

SWOT-Analysis as a Method for Assessing the Development of Agrarian Area Districts

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Abstract— The way of implementation of SWOT analysis of social and economic development on the example of municipality is shown. Application of questioning for confirmation of authenticity of statistical data and assessment of opinion of various respondents within allocation strong and weaknesses and also opportunities and threats of development of the municipal district is proved. The example of formation of key problems and competitive advantages of municipality on the basis of results of SWOT analysis is shown that finally promotes development of model of realization of the general purpose and strategic priorities of long-term development of municipality.

Keywords— *development, districts, SWOT analysis*

I. INTRODUCTION

Today municipalities in many ways independently are responsible for the social and economic condition, image of the territory and prospects of development. The relevant tool for researching municipality is the analysis of economic and social situation of the local territory. Legislatively carrying out the analysis of social and economic development of the chosen municipality is regulated by the laws "About Strategic Planning in the Russian Federation" [1] and "About strategic planning in the Voronezh region" [2].

As a method of a research it is offered to use SWOT analysis which advantages allocate in the works Animitsa, E.G. [3], Latysheva V.V., Popova O.V., Stolyarova A.N., Pochestnev A.A., Ishmuradova I.I., Semenova L.V. [4], Tyukavkin of H.M. [5], Kvon, G.M., [6] Lushchik, I.V., Karpenko, M.A., Zaitseva, N.A., Kulkov, A.A., Galushkin, A.A., Yakupova, N.M. [7], etc. SWOT analysis - the method of strategic planning, consists identification of factors of the internal and external environment of social and economic development of municipality. It is based on allocation of four clusters of factors: strengths, weaknesses, opportunities and threats.

Subject of our research is the set of the relations of various subjects to the level of social and economic development of municipality. Repyevsky district - an administrative part of the Voronezh region is an object of research. The municipality was formed on July 30, 1928. 42 settlements of the municipal district are associated into 11 large rural territories. The average annual resident population of the area in 2015 was 15719 people that on 23 person or there is 0,2 % below than the level of 2014 and on 148 people or 1% below than the level of 2012. In 2016 in comparison with 2015 the number of the area has increased by 93 persons, according to Federal State Statistics Service for January 1, 2017 15810 people live in the area. The average annual resident population of the area in 2016 was 15763 persons. Population density of the area – 16,93 people/sq.km.

6,4 thousand people whose most work (more than 60%) in agriculture are engaged in economy of the area (including personal subsidiary farm).

II. ANALYSIS OF PUBLIC OPINION

Within formation of the database for SWOT analysis we have conducted a research of expert opinion of representatives of the population, entrepreneurs, authorities, public organizations concerning social and economic development of municipal unit. In total it is processed questionnaires: 202, including received from the population - 121, entrepreneurs - 31, authorities - 42, public organizations - 8.

Population

Polling of the population shows that in majority residence in the municipal district has been estimated as comfortable better. Population living conditions in comparison with other territories of the Voronezh region and other areas it has been recognized as an average. The beautiful nature, well-planned streets, lack of the international conflicts are distinguished from the main advantages of development.

Quality providing social and housing services is generally good and rather good. As problems it is possible to distinguish health care, water supply and roads. The lack of jobs, low level of income of the population, poor quality of roads are considered as the most burning issues of the area.

Among the most significant spheres for development of the area in the next 15 years respondents have noted production of grain crops, education, meat livestock production, dairy livestock production, health care. At the same time most of respondents aren't sure whether they will be able to find job if are forced to change it. Difficulties by job search are connected with small quantity of jobs.

Problems which require the immediate solution in the municipal district are lack of jobs, low standard of living, bad roads.

Public organizations

Public organizations consider residence in the area comfortable.

From the factors interfering development public organizations have distinguished outflow of youth from the area, technological backwardness of the operating enterprises. The reached level of development of various spheres of life of the area is recognized as satisfactory. The lack of jobs, the low standard of living of the population are distinguished from problems of the immediate decision.

This group of respondents connects a possibility of improvement of a social and economic situation with increase in financial funds from the budget of region.

In its activity public organizations most often face such problems as lack of material resources, the insufficient amount of financing, lack of support from business. Such spheres as the family relations and problems of women aren't captured by attention of public organizations in the municipal district.

Entrepreneurs

Entrepreneurs recognize the level of social and economic development of the municipal district as mean level. Development of the area is interfered by such factors as outflow of youth from the area, limitation of natural resources. Entrepreneurs see the main own opportunities and points of growth of the area in agricultural potential.

The most burning issues are distinguished by entrepreneurs: lack of jobs, low level of income of the population, poor quality of roads, the small number of the enterprises for processing of agricultural products. In the majority entrepreneurs are satisfied with work of bodies of the state executive authority in the sphere of supporting of business. Representatives of this group estimate the level of investment attractiveness of municipal unit as average.

Businessmen in their activity used the following instruments of administrative support: assistance of authorities in timely receiving necessary coordination and permissions in public authorities and local governments; subsidies for compensation of a part of costs of payment of interest on credits obtained on implementation of investment projects;

and also would like to use granting privileges on regional taxes to the investors realizing investment projects.

Business generally is involved in development of social infrastructure of the municipal district. In the area according to entrepreneurs the interest of investment has processing of agricultural production, household services, industry development, construction and repair of roads.

For activation of participation of business in improvement and formation of the comfortable environment for life of area residents entrepreneurs consider necessary to reduce taxes.

Most of the interviewed businessmen work in trading. Level of the competition is estimated by them as average. Owners plan insignificant increase in their outputs or keep the outputs in the nearest future.

Authorities

Representatives of authorities consider residence in the area comfortable.

Representatives of authorities consider all spheres of life in the area satisfactory, the greatest complaints is caused lack of jobs, low standard of living, roads. Outflow of youth interferes of development of the area according to representatives of authorities.

Representatives of authorities distinguish production of grain crops, production of industrial crops, meat livestock production, dairy livestock production, education, health care from the most significant branches which development is necessary for prosperity of the area in the next 15 years.

Problems which require the immediate solution on opinion of representatives of authorities, are: lack of jobs, low level of quality of life of the population, bad roads. In the municipal district representatives of authorities see possibilities of improvement of a social and economic situation in increasing financial funds from the region budget, activation of attracting investors.

The lack of own financial resources and private investments for development of the area, is observed. There are problems with innovative activity of business and locals.

Resource potential of the area is presented by fertile lands, the developed agricultural production, high extent of gasification of the area, high security with objects of social infrastructure, existence of a local source of raw materials for processing industry and existence of the land plots for placement of new productions and construction of housing, manpower reserves.

III. STRENGTH AND WEAKNESSES, OPPORTUNITIES AND THREATS

Based on results of the analysis of expert opinion of representatives of the population, entrepreneurs, authorities, public organizations concerning social and economic development of municipality, we have carried out SWOT-analysis of social and economic development of municipality and have marked out strengths, weaknesses, potential

opportunities of growth and threat of activity of the municipal district.

As a result to strengths (S) of municipality we have referred the following elements:

dynamically developing branch of agriculture, existence of the enterprises, resources and conditions necessary for development of agriculture;

existence of resources and conditions necessary for involvement of external investors, ready platforms for investment projects;

high level of security with housing;

favorable conditions for comfortable accommodation;

low unemployment rate;

presence of free power capacities for new productions.

Weaknesses (W) of municipality include the following characteristics:

low level of diversification of economy, the industry and small business is insufficiently developed;

insufficient health manpower;

undeveloped tourism infrastructure;

high degree of wear of communications of housing and public utilities in settlements of the area;

the low level of development of transport infrastructure, insufficient density of roads with a hard coating;

low supply of the budget of tax and non-tax income.

Possibilities (O) of municipality are connected with:

emergence of innovations in the sphere of using land resources;

development of processing industry;

revival of livestock production;

emergence of the extracting and construction enterprises;

development of intraregional, interregional cooperation and integration;

increase attention to ecological indicators of the environment of life and activity of people;

attraction of additional budgetary investments, participation of the municipal district in implementation of the state and regional programs;

increase in demand for tourist, recreational services of municipality.

As confirmation of the allocated opportunities it is representable special schedules (fig. 1-3).

Threats (T) of municipality can be shown in the following factors:

- instability of market prices of agricultural production;

- tendency of aging of the population, deterioration in gender and age structure of the population;
- the high competition between municipal districts for the investor at the regional level;
- deterioration in a condition of engineering infrastructure in settlements;
- decrease in economic activity of legal entities and individuals.

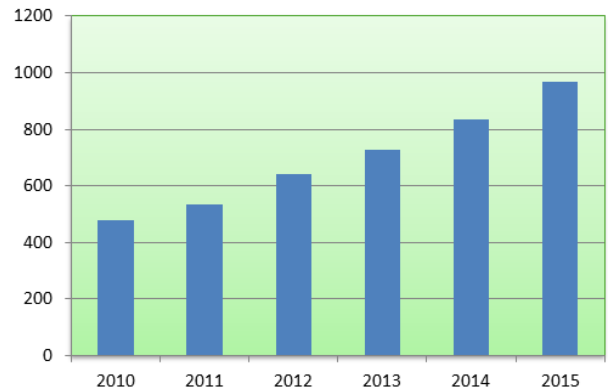


Fig. 1. Production of livestock production in actually established prices, million rubles.

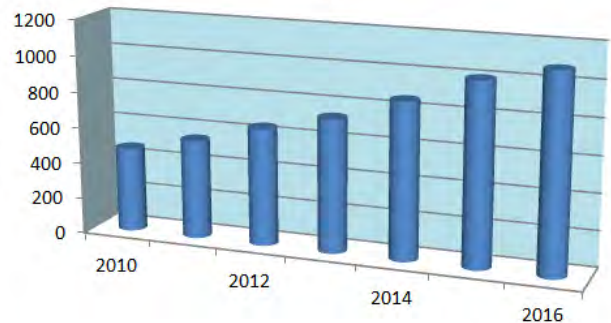


Fig. 2. Consumption level of goods and services of million rubles.

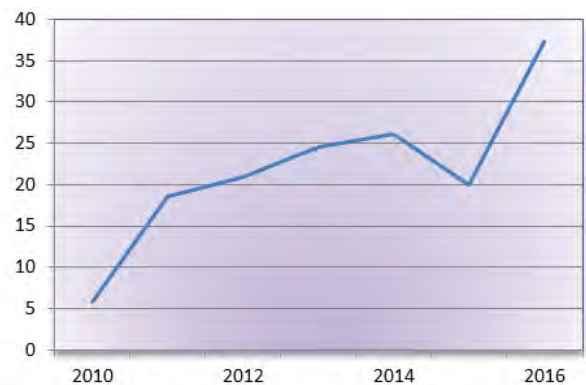


Fig. 3. The volume of investment into fixed capital from all sources of financing, on the person of the population, thousand rubles.

IV. KEY PROBLEMS AND COMPETITIVE ADVANTAGES

By results of the carried-out SWOT analysis the list of the most significant problems of development of the Repevsky municipal district is created.

Key problems of municipality are:

1. Absence of the enterprises of processing of agricultural production within the territory of the area;
2. Limitation of investment opportunities of the enterprises of the area (a lack of own means of the enterprises for implementation of investment projects; absence at the borrower enterprises of sufficient mortgage providing for the credits);
3. Problems of demographic character;
4. Insufficient security with health manpower;
5. High level of wear of roads (the 27th place in the area on density of public roads with a hard coating (2015));
6. Considerable wear of communications of housing and communal services in settlements, weak introduction of new technologies of housing and public utilities.

Sharp reduction of a manpower in 2016 to the level of 2010 is reflected in the figure 4.

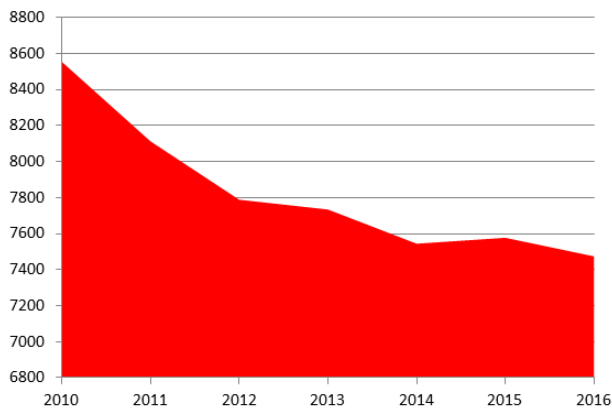


Fig. 4. Number of manpower, persons

Competitive advantages of municipality are presented in the following:

1. High potential of development of agricultural production and processing;
2. The developed social infrastructure (education, culture, sport);
3. Existence of free platforms for implementation of investment projects;
4. Existence of recreational resources for tourism development (eco-, event);
5. Support of public self-government.

It should be noted the growing expenses of the budget of municipality on culture (figure 5).

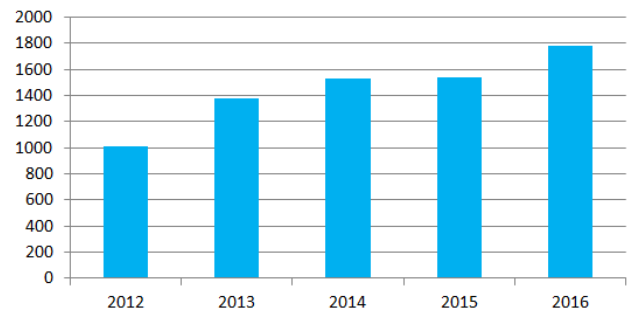


Fig. 5. Expenses of the consolidated budget of the municipal district on culture counting on one inhabitant, rubles

Considering key problems of municipality and its competitive advantages, we have formulated the general purpose of development till 2035 - realization of potential of development of the municipal district by growth of branch of agriculture, development of processing industry, growth of opportunities of the local budget, improvement of quality of life of the population.

Strategic priorities is offered to consider:

1. Development of branches of agriculture and processing industry of the area; transition of agrarian economy of the area to the new level meaning increase in value added and export orientation;
2. Development of small business, growth of receipts from subjects of small and middle business in the budget of the area
3. System improvement of conditions for life, work and rest:
 - complex modernization of housing sector of the territory of the area, road network;
 - expansion of opportunities of education (the modern educational environment), health care, culture, sport, leisure in each rural settlement of the area;
 - development of tourist, recreational opportunities of the area;
 - stimulation of social activity of the population via instruments of public self-government.

It should be noted that on the basis of the offered strategic priorities development of strategy is possible with considering probabilistic scenarios. In particular, within creation of strategy of social and economic development of the explored municipal district, development of three scenarios is possible: target (optimistic), basic (moderate) and inertial (pessimistic), characterizing in a varying degree the prospects of municipality.

V. RESULTS

Using of SWOT analysis as technique of a research of social and economic development of municipal unit, definition of opportunities and threats and also strengths and weakness have allowed to create key problems and competitive advantages of municipality. These results are demanded and

applicable for development of long-term strategy of social and economic development of municipality. It should be noted that in the Russian Federation there is a set of municipalities with similar problems and threats, requiring of development of strategic priorities. The experience of a research and an algorithm stated in this article can be an example for other municipal units and regions.

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