

Development of public-private partnerships in the agriculture of Kyrgyzstan in the context of the experience of the Republic of Belarus

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Abstract. Public-private partnership (PPP) plays a key role in the development of agriculture by attracting investment, modernising infrastructure, and enhancing the agricultural sector's efficiency. This article examined the prospects for developing PPPs in the agriculture of the Kyrgyz Republic, taking into account the experience of the Republic of Belarus. The regulatory framework governing the mechanisms of interaction between the state and the private sector in both countries was analysed, alongside a review of existing models of cooperation, including concessions, investment agreements, and cluster initiatives. Belarus possesses considerable experience in implementing state support programmes for agriculture, including subsidies, tax incentives, and the establishment of agro-industrial clusters and cooperatives. These measures have significantly improved the country's level of food security and export potential. Meanwhile, Kyrgyzstan faces several challenges, such as a shortage of Winvestment, outdated infrastructure, and a low level of adoption of innovative technologies. The article proposed recommendations for adapting successful Belarusian practices to Kyrgyz conditions, including the improvement of legislative mechanisms, the creation of favourable conditions for investors, the development of agrotechnology parks, and the digitalisation of agriculture. The need to expand international cooperation and exchange of experience between the two countries was emphasised, to establish a sustainable PPP model that supports the growth of Kyrgyzstan's agro-industrial sector. Particular attention was given to the creation and development of large state-owned agricultural enterprises on 25% of state land from the fund for the redistribution of irrigated arable land designated for agricultural use in the rural communities (ayyl aymagy). The establishment of such enterprises is intended to implement a balanced agricultural policy that promotes the support of rural areas, the development of agricultural infrastructure, and the creation of employment opportunities. This approach is expected to stimulate the local economy and contribute to ensuring the food security of the Kyrgyz Republic

Keywords: investment; agro-industrial sector; irrigated arable land; agricultural land redistribution fund; food security

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Introduction

Amidst globalisation, climate change, and the modernisation of agricultural technologies, the agrarian sector of the Kyrgyz Republic confronts a series of challenges necessitating adaptation to new conditions. The socio-economic advancement of agricultural production and the creation of stable employment are key factors in enhancing the quality of life in rural areas and reducing migration levels. Agricultural development plays a crucial role in ensuring food security, improving living standards, preserving cultural heritage and the national gene pool, as well as in protecting state borders and the environment (Britwum & Demont, 2022). The agro-industrial complex (AIC) serves as the primary source for food production and other agricultural commodities, supplying raw materials essential for the smooth operation of the processing industry, fostering exports, and boosting the country's economic stability.

To ensure food security, not only are production volumes crucial, but also the efficient use of land and water resources, the environmental sustainability of agriculture, the development of agrotechnologies, and the improvement of living conditions for rural residents (Mostova & Hutorov, 2022). These are key factors determining the sustainability and productivity of agricultural production; this affects not only the volume of output but also the preservation of ecological balance, which is critically important for future generations (Saikanth *et al.*, 2023). Therefore, it is essential to give particular attention to the comprehensive development of the agrarian sector, encompassing the process of creating and implementing a strategy aimed at the all-around improvement of agriculture and related industries. This includes not only increasing agricultural production but also improving infrastructure, technologies, human resources, and developing marketing and market relations. Specifically, as highlighted by M. Wrzecińska *et al.* (2023), the implementation of IT solutions in agriculture leads to cost reduction, increased efficiency, and improved food security. Furthermore, T. Omoshev *et al.* (2024) have demonstrated that green technologies in the agricultural sphere can enhance crop yields and increase livestock production volumes.

One effective mechanism for modernising agriculture is state agricultural enterprises (SAEs) based on public-private partnerships (PPPs), which allows for the attraction of private investment, enhanced management efficiency of agricultural enterprises, and the implementation of innovative technologies. In a context of limited budgetary resources, SAEs based on PPPs become a key instrument for the sustainable development of the agricultural sector, contributing to technological modernisation, the creation of new jobs, and increased product competitiveness. The experience of the Republic of Belarus is of particular interest to countries within the Eurasian Economic Union (EAEU), where state policy plays a crucial role in modernising the agro-industrial

complex (AIC). This is reflected in various programmes and strategies aimed at stimulating the growth of agricultural production, increasing its efficiency, and improving working conditions.

A crucial element of the Republic of Belarus's agrarian policy is the implementation of innovative technologies. Here, modernisation encompasses the introduction of highly effective technologies, novel agro-technical methods including process automation, the use of high-yield crop varieties and hybrids, and environmentally friendly production techniques, alongside the updating of machinery and equipment, notably that which is domestically produced (Minina, 2022). A significant proportion of agricultural production in Belarus is concentrated within the state sector, and the Belarusian AIC model serves as an example of effectively organised agriculture and the food industry within a state-oriented economy. This model facilitates the integration of production, processing, and marketing, underpinned by a substantial degree of state regulation and support. This ensures more stable planning and the implementation of long-term strategies geared towards national food security (Obukhova, 2021).

The experience of the Republic of Belarus indicates that centralised state management of the agrarian sector, the implementation of agro-industrial holdings and cooperative models, the systematic development of agrotowns and agricultural enterprises, alongside state support, all contribute to increasing agricultural efficiency, developing rural infrastructure, and improving the socio-economic status of the rural population. In this context, studying the Belarusian experience and adapting it to the conditions in Kyrgyzstan holds significant academic and practical value. The two countries share common characteristics, such as their development trajectory as part of the Soviet Union, the evolution of national institutions, and challenges in the areas of economics, education, and social welfare.

This study was aimed at identifying opportunities for utilising elements of the Belarusian agro-industrial complex model within the Kyrgyz Republic to enhance agricultural productivity, improve the economic performance of agricultural enterprises, and foster the development of rural areas. The research aim was to analyse and substantiate the possibilities for the creation and development of state agricultural enterprises in the Kyrgyz Republic, taking into account the experience of agricultural convergence in the Republic of Belarus, as well as to develop recommendations for improving agrarian policy and increasing the efficiency of the agricultural sector. The object of the research was the state agricultural enterprises of the Kyrgyz Republic in the context of their formation, development, and functioning, drawing on the experience of agricultural convergence in the Republic of Belarus. The subject of the research was the mechanisms of public-private

partnership applied in the agricultural sector of the Kyrgyz Republic and their potential adaptation based on the Belarusian experience.

Materials and Methods

The research was based on an analysis of theoretical and empirical data characterising the development of agricultural production in the Kyrgyz Republic and the Republic of Belarus, with particular attention paid to the role of Belarusian state agricultural enterprises in ensuring food security and economic stability. The history of the sovereign Kyrgyz economy was studied, where a significant element is the transition from a planned to a market economy, along with the challenges associated with climatic conditions, land issues, and financing (Umarova, 2015).

The materials used included: regulatory legal acts and state programmes governing the agrarian sector in Kyrgyzstan and Belarus; statistical data on the agro-industrial complex of both countries; archival materials concerning the activities of state agricultural enterprises; academic publications, monographs, and articles on agricultural convergence and state management in the AIC; and data from expert interviews with representatives of the agricultural sector, state bodies, and research institutions. Particular focus was placed on analysing statistical data regarding agriculture in Kyrgyzstan and Belarus, including production volumes and agricultural production efficiency (National Statistical Committee of Belarus, n.d.; National Statistical Committee of the Kyrgyz Republic, n.d.).

The methodological basis of the research included: an analysis of the regulatory framework governing the development of the agro-industrial complex; a comparative analysis of state agricultural management models in Belarus and Kyrgyzstan; a systemic analysis of state agricultural enterprise mechanisms based on public-private partnerships and their adaptation to Kyrgyz conditions; and an economic and statistical analysis of the efficiency of agricultural enterprises. This comprehensive and multifaceted research task necessitated considering numerous aspects, including management strategies and principles, as well as the socio-economic characteristics of these countries. This approach allowed for a more detailed identification of the general differences in approaches to solving agricultural production challenges, where Belarus employs a more controlled and planned model, whilst Kyrgyzstan utilises a more liberal and market-oriented model.

Results and Discussion

The need for a balanced state agrarian policy

The agrarian specificity of mountainous Kyrgyzstan is a historically established fundamental value for the Kyrgyz people and state, founded on a synthesis of the best national farming experience and modern ideas. The state of agriculture has consistently reflected the level

of development of Kyrgyz statehood and indicated the degree of the country's socio-economic progress across different historical periods. To ensure the well-being of the population and national food security, it is imperative to adopt the experience of developed countries. In these nations, the natural potential for agricultural sector development is amplified by the high intensity and effectiveness of innovation adoption, where traditional farming methods are boldly departed from to ensure abundant food production while preserving and enhancing soil fertility. These solutions will collectively help create conditions for attracting investment into the development and implementation of innovative agrarian production practices aimed at increasing agricultural efficiency, improving product quality, and enhancing soil fertility. They should facilitate the establishment of modern agro-industrial complexes, agrotowns, and clusters, as well as improve the logistics, marketing, and management of agricultural products (Resolution..., 2017).

One of the key aspects of researching this topic is not merely the analysis of the current state but also the development and implementation of effective measures to address the challenges facing the agricultural sector and the social development of rural areas. In an era of globalisation, Kyrgyzstan must compete with global agrarian economies, necessitating a systematic approach and strategic planning. As is well known, the transition process from a planned to a market economy was complex and multifaceted, presenting numerous economic, social, and political issues, accompanied by significant challenges in both the economic and social spheres. In the agricultural sector of the Kyrgyz Republic, this process involved the dismantling of the old system and the creation of a new one, requiring considerable effort from the state, international organisations, and the rural population (Umarova, 2015).

Currently, the country's rural population faces significant migration to large cities and abroad, leading to socio-economic imbalance and creating a "migration pit" in the villages of the Kyrgyz Republic. The causes of this include social inequality and unemployment, exacerbated by low seasonal wages for hired labour. The economic concentration history in South Korean metropolises serves as an important lesson: a mass exodus of young people from rural regions resulted in declining birth rates and an ageing population (Pareliusson, 2025). It is crucial for Kyrgyzstan to consider these risks and develop measures that will facilitate balanced rural development, creating conditions for living and working in the regions. To overcome these challenges, a balanced economic policy must be developed and implemented, aimed at supporting rural regions, developing agricultural infrastructure, and creating employment opportunities, thereby stimulating local economies. In this context, the experience of the development of the agro-industrial

complex (AIC) in Belarus, including state support for agrotowns and agricultural enterprises, is of particular interest to the Kyrgyz Republic.

According to data from the National Statistical Committee of the Kyrgyz Republic (n.d.), as of 2025, the majority of arable land in Kyrgyzstan (72.2%) is held by peasant (farmer) households, covering a total area of 928.5 thousand hectares. However, a significant proportion of these households own only 1-3 hectares of arable land, which limits their capacity for large-scale agricultural production (Karabaev & Umarova, 2025). Furthermore, there is a discernible trend towards further fragmentation of agricultural land. At the beginning of 2023, 361.5 thousand peasant (farmer) households were registered in the country, whereas in 2022, their number stood at 356.8 thousand, indicating an increase of 4.7 thousand households in just one year (National Statistical Committee of the Kyrgyz Republic, n.d.). Such fragmentation of landholdings poses additional challenges for the sustainable development of the agrarian sector, necessitating effective measures for the consolidation and cooperation of agricultural producers. These measures encompass vital elements aimed at enhancing agricultural efficiency and ensuring resilience to external economic and natural risks.

On small areas of irrigated arable land, small peasant households (SPHs) encounter difficulties in effectively carrying out agricultural tasks such as crop rotation and agrotechnical measures aimed at preventing soil degradation. This approach by small peasant households to the land leads to a gradual deterioration in the quality of arable land and a reduction in its fertility year by year. Despite this, the majority of agricultural produce in the Kyrgyz Republic is generated by small peasant households, which face several challenges limiting their development:

- small peasant households frequently suffer from a lack of financial resources, restricting their ability to acquire modern machinery and implement innovative agrotechnical solutions that could improve soil fertility. This, in turn, diminishes their competitiveness in the market;

- the limited area of irrigated arable land does not permit substantial expansion of production, hindering the diversification of economic activities and constraining opportunities for significant income growth;

- limited access to modern agricultural machinery results in high production costs and reduced productivity. Furthermore, small holdings often lack the capacity to employ skilled labour;

- a restricted volume of production decreases the attractiveness of their produce to large buyers, leading to sales issues, harvest losses, and diminished income;

- a shortage of resources and knowledge impedes the adoption of modern agrotechnologies, which lowers yields, degrades product quality, and negatively impacts production profitability;

- the scarcity of irrigation water and the absence of effective mechanisms for protection against drought and other adverse weather conditions render small holdings particularly vulnerable to climate change.

Therefore, considering the agrarian specificities of Kyrgyzstan and the challenges confronting small peasant households, studying and adapting the experience of developed countries, particularly concerning the implementation of innovations and the formation of effective agro-industrial structures, appears to be a crucial direction for ensuring the sustainable development of agriculture and the country's food security.

The role of large farmers, potential for cooperation, and administrative-territorial reform

Contemporary agriculture in the Kyrgyz Republic includes large-scale farmers who own considerable land areas and lease irrigated arable land from small peasant households (SPHs). These farmers are equipped with modern machinery and seek to expand their landholdings, including utilising the Agricultural Land Redistribution Fund (ALRF), which enables them to achieve maximum economic returns. Leasing additional land serves as a strategy for increasing production volumes, improving financial performance, and enhancing market competitiveness, leading to an annual increase in agricultural output. However, such farmers are typically not invested in long-term measures to improve the fertility of leased land, which could pose a challenge to the sustainability of the agrarian sector in the future. Whilst these Kyrgyz farmers undoubtedly contribute to resolving some local socio-economic issues in rural areas, a more comprehensive approach, involving state intervention and other social institutions, is required for more significant changes in the socio-economic sphere, such as poverty eradication. Addressing issues like the low level of professional education or problems with rural employment, population migration, and infrastructure improvement demands a broader strategy, including the involvement of the state and other social institutions.

The administrative-territorial reform conducted in the Kyrgyz Republic has opened up significant opportunities for implementing initiatives aimed at establishing large cooperatives on land from the ALRF. These cooperatives are gradually increasing their acquisition of modern machinery and adopting more effective working methods. Decree of the President of the Kyrgyz Republic No. 202 "On Measures for the Further Development of the Agro-Industrial Complex of the Kyrgyz Republic" (2024) makes provision for financial and material support for such cooperatives, thereby contributing to their development and the strengthening of the country's agricultural sector.

The potential of the agricultural sector in the Kyrgyz Republic is evident, and the time has come to seek avenues for effective development and to undertake extensive work to address the accumulated problems,

including enhancing soil fertility (Karabaev *et al.*, 2016). The challenges facing rural territories have been accumulating over the years, and it is now time to move towards comprehensive and complete solutions. It is crucial that agricultural production not only increases labour productivity but also contributes to strengthening the foundations of statehood. To elevate the agro-industrial complex of the Kyrgyz Republic to a qualitatively new level and achieve objectives such as increasing gross output and improving the socio-economic situation in rural areas, a comprehensive strategy must be implemented. This demands a multifaceted approach: a new agrarian policy incorporating modernisation, support, training, infrastructure enhancement, and sustainable resource utilisation, facilitated by state support with the involvement of investments and public-private partnerships.

Against this backdrop, the operational experience of large agricultural enterprises in countries like Belarus, China, and Israel is of considerable interest. It is necessary to carefully study the experience of these countries, adapting it to the specific conditions of Kyrgyzstan, paying particular attention to the development experience of Belarus's AIC. In this regard, a significant step is the Decision of the Supreme Eurasian Economic Council (2024), which opens up new opportunities for Kyrgyzstan to adopt advanced Belarusian experience in the agrarian sector.

State support and strategic planning

The development of large state agricultural enterprises (SAEs) based on public-private partnership is a priority for strong nations, contributing to job creation in rural regions. Against this backdrop, a new phenomenon emerges – the innovation economy, in which creative thinking, inventiveness, and social skills come to the fore (de Barros *et al.*, 2025). This is particularly significant for depressed rural territories where unemployment levels often remain high. State agricultural enterprises can play a key role in stimulating rural infrastructure development by establishing agrotowns, which, in turn, help improve living conditions in the countryside and attract young people. SAEs based on public-private partnerships contribute to the development of agri-clusters, fostering the creation of jobs (for highly qualified specialists and workers across various professions), thereby reducing unemployment levels in rural areas and advancing the country's agricultural economic sector. Consequently, the successful development of agri-clusters positively impacts economic sustainability and the social well-being of the rural population.

It is also important not to overlook the recent Soviet experience with agri-firms, such as the state farms (sovkhozes), where a colossal potential for the "effect of scale" was realised in the production of a wide range of agricultural products. Many peasants who lived through the era of Soviet state farms were accustomed to

centralised management and a stable wage that was dependent not on market conditions but on planned and cluster-based production. Therefore, they may feel more comfortable and secure in state agricultural enterprises (SAEs) based on public-private partnership than in private farming households, where income is contingent upon market fluctuations and personal risks. For some peasants, state agricultural enterprises may be associated with future security, social protection, and support, rather than the uncertainty that can accompany private entrepreneurship, particularly on the small land plots characteristic of small peasant households. This may help explain why peasants are not as actively inclined towards forming cooperatives or working on private farming households. Furthermore, in Kyrgyz villages with a post-Soviet legacy, the memory of Soviet times and the culture of state collectivisation often still persists, influencing peasants' perception of different types of farming – socialist versus capitalist.

Thus, the experience of former Soviet state farms in the agricultural sector of the Kyrgyz Republic can be beneficial for the adoption of new technologies, the organisation of work, the utilisation of land and resources, and personnel training. Many technologies, scientific developments, and practices implemented in the former Soviet Union can still prove useful if correctly adapted to current realities. For successful development in this area, it is essential to formulate a clear and effective state economic policy aimed at the planning and development of the production capacities of state agricultural enterprises.

Agricultural convergence for the Kyrgyz Republic, through the transfer of experience and the adoption of best practices from Belarus, has the potential to significantly enhance production outcomes. It is important to remember that the adaptation of the Belarusian experience should be flexible and account for the climatic, economic, and cultural specificities of the country. Kyrgyzstan's high rates of economic development in recent years create an opportunity for increased support for agricultural production. In this context, particular attention should be paid to the creation and development of state agricultural enterprises based on public-private partnership, which will operate cooperatively on lands from the Agricultural Land Redistribution Fund (ALRF). Currently, ALRF lands occupy an average of 1-1.5 thousand hectares of irrigated arable land in each rural community (ayyl aymagy) (National Statistical Committee of the Kyrgyz Republic, n.d.).

Leveraging such extensive areas of irrigated arable land, along with state-owned pasture lands in rural communities (averaging 40-60 thousand hectares), state agricultural enterprises can possess innovative material and technical resources compared to their private counterparts. They can count on state land, subsidies, investments, and other forms of support. This constitutes a significant factor in ensuring their

competitiveness in both domestic and international markets. Thus, the development of innovations in material and technical resources helps state agricultural enterprises better adapt to economic and political crises and the challenges of global climate change, ensuring their stable operation in the long term.

These advantages establish state agricultural enterprises as important players in the country's agricultural economic sector. They are capable of sustaining high growth rates, developing the agroindustrial sector as a whole, and becoming a primary instrument for implementing advanced state agrarian policy. The establishment of such enterprises will make a substantial contribution to the national economy and improve the well-being of the rural population. A key objective for state agricultural enterprises operating on a public-private partnership basis is to increase the production of domestic agricultural products, which will not only enhance the country's food security but also reduce reliance on imports.

In the near term, the government faces the task of completely reformatting the agricultural production of the Kyrgyz Republic to ensure its comprehensive development and deep integration into the Eurasian and global economic spheres (Umarova, 2015). Consequently, it is essential to create and develop state agricultural enterprises based on public-private partnerships in each region of the Kyrgyz Republic. These enterprises should act as "locomotives", driving the country's agriculture forward, fostering the strengthening of investment and cooperative collaboration at the international level, and expanding trade and economic ties.

The research has indicated that the agrarian sector of the Kyrgyz Republic remains one of the key areas of the economy; however, its development is hampered by several challenges: a high degree of fragmentation among farming households and a lack of large agricultural enterprises; insufficient funding and limited access to modern technologies; a low level of cooperation between agricultural producers; weak state support; and the absence of a long-term strategy for the sector's development. These factors impede the growth of labour productivity in agriculture and worsen the economic situation of the rural population.

Comparative analysis of agrarian models in Belarus and Kyrgyzstan and proposals for modernisation

Analysis of the Belarusian experience has enabled the identification of several key mechanisms that contribute to the sustainable development of the agrarian sector: active state participation in agricultural management; the formation of large agro-industrial holdings and cooperatives; the development of agrotowns and rural infrastructure; state support programmes for farmers, including subsidies and tax incentives; and the implementation of digital technologies and automated agricultural management systems. These measures

have ensured a high level of food security in Belarus. According to data from the National Statistical Committee of Belarus (n.d.), for key types of food products, the self-sufficiency level exceeds 100%, including dairy products, meat, eggs, vegetables, and potatoes. The export potential in the agrarian sector is significant: Belarusian produce was supplied to 117 countries, 19 of which became new sales markets in 2025. The main export commodities comprise: dairy products, meat, grains and legumes, rapeseed, and sugar beet.

A comparative analysis of the agrarian models of the Kyrgyz Republic and Belarus has shown that in Belarus, agriculture is developed under strict state control, whereas in Kyrgyzstan, a market-oriented approach prevails. Furthermore, large state agricultural enterprises have not been established in the Kyrgyz Republic, unlike in Belarus, which operates a system of agro-holdings. The Belarusian model is geared towards long-term development and stability, while the Kyrgyz agricultural sector is subject to seasonal fluctuations and instability. These disparities necessitate adapting the Belarusian experience to Kyrgyz conditions, taking into account the country's specific economic and institutional context.

As a result of the research, the following measures are proposed: the creation of pilot large agricultural enterprises based on public-private partnership on land from the redistribution fund; the formation of agro-holdings integrating small and medium peasant (farming) households; the implementation of state support programmes, including subsidies, tax incentives, and credit provision; the development of agricultural cooperatives following the model of Belarusian agro-industrial associations; and the digitalisation of the agricultural sector, involving the implementation of automated accounting and management systems for agriculture. As noted in Decree of the President of the Kyrgyz Republic No. 122 "On Measures to Further Improve Digital Transformation in Public Administration" (2023), the introduction of digital technologies for managing the production of state agricultural enterprises allows processes, particularly financial reporting, to become more transparent, automates tasks, reduces the influence of the human factor, and enhances control over the expenditure of funds. To this end, Order of the Cabinet of Ministers of the Kyrgyz Republic No. 444-r "On approval of the Action Plan for the implementation of the Concept of Digital Transformation of the Kyrgyz Republic for 2024-2028" (2024) was also adopted.

Thus, the digitalisation of governmental control over state agricultural enterprises encompasses operational management, long-term planning, and oversight of their activities to ensure the efficient use of resources, particularly land and water resources, as well as the fulfilment of state objectives for sustainable agricultural development and maintaining national food security (Stender *et al.*, 2024).

The research findings corroborate the feasibility of adapting elements of the Belarusian model for modernising the agrarian sector of the Kyrgyz Republic. The Belarusian model could represent a significant stride towards enhancing the efficiency of Kyrgyzstan's agriculture, given Belarus's considerable achievements in the agrarian sector through the implementation of comprehensive and innovative approaches within its agro-industrial complex (AIC). However, there are debatable questions necessitating further investigation: the optimal equilibrium between state regulation and market mechanisms; the financing and profitability of state agricultural enterprises; the willingness of farmers to cooperate; and institutional changes, i.e., the reforms required within the sphere of agrarian policy to enact the proposed measures. For the successful implementation of the proposed model, comprehensive reforms are essential, including legislative amendments, investment support, the adoption of modern technologies, and the establishment of a state support system for the agrarian sector.

Conclusions

Large agricultural enterprises, established based on public-private partnerships, play a pivotal role in the modernisation and sustainable development of the agrarian sector. They not only contribute to addressing the priority objectives of state agrarian policy but also act as catalysts for technological and managerial transformations within agriculture. Fundamentally, such structures are oriented towards achieving strategic goals – increasing gross agricultural output, enhancing their competitiveness in domestic and international markets, and significantly improving labour productivity through the implementation of high-technology economic elements, digitalisation, and advanced methods for managing production and logistics processes. Owing to the scale of their operations, such enterprises are capable of substantially reducing production costs by leveraging economies of scale, centralised procurement of raw materials, machinery, fuel, and other resources on favourable terms, and access to modern agrotechnologies. This, in turn, facilitates the prompt adoption of superior crop varieties and hybrids, highly productive livestock breeds, efficient feed production models, precision farming systems, and climate-adapted technologies, which is particularly pertinent given the context of climate change.

Large agrarian structures operating within the framework of PPPs actively engage with relevant universities, research institutions, and international organisations. This collaboration facilitates the transfer

of knowledge and technology, contributes to the development of applied science, enables the organisation of internships and professional development programmes for specialists, and stimulates the adoption of innovative solutions in agricultural practice. Furthermore, it creates a conducive environment for attracting investment into the agrarian sector, including in the areas of agritech startups, biotechnologies, and digital platforms. Well-established logistics, extensive use of digital accounting, monitoring, and planning systems, and the diversification of production activities contribute to the formation of sustainable marketing strategies, the expansion of sales markets, increased adaptability to market fluctuations, and the strengthening of enterprises' financial stability. Simultaneously, the development of brands, certification of products according to international standards, and the cultivation of export potential have become increasingly significant.

The social significance of such enterprises should also be emphasised: they contribute to job creation, improving living standards in rural regions, developing social infrastructure, reducing unemployment and the exodus of young people to cities, and help address pressing social issues, including ensuring food security. Public-private partnership opens up broad prospects for the adoption of "green" technologies, organic farming, environmentally safe production, waste recycling, and the formation of agro-ecological clusters. Furthermore, PPPs facilitate cooperation between small and large producers, the formation of value chains, and the application of a cluster approach to managing the agro-industrial complex. The operational experience of large agricultural enterprises within the framework of public-private partnership confirms their high potential as an instrument for sustainable agricultural development. In the future, particular attention should be given to optimising the mechanisms of interaction between the state and the private sector, developing models for managing agricultural risks, enhancing partnership transparency, implementing digital solutions in agromanagement, and developing regional agro-industrial clusters, taking into account territorial specificities and local needs.

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Беларусь Республикасынын тажрыйбасынын контекстинде Кыргызстандын айыл чарбасында мамлекеттик-жеке өнөктөштүктү өнүктүрүү

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Аннотация. Мамлекеттик-жеке өнөктөштүк (МЖӨ) айыл чарбасын өнүктүрүүдө, инвестицияларды тартууда, инфраструктураны модернизациялоодо жана агрардык сектордун натыйжалуулугун жогорулатууда негизги ролду ойнойт. Бул макалада Беларусь Республикасынын тажрыйбасын эске алуу менен Кыргыз Республикасынын айыл чарбасында мамлекеттик-жеке өнөктөштүк өнүктүрүүнүн келечеги изилденген. Эки өлкөдө мамлекет менен жеке сектордун өз ара аракеттенүү механизмдерин жөнгө салуучу ченемдик-укуктук база талданат, ошондой эле кызматташуунун колдонуудагы моделдери, анын ичинде концессиялар, инвестициялык макулдашуулар жана кластердик демилгелер каралат. Беларусь айыл чарбасын колдоонун мамлекеттик программаларын ишке ашырууда олуттуу тажрыйбага ээ, анын ичинде субсидиялоо, салык жеңилдиктери, агроөнөр жай кластерлерин жана кооперативдерди түзүү. Бул өлкөнүн азык-түлүк коопсуздугунун деңгээлин жана экспорттук потенциалын олуттуу жогорулатууга мүмкүндүк берди. Ошол эле учурда Кыргызстан инвестициялардын жетишсиздиги, эскирген инфраструктура жана инновациялык технологияларды жайылтуунун деңгээлинин төмөндүгү сыяктуу бир катар көйгөйлөргө туш болууда. Макалада Беларустун ийгиликтүү тажрыйбаларын Кыргыз шарттарына адаптациялоо, анын ичинде мыйзамдык механизмдерди өркүндөтүү, инвесторлор үчүн жагымдуу шарттарды түзүү, агротехнопарктерди өнүктүрүү жана айыл чарбасын санариптештирүү боюнча сунуштар сунушталат. Кыргызстандын агроөнөр жай комплексинин өсүшүнө өбөлгө түзгөн мамлекеттик-жеке өнөктөштүктүн туруктуу моделин түзүү үчүн эки өлкөнүн ортосунда эл аралык кызматташтыктын жана тажрыйба алмашууну кеңейтүү зарылчылыгы баса белгиленет. Айыл аймагынын айыл чарба багытындагы сугат айдоо жерлерин кайра бөлүштүрүү фондунан мамлекеттик жерлердин 25 % га ири мамлекеттик агрардык ишканаларды түзүүгө жана өнүктүрүүгө өзгөчө көңүл бурулат. Мындай ишканаларды түзүү айыл аймактарын колдоого, Айыл чарба инфраструктурасын өнүктүрүүгө жана жумуш орундарын түзүүгө көмөктөшүүчү тең салмактуу агрардык саясатты ишке ашырууга багытталган. Мындай мамиле жергиликтүү экономиканы өбөлгөлөйт жана Кыргыз Республикасынын азык-түлүк коопсуздугун камсыз кылууга өбөлгө түзөт.

Негизги сөздөр: инвестициялар; агроөнөр жай комплекси; сугат айдоо жерлери; Айыл чарба багытындагы жерлерди кайра бөлүштүрүү фонду; азык-түлүк коопсуздугу

Развитие государственно-частного партнерства в сельском хозяйстве Кыргызстана в контексте опыта Республики Беларусь

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Аннотация. Государственно-частное партнерство (ГЧП) играет ключевую роль в развитии сельского хозяйства, способствуя привлечению инвестиций, модернизации инфраструктуры и повышению эффективности аграрного сектора. В данной статье исследовались перспективы развития ГЧП в сельском хозяйстве Кыргызской Республики с учетом опыта Республики Беларусь. Проанализирована нормативно-правовая база, регулирующая механизмы взаимодействия государства и частного сектора в обеих странах, а также рассмотрены существующие модели сотрудничества, включая концессии, инвестиционные соглашения и кластерные инициативы. Беларусь обладает значительным опытом в реализации государственных программ поддержки сельского хозяйства, включая субсидирование, налоговые льготы, создание агропромышленных кластеров и кооперативов. Это позволило существенно повысить уровень продовольственной безопасности и экспортный потенциал страны. В то же время Кыргызстан сталкивается с рядом проблем, таких как нехватка инвестиций, устаревшая инфраструктура и низкий уровень внедрения инновационных технологий. В статье предложены рекомендации по адаптации успешных белорусских практик к кыргызским условиям, включая совершенствование законодательных механизмов, создание благоприятных условий для инвесторов, развитие агротехнопарков и цифровизацию сельского хозяйства. Подчеркнута необходимость расширения международного сотрудничества и обмена опытом между двумя странами для формирования устойчивой модели ГЧП, способствующей росту агропромышленного комплекса Кыргызстана. Особое внимание уделено созданию и развитию крупных государственных аграрных предприятий на 25 % государственных земель из фонда перераспределения орошаемой пашни сельскохозяйственного назначения айыл аймагы. Формирование таких предприятий направлено на реализацию сбалансированной аграрной политики, способствующей поддержке сельских регионов, развитию инфраструктуры сельского хозяйства и созданию рабочих мест. Такой подход стимулирует местную экономику и способствует обеспечению продовольственной безопасности Кыргызской Республики

Ключевые слова: инвестиции; агропромышленный комплекс; орошаемые пашни; фонд перераспределения земель сельскохозяйственного назначения; продовольственная безопасность