interaction mechanisms that are adjusted taking into account the likelihood of changes in the situation in the future. The choice of priority factors requires a combination of knowledge, skills, logic of thinking and intuition of the analyst. The practical implementation of the identified alternatives can be carried out on the terms of public-private partnership in order to ensure the protection of the interests of all participants, including individual representatives of international organizations. Such a partnership can neutralize risks and limit financial losses, reduce the level of mistrust and inaccuracy of information on the scale and effectiveness of existing threats. Practical experience testifies to the effectiveness of such a partnership in various areas and sectors of the economy.

The issue of forming the relevant public opinion on participation in projects on the terms of partnership, business trust in such cooperation, investor, guarantor also remains relevant. Intensification of cooperation allows to expand representation in various international organizations, increase interest in the development of investment and innovation activities, increase the level of organizational and informational, infrastructural support for the development of industries and sectors of the economy, including the agricultural sector. The trust of the participants in the process can only be guaranteed over time, but the effectiveness of such a partnership is a

requirement of time and a need of society. The feasibility of partnership proves the global nature of the environmental issue, existing threats, the dependence of the agricultural sector on climate change and the need to jointly address large-scale issues to limit negative effects and risks at different levels (from local to global or, conversely, from global to local). Analytical assessment and risk prevention in a global world cannot be limited territorially, the global nature of the world proves the need to adapt and adjust management decisions by market entities in view of existing and potential hazards, including environmental.

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