

**NEWS**

**OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN**

**SERIES OF SOCIAL AND HUMAN SCIENCES**

ISSN 2224-5294

<https://doi.org/10.32014/2020.2224-5294.90>

Volume 3, Number 331 (2020), 248 – 257

UDK 334.7 (574)

MRNTI 06.56.41

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**PUBLIC-PRIVATE PARTNERSHIP IN THE REPUBLIC  
OF KAZAKHSTAN: PPP PROJECT MANAGEMENT MECHANISM  
AND RECOMMENDATIONS FOR IMPROVING  
MANAGEMENT PROCEDURES**

**Abstract.** This article examines the issues of public-private partnership in the Republic of Kazakhstan as a form of cooperation between the state and private partnership. The authors emphasize that for Kazakhstan, public-private partnership is a set of medium-and long-term relationships between the public and private sector to provide socially significant works and services for the design, financing, construction, reconstruction, rehabilitation, operation, and maintenance of facilities on the basis of compliance with the basic principles of public-private partnership. Despite the accumulated experience in implementing such projects, a number of problems have been identified in the project management mechanism. The constantly improving tools of project management in the field of public-private partnership (PPP) pose a number of problems for Kazakhstan's research structures related to the generalization of legislative practices and practical experience of domestic companies in PPP projects in order to create more and more advanced management mechanisms. A step-by-step model of PPP project management has been developed with recommendations for improving management procedures in the implementation of initiated PPP projects.

The expediency of wider use of PPP, improvement and adjustment of PPP project management mechanisms, theoretical and methodological foundations for improving the partnership between the state and business in the Republic of Kazakhstan determines the relevance of this article. The authors came to the conclusion that the basis of the control mechanism of PPP projects in the Republic of Kazakhstan based on common principles and phases of project management, however, management of integrated, complex projects with a high level of uncertainty and rapidity of technological, political and other changes, which include the PPP projects require significant changes and improvement processes of traditional project management, as well as the evaluation of the results and consequences of its implementation for all potential beneficiaries.

Proposed measures to improve management procedures in the conditions of the Kazakhstan PPP projects at key stages of the project are as follows: achieving maximum flexibility and gently responding to changes in the system of project management, create effective management teams, objective evaluation of the project for business and society, open and regular communication between government and the private partner to minimise the risks and timing of each stage of management.

**Keywords:** Public-private partnership, management mechanism, PPP project, project management, management model.

Ensuring high rates of economic development and the formation of sustainable welfare of the society of the Republic of Kazakhstan is impossible without a mutually beneficial partnership between state authorities and business. The need for the formation of a PPP arises, as a rule, if there are problems in the implementation of tasks that are traditionally considered the prerogative of the state. The creation of a PPP implies that the initiator of cooperation is the state, which invites private investors to participate in the implementation of socially significant projects. However, business initiatives in the development, construction, financing, and operation of public infrastructure or public services are also welcome. In this case, there is only one condition: the proposals must meet the requirements put forward by the state.

Public-private partnership (PPP) has become a conscious reality for Kazakhstan and a very effective mechanism for managing projects and attracting investment.



Figure 1 - Total number of PPP projects in Kazakhstan

To date, more than 500 PPP contracts have been signed in the Republic of Kazakhstan since 2015, and 298 projects are at the tender stage. In the future, it is planned to implement another 360 public-private partnership projects in various industries.

The total value of implemented projects amounted to 579 636 556 tenge. As can be seen from the table, the most expensive projects were implemented in the Akmola region, and the most 145 projects were implemented in the East Kazakhstan region.

Table 1 - Projects under implementation by region

Region	Number of projects	Number of objects	Cost of projects, thousand tenge
Akmola region	36	36	269 228 940,20
Aktobe region	14	14	19 412 482,00
Almaty region	22	22	33 525 553,78
Atyrau region	5	5	21 411 346,10
East Kazakhstan region	145	145	32 648 246,53
Zhambyl region	30	30	2 707 864,00
West Kazakhstan region	7	7	3 498 698,00
Karaganda region	33	33	9 951 922,00
Kostanai region	45	45	11 588 353,33
Kyzylorda region	38	38	16 371 183,30
Mangistau region	9	12	5 726 950,20
Pavlodar region	22	40	7 338 298,33
North Kazakhstan region	4	4	3 945 247,00
The Turkestan region	24	24	13 251 599,06
Shymkent	11	16	25 715 934,00
Almaty	51	51	56 401 296,81
Astana	8	11	46 912 641,00
<b>Total</b>	<b>504</b>	<b>533</b>	<b>579 636 556</b>

Developed by the authors based on the source [1]

The total investment volume for these projects in 2019 was 716,637,324 thousand tenge. Including private investments of 434,959,525 thousand tenge, which is equivalent to 64% of all attracted investments in projects, while state obligations of 281,677,799 thousand tenge or 36 % of all investments.

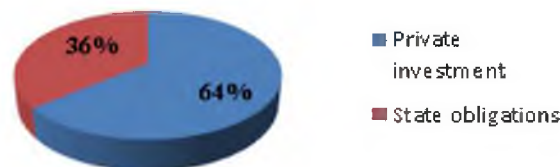


Figure 2 - Distribution of budget and extra-budgetary investments for PPP projects in Kazakhstan

Developed by the authors based on the source [1]

Today, there is a positive trend of increasing the number of PPP projects being implemented in Kazakhstan. If in 2015 the number of signed contracts for PPP projects was only 3, then in 2017 their number reached 166, and in 2018-297. This is a direct evidence of the activation of the business sector and the work of government agencies to attract private investment in PPP projects.

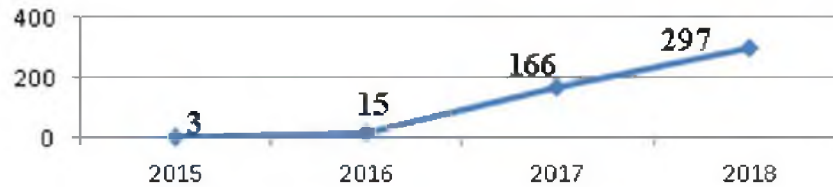


Figure 3 - Number of implemented PPP projects by year

Developed by the authors based on the source [1]

At the same time, considering the issue by type of initiatives, it is not difficult to trace the chaotic nature of private financial initiatives and the consistent growth dynamics of public ones.

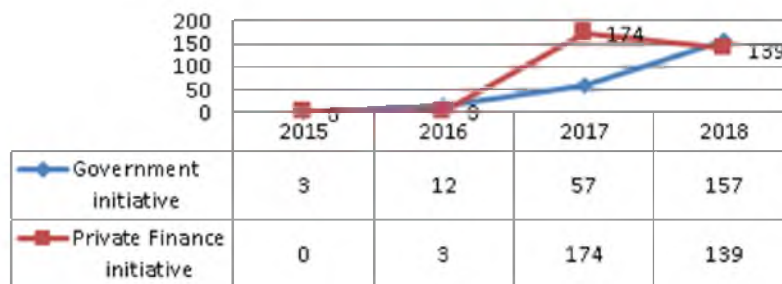


Figure 4 - Type of PPP project initiative in Kazakhstan by years

Developed by the authors based on the source [1]

However today we can observe the following gaps in the implementation and management of PPP projects:

- limitations restrictions in the application of legislation and insufficient legal regulation, lack of a formed legal framework for interaction in the framework of PPP;
- lack of mechanisms to stimulate growth in the number of PPP projects;
- the presence of administrative barriers and corruption risks;
- low efficiency of NCE "Atameken", which serves as a moderator between the state and business;
- the lack of competence in managing the implementation of projects on PPP basis;
- lack of experience and specialization of the partner in project management;
- lack of qualified management personnel;
- the absence of a regulatory framework for project management based on PPP principles, including in part:
  - planning project;
  - financial analysis of efficiency of project implementation;
  - high expectations of the amount of state support;
  - unity of approaches in project preparation;
  - management tools for project implementation;
  - management of the potential risks and threats to projects;
  - lack of quality guarantees for all stages and phases of project implementation.

As in any project, the main place in the implementation of PPP projects is occupied by the initiation stage-search for investments, but the main problems in the project usually arise at the stage of planning, implementation and maintenance. This is why the issue of managing and organizing a PPP project is so important — because the result will depend directly on the involvement and decision-making of both parties (both the state and the private partner).

For 5 years of implementation of the mechanism of public-private partnership (PPP) in the Republic of Kazakhstan, there is a high rate and demand for the implementation of projects, and a systematic approach to project management has not appeared.

In our opinion, a PPP as an object of project management should be characterized by such features as:

- ✓ uniqueness;
- ✓ complexity;
- ✓ taking into account external and internal factors;
- ✓ involving a large number of specialists in the development/implementation of a PPP project, creating a project team, consultants and experts;
- ✓ division of activities in the framework of a PPP project into stages, each of which has a certain specificity;
- ✓ limited resources (financial, material, labor, etc.).

Traditionally, project management processes are used around the world and in all industry groups and are divided into five categories known as project management process groups: initiation process group; planning process group; execution process group; monitoring and management process group; and completion process group [3].

The main difference between PPP projects is the competitive selection procedure and the signing of the PPP agreement, which ensures the implementation of the project with the specified parameters in compliance with the interests of all stakeholders.

Another feature of the PPP project management processes and procedures is the need to: check the project for compliance with the strategic goals of the region's development, whether it is appropriate to include it in the PPP project portfolio; check the project for feasibility within the PPP framework and select the most effective PPP model, taking into account the interests of all stakeholders of the project; determine the mechanism of state support within the PPP agreement; comprehensive assessment of the project's efficiency and effectiveness (budget, economic, commercial, social, environmental, etc.) [4, p. 50].

Implementation of PPP projects in Kazakhstan is carried out in several ways:

- closed competition;
- two-stage competition;
- software PPP;
- private financial initiative (PFI-direct negotiations).

Today, the traditional type of management in the Republic of Kazakhstan is amenable to PPP projects initiated by the business itself in relation to an object that is under its ownership or long-term lease, as well as the possession of exclusive rights to the results of intellectual creative activity belonging to a potential private partner.

In General, to understand this algorithm for implementing a PPP project initiated by a private partner in Kazakhstan, it is necessary to draw a parallel with the traditional management mechanism.

Analysis of the diagram allows you to conclude that one of the main stages of management from the private partner is initiating the project which includes development of a business plan and financial model of the project, identifying the needs of the project and financial viability of the project.

It seems appropriate that to develop and manage the project, you need to create a temporary organizational structure for the project, including:

- 1) authorized representatives from all stakeholders of the project;
- 2) project team (project team);
- 3) project office (project office).

Each project participant must be assigned a specific role and set of functions and responsibilities in the current project, thus reducing the likelihood that the project will not meet the requirements for the PPP project or will be delayed indefinitely. The combination of all project roles will form a role model for the project. If there are no project managers in the private partner's staff and the employees do not have competence in the field of PPP, you must contact the appropriate company that provides consulting services in the field of PPP project management. Creating a project team will speed up project management processes and allow timely resolution of problems that arise during management, since time plays a key role in the case of a PPP mechanism.

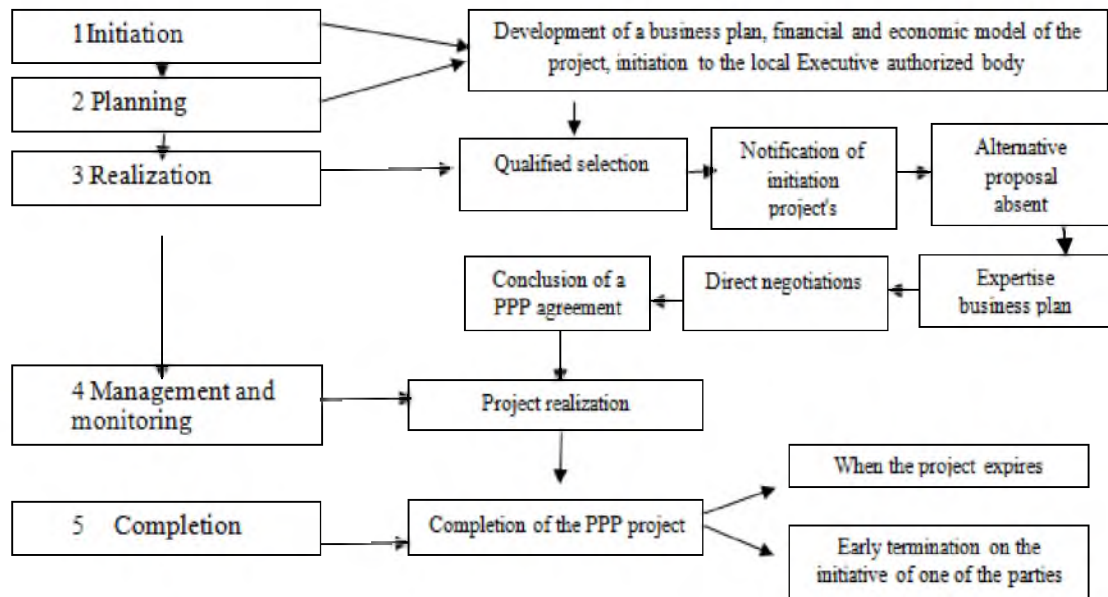


Figure 5 - Algorithm for implementing PPP projects in the Republic of Kazakhstan

Developed by the authors based on the source [2]

Before directly initiating a project and finding funds or an investor for its implementation and developing a management model, it is necessary to take into account one very important fact that the goal of any PPP project is to achieve a social effect for society. In our country, there is a prioritization of PPP projects, namely, according to the degree of feasibility of implementing the planned project.

The selection of projects and prioritization is carried out according to the following figure:

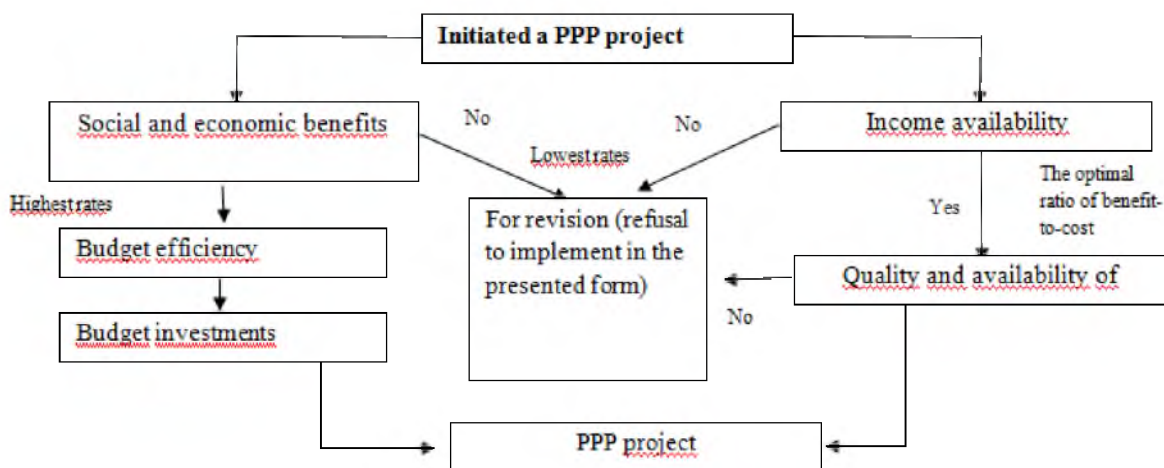


Figure 6 - Scheme of selection of PPP projects in Kazakhstan

Developed by the authors based on the source [2]

If the project meets the main socio-economic indicators of development of the Republic of Kazakhstan, the project should be initiated and continue project management from the next stage. At the next stage of management, the private partner needs to evaluate the project performance indicators and determine whether it needs budget funding or does not need co-financing and its funds will be sufficient for the project implementation.

It should also be noted that the priority for the state are projects that do not require substantial budgetary pressures as the effective use of budgetary funds is very important for Kazakhstan, since the



effective implementation of management decisions related to budget usage in the various programmes depend on the level of achievement of the goals of economic development and ensuring the stability of its financial system [5, p. 103].

PPP projects limited to such measures of support such as a grant of land for the project, transfer public facility in a trust or long-term lease, a service contract – the PPP contract to provide services under the PPP project have a high potential for implementation.

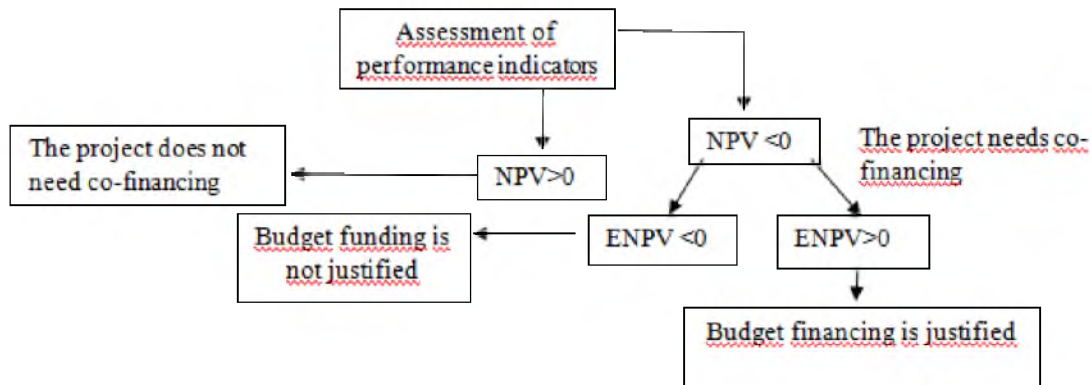


Figure 7 - Evaluation of project performance indicators

Developed by the authors based on the source [2]

If the project does not need financing, consistent with the principles of PPP and solves the major social and economic policy goals RK comes and related phase management of business planning of PPP project, financial and economic model of the project. The procedure for their development requires compliance with the structure of the business plan of PPP projects approved by legislative acts and regulations. If the business plan does not comply with the existing rules for its development, the project will return for revision of the gaps made in the process of managing this process.

The objective of the business plan boils down to the content and source of key information on the project, whose main purpose is to prove the need for this project, the basic objectives, stages, total cost, sources of financing, the results of the project and expected socio-economic effect. A significant amount of work should be done and a qualified lawyer should be involved in the development and analysis of the organizational section containing the proposed project management scheme and information about the mechanisms of interaction between the parties, the responsibility of each party to the PPP project, including third parties (with the application of the scheme of interaction of the parties) in the investment and post-investment period.

The key element of management at this stage and in General in working on public-private partnership projects is the development of a financial model of the project, since financial analysis is an integral part of all public-private partnership projects. The practice of PPP development has revealed a number of problems in this area. In particular, a lack of understanding of the goals of public-private partnership reduces the value of financial modeling, creates negative legal consequences, increases financial risks and reduces the effectiveness of commercial attractiveness of investments.

Therefore, it is necessary to study the main points of designing, building and analyzing effective financial models of PPP projects. Drawing attention to strategically important calculations in order to obtain an accurate and well-structured financial model is one of the main tasks in the process of implementing a public-private partnership project.

Public-private partnership projects deal with cash flows over a long period of time, and the time value of money depends on both the time of receipt and the period of expenditure.

The financial model provides an analysis of financial benefits and costs, taking into account alternative schemes and sources of project financing, the impact of inflation on the project's feasibility, an assessment of the project's financial efficiency, and discloses financial decisions made within the PPP project.

To assess its profitability and return on investment, the results are analyzed using discount methods.

When deciding whether to initiate a project and invest in it, the project team, represented by the financial Manager, must consider whether the investment will provide adequate returns or bring losses.

The initial indicator that this measures is usually the private partner's own cost of capital. For a company using the weighted average cost of capital (WACC), that is, the weighted average of its equity and debt financing costs, a simple WACC calculation will look like this:

$$WACC = \left( \frac{E}{E + D} \times Re \right) + \left( \frac{D}{E + D} \times Rd \times (1 - T\%) \right)$$

where E – is the market value of the company's capital, D – is the company's overdue debt, Re – is the return on equity expressed as the rate of return, Rd – is the cost of borrowed capital, and T % – is the income tax rate (since taxes are deducted from debt) more complex calculation can distinguish between initial tax benefits on investments and subsequent tax charges.

The WACC represents the initial state of the project (assuming that this state will be permanent), while the IRR of the project is based on predicting the entire life of the project. The IRR of a project provides a more accurate representation of the estimated cost of capital over the life of a standard PPP project [6].

The FEM analyzes the effectiveness of the project using discount methods. The following criteria are used to evaluate the project's profitability and return on investment:

- Net present value (NPV);
- Internal rate of return (IRR);
- Investment payback period (PP)
- Discounted investment payback period (DPP);
- Profit index (PI).

Net present value (NPV) is equal to the accumulated discounted cash flow for the entire project period and represents the difference between all cash inflows and outflows given at the time of project evaluation. It shows the amount of cash that the private partner expects to receive from the project after the cash inflows recoup its initial investment costs and operating cash outflows associated with the project.

You can calculate the net present value using the following classical formula:

$PV = FV / (1+i)^n$ , where PV – is the current cost of cash flow, FV – is the cost of future cash flow,  $i$  – is the discount rate, and  $n$  is the period number (usually, the forecast of cash flows for a PPP project is made on a semi-annual or annual interval).

Discounted payback period (DPP) – the period of full payback of initial investments, taking into account the changing cost of money and financial risks. Represents the minimum period in which the accumulated discounted net cash flow becomes positive. In FEM, it takes the value 1 year, which is less than the project period in years, thus confirming the effectiveness of this project. In a project, the simple payback period must be less than the total project period, and the discounted payback period is estimated in the same way. The return index (PI) is an indicator of investment performance, which is the ratio of net profit to the amount of investment costs. In FEM, it must take a value greater than 1. Then the project is effective. The analysis necessary to determine that investment in a PPP project pays off during the implementation period of the project, the net present value of revenues (NPV) is positive, internal rate of return (IRR) is positive, the more the discount rate (PI) is greater than 1, and the payback period for the project does not exceed the total period of implementation. Thus, the evaluation of the project results shows the effectiveness of the proposed project and shows the feasibility of launching a project management mechanism from the financial side. As practice shows, drawing attention to strategically important calculations in order to obtain an accurate and well-structured financial model is one of the main tasks in the process of implementing a public-private partnership project

A successful management model for a public-private partnership project depends on a number of factors and conditions, the reliability of the participants, and the environment in which this cooperation develops. Risk management as a management technology is currently undergoing its development in Kazakhstan. In modern conditions of implementation of PPP projects, there is a problem of forming a common understanding of the purpose of risk management, and not only the theory, but also practical measures adapted to modern Kazakhstan conditions are of particular importance [7, p.177].

Thus, it is particularly important to assess the possible risks of implementing PPP projects in order to increase the success of their implementation. The greatest concern of the private partner should certainly

cause macroeconomic risks (inflation, unemployment, average income per capita, stability of the national currency, the state budget and balance of payments, the refinancing rate, the level of taxation different types of income), as well as the possibility of breach of contract and state intervention. Accordingly, in order to prevent the occurrence of risk events in advance, it is necessary to minimize the percentage of occurrence of a particular risk and put all potential risks in the project's FEM and the public-private partnership agreement, as well as develop measures for their management.

One of the key tasks of participants in public-private partnership projects is to identify, classify, and distribute risks between the parties. In this case, the main risk management tool, in our opinion, will be the risk matrix, which aims to reduce the potential negative consequences of implementing risks.

Therefore, a detailed risk matrix and risk management needs to be developed for each project category. The risk management model should be based on a quantitative and qualitative analysis of all potential risks and is reflected in the FEM and the public-private partnership agreement and, taking into account the specifics of risk events, identify and eliminate potential risks before the project is directly launched, since the occurrence of risk in the execution process may lead to its early completion.

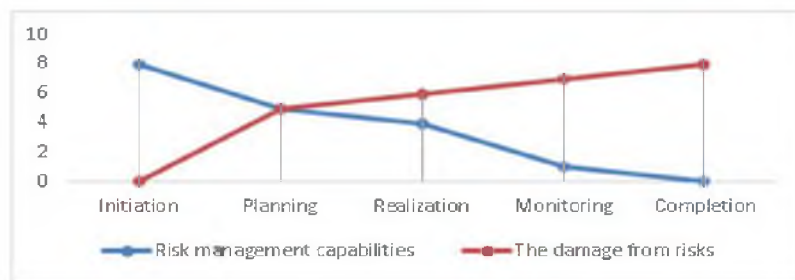


Figure 8 - Risk management Capabilities in PPP projects

An emerging or predicted problem-risk situation can be considered resolved only if the development and implementation of management decisions is carried out within the project and which bring it to a state designed to be effective [7, p. 178]. Improving the management mechanism is an urgent task today. The "perfection" of the management mechanism is understood as its ability to form close links between the structural divisions of the company's strategic, operational and operational management in order to develop transparent management procedures, effective operational reporting, and minimize financial and other costs in such a complex activity as the implementation of a PPP project. Participation in project management in PPP requires high professionalism of project managers and their systematic training at all stages of the project life cycle. This means that in order to establish effective work of project offices, it is necessary to improve the implementation of a functioning PPP project management model.

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**ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДАҒЫ МЕМЛЕКЕТТІК-ЖЕКЕ  
МЕНШІК ӘРІПТЕСТІК: ЖОБАЛАРДЫ БАСҚАРУ ТЕТІГІ  
ЖӘНЕ БАСҚАРУ РӘСІМДЕРІН ЖЕТІЛДІРУ ЖӨНІНДЕГІ ҰСЫНЫМДАР**

**Аннотация.** Бұл мақалада мемлекет пен жеке серіктестік арасындағы ынтымақтастық нысаны ретінде Қазақстан Республикасындағы мемлекеттік-жеке меншік әріптестік мәселелері қарастырылады. Жалпы алғанда, мемлекеттік-жеке меншік әріптестік – бұл мемлекеттік органдар мен кәсіпкерлердің тәуекелдерді, пайда мен шығындарды, тиісті шарттарда айқындалатын құқықтар мен міндеттерді теңгерімді бөлу шартымен мемлекеттің жауапкершілігі саласына дәстүрлі жататын салалардағы өзара тиімді ынтымақтастығы. Жобаларды басқарудың рөлі мен маңызы, сондай-ақ басқару рәсімдерін жетілдіру бойынша ұсынымдар ашылады.

Авторлар Қазақстан үшін мемлекеттік-жекешелік әріптестік – мемлекеттік-жекешелік әріптестіктің негізгі қағидаттарын сақтау жағдайында объектілерді жобалау, қаржыландыру, салу, қайта жаңарту, оңалту, пайдалану, қызмет көрсету жөніндегі қоғамдық маңызы бар жұмыстар мен қызметтерді ұсыну жөніндегі мемлекеттік және жеке меншік сектор арасындағы орта мерзімді және ұзақ мерзімді өзара қарым-қатынастардың жиынтығы.



Қазақстан Республикасындағы мемлекеттік-жеке меншік әріптестіктің рөлі туралы айта келе, қоғамдық игіліктер мен қызметтердің қолжетімділігі мен сапасын арттыру үшін ресурстарды біріктіру жолымен мемлекет пен жеке сектор арасындағы ұзақ мерзімді ынтымақтастықты қалыптастыру және күшейту атап өтіледі.

Қазақстан Республикасында мемлекеттік-жеке меншік әріптестік жобаларына талдау жүргізілді. Мұндай жобаларды іске асыру саласында жинақталған тәжірибеге қарамастан, жобаларды басқару тетігінде бірқатар мәселелер анықталды. Мемлекеттік-жеке меншік әріптестік (МЖӘ) саласындағы жобалық басқарудың тұрақты жетілдірілетін құралы қазақстандық ғылыми-зерттеу құрылымдарының алдына барынша жетілдірілген басқару тетіктерін құру мақсатында МЖӘ-жобаларындағы отандық компаниялардың заңнамалық практикалары мен практикалық тәжірибесін жинақтаумен байланысты бірқатар мәселелерді қояды.

МЖӘ жобаларын іске асыру шеңберінде басқарушылық рәсімдерді жетілдіру жөніндегі ұсынымдармен бірге МЖӘ жобаларын басқарудың кезең-кезеңімен моделі әзірленді.

Мемлекеттік-жекешелік әріптестік тетіктерін дамыту таза бюджеттік қаржыландыруға және ірі инвестициялық жобаларды мемлекеттік басқаруға негізгі балама болып табылады. Мемлекеттік-жеке меншік әріптестік жобаларының келісімшарттары болашақта әдеттегі тендерлер мен конкурстарды өзгерте алады, олардың көпшілігі бір жылға ғана жасалады. Өйткені бірінші уақытта жоба инвестордың есебінен іске асырылады.

МЖӘ-ні неғұрлым кеңінен пайдаланудың, МЖӘ жобаларын басқару тетіктерін жетілдіру мен түзетудің, Қазақстан Республикасында мемлекет пен бизнес әріптестігін жетілдірудің теориялық және әдістемелік негіздерін жетілдірудің орындылығы осы баптың өзектілігін айқындайды.

Мақалада авторлар Қазақстан Республикасында МЖӘ жобаларын басқару тетігінің негізінде жобаларды басқарудың жалпы қағидаттары мен фазалары жатыр деген қорытындыға келді, алайда МЖӘ жобалары жататын белгісіздік деңгейі жоғары және жылдам технологиялық, саяси және басқа да өзгерістер бар кешенді, күрделі жобаларды басқару дәстүрлі жобалық басқару процесіне елеулі өзгерістер енгізуді және жетілдіруді, сондай-ақ барлық әлеуетті пайда алушылар үшін оны іске асырудың нәтижелері мен салдары бойынша жобаның тиімділігін бағалауды талап етеді.

Жобаны іске асырудың негізгі кезеңдерінде МЖӘ қазақстандық жобалары жағдайында басқарушылық рәсімдер жүйесін жетілдіру бойынша ұсынылатын шаралар келесілерге негізделеді: жобаны басқару жүйесінің өзгерістеріне барынша икемді және жұмсақ ден қоятын қол жеткізу, тиімді басқару командасын құру, бизнес пен социум үшін жобаның тиімділігін объективті бағалау, мемлекет пен жеке әріптес арасындағы ашық және тұрақты коммуникациялар, тәуекелдерді азайту және басқарудың әрбір кезеңін іске асыру мерзімдері.

Мемлекеттік-жеке меншік әріптестік жобасын басқару – классикалық мемлекеттік қызмет емес, сондықтан нәтижелерді манипуляциялау, сыбайлас жемқорлық іс-қимылдарын болдырмау және күтпеген өзгерістерге ден қоюдың тиімді жүйесін құру үшін жобаны іске асыру кезінде тәуелсіз консультанттарды тарту өте маңызды.

**Түйін сөздер:** мемлекеттік-жеке меншік әріптестік, басқару тетігі, МЖӘ жобасы, жобаларды басқару, басқару моделі.

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#### **ГОСУДАРСТВЕННО-ЧАСТНОЕ ПАРТНЕРСТВО В РЕСПУБЛИКЕ КАЗАХСТАН: МЕХАНИЗМ УПРАВЛЕНИЯ ПРОЕКТАМИ И РЕКОМЕНДАЦИИ ПО СОВЕРШЕНСТВОВАНИЮ УПРАВЛЕНЧЕСКИХ ПРОЦЕДУР**

**Аннотация.** В данной статье рассматриваются вопросы государственно-частного партнерства в Республике Казахстан как формы сотрудничества между государством и частным партнерством. В целом государственно-частное партнерство – это взаимовыгодное сотрудничество государственных органов и предпринимателей в отраслях, традиционно относящихся к сфере ответственности государства на условиях сбалансированного распределения рисков, выгод и затрат, прав и обязанностей, определяемых в соответствующих договорах. Раскрывается роль и значение управления проектами, а также рекомендации по совершенствованию процедур управления.

Авторы подчеркивают, что для Казахстана государственно-частное партнерство – это совокупность среднесрочных и долгосрочных взаимоотношений между государственным и частным сектором по предоставлению общественно-значимых работ и услуг по проектированию, финансированию, строительству, реконструкции, реабилитации, эксплуатации, обслуживанию объектов на условиях соблюдения основных принципов государственно-частного партнерства. Говоря о роли государственно-частного партнерства в Республике Казахстан, отмечается формирование и усиление долгосрочного сотрудничества между государством и частным сектором путем объединения ресурсов для повышения уровня доступности и качества общественных благ и услуг.

Произведен анализ проектов государственно-частного партнерства в Республике Казахстан. Несмотря на накопленный опыт в сфере реализации таких проектов, выявлен ряд проблем в механизме управления проектами. Постоянно совершенствующийся инструментарий проектного управления в сфере государственно-частного

партнерства (ГЧП) ставит перед казахстанскими научно-исследовательскими структурами целый ряд проблем, связанных с обобщением законодательных практик и практического опыта отечественных компаний в ГЧП-проектах в целях создания всё более совершенных управленческих механизмов.

Разработана поэтапная модель управления проектами ГЧП с рекомендациями по совершенствованию управленческих процедур в рамках реализации инициированных проектов ГЧП.

Развитие механизмов государственно-частного партнёрства представляется основной альтернативой чисто бюджетному финансированию и государственному управлению крупными инвестиционными проектами. Контракты проектов государственно-частного партнерства смогут сменить в будущем привычные тендеры и конкурсы, большинство из которых заключается всего на год. И случаев работы с нерадивыми подрядчиками государство также сможет избежать, ведь в первое время проект реализуется за счет инвестора.

Целесообразность более широкого использования ГЧП, совершенствования и корректировки механизмов управления проектами ГЧП, теоретических и методических основ совершенствования партнерства государства и бизнеса в Республике Казахстан определяет актуальность данной статьи.

Авторы пришли к выводу, что в основе механизма управления проектами ГЧП в Республике Казахстан лежат общие принципы и фазы управления проектами, однако управление комплексными, сложными проектами с высоким уровнем неопределённости и быстротой технологических, политических и других изменений, к которым относятся проекты ГЧП, требуют внесения существенных изменений и совершенствования процессов традиционного проектного управления, а также оценки эффективности проекта по результатам и последствиям его реализации для всех потенциальных выгодополучателей.

Предлагаемые меры по совершенствованию системы управленческих процедур в условиях казахстанских проектов ГЧП на основных этапах реализации проекта сводятся к следующему: достижение максимальной гибкой и мягко реагирующей на изменения системы управления проектом, создание эффективной управленческой команды, объективная оценка эффективности проекта для бизнеса и социума, открытые и регулярные коммуникации между государством и частным партнером, минимизации рисков и сроков реализации каждого этапа управления.

Управление проектом государственно-частного партнерства не является классической государственной функцией, поэтому столь важно привлекать независимых консультантов во время реализации проекта, чтобы исключить манипулирование результатами, коррупционные действия и создать эффективную систему реагирования на непредвиденные изменения.

**Ключевые слова:** государственно-частное партнерство, механизм управления, проект ГЧП, управление проектами, модель управления.

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