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E-mail: [nurgul.010174@mail.ru](mailto:nurgul.010174@mail.ru)**BUSINESS FACTORS OF AGRO-INDUSTRIAL  
SECTOR MODERNIZATION**

**Abstract** The paper is aimed at systematization and justification of business factors of modernization of the agro-industrial industry of the Republic of Kazakhstan. To achieve the goal the criteria characteristics and structural components inherent to the contemporary development of the agro-industrial industry of the country were studied; this allowed determining the trends and factors of development and modernization of the sector. The paper considers the modernization of the agro-industrial industry as the interaction process of numerous factors related not only to the introduction of the innovation, but physical, economic, organizational, cultural, and motivation factors. The legislative conditions of the agro-industrial industry of Kazakhstan limiting significantly its development were analyzed. In addition, the SWOT-analysis was made for the managing systems of the agro-industrial industry in Kazakhstan considering external factors. The most significant factors stipulating the attractiveness of PPP projects on agro-industrial sector development for the public and private partners were generalized. The most significant factors on the Republican level covering the polarization of agro-industrial industry entities size were highlighted as well as the governmental policy and management, coordination in resources usage, accessibility of economic services: loans, leasing, etc., accessibility and quality of social services in a rural area, industrial structure determining the production relations.

**Key words:** agro-industrial industry, rural economy, public-private partnership.

**Introduction.** The increasing level of competition and technological development on the background of problems existing in the agro-industrial industry require the effective strategy on its modernization in Kazakhstan the goal and final result of which should be the sustainable and competitive sector with modernized permanent production base ensuring necessary proportions of the optimal combination of consumption and production structure. Namely, the modernization of the agro-industrial industry considering the combination of business factors allows ensuring economic growth under the conditions of economic globalization. Today, there is no unique theory on forming the strategy of agro-industrial sector modernization. The methodological base is set of separate fragments of theories of rural economic development, institutional changes, competition, investment strategies, and resource theory. In this regard, the development and practical realization of recommendations on determining and forming of factors and trends of agro-industrial industry modernization in Kazakhstan, in a whole, is one of the priority tasks of the economic development of the country.

**Methods.** The methodological base of the research is presented by such common scientific methods as a dialectical method of cognition, analysis, and synthesis, systematic and functional and situational analysis.

**Results and discussion.** The modernization of the agro-industrial industry is the result of the interaction of numerous factors related not only to the introduction of the innovation, but physical, economic, organizational, cultural, and motivation factors. Although the importance of the factors is different they cannot be implemented at once on a high level, they can be accumulated and improved for a long time. All these factors are set into the business mechanism of the agro-industrial sector functioning on two levels: macrolevel and microlevel. This mechanism includes, in general, three groups for each level: administrative (managerial), financial and economic, and material and technical; each group has a

set of factors able to affect on the current financing of the agro-industrial industry, and its modernization (table 1).

Table 1 – Business mechanism of the agro-industrial industry functioning

<i>Macrolevel</i>			<i>Microlevel</i>		
Public administration	Financial-economic	Material-technical	Managerial	Financial-economic	Material-technical
1) Политика Trade control policy 2) Regulation of monopolies in the agro-industrial industry 3) Infrastructure policy for the development of the agro-industrial sectors 4) Social warranties and food safety 5) Informational and analytical support of the agro-industrial industry units	1) Costs policy 2) Taxation policy 3) Loan policy and accounting system 4) Budget policy 5) Insurance in agro-industrial industry 6) A policy of subsidiaries and dotation 7) Leasing systems	1) Development of a system on material and technical support of the agro-industrial industry 2) Technical and technological refurbishment and innovations in the agro-industrial sector	1) Availability of strategies for the development of the agro-industrial unit 2) Organizational structure 3) Type of connections among the departments 4) Legal support 5) Development of motivation set to enhance labor productivity	1) Cost of enterprise 2) The diagnostics of enterprise state 3) Forming and usage of funds 4) Credit policy of an enterprise 5) The investment policy of an enterprise 6) Price policy 7) Labor payment system 8) Risk hedging 9) Leasing	1) Improvement of material and technical provision 2) Analysis of the main means 3) Introduction of innovations
Note – Compiled by reference [1]					

On the macrolevel, there are also differences between the countries with developed agriculture and those whose agriculture is under the modernization process. The developed agriculture of the countries is aimed at the international trade, provision of the world market (USA, Canada and other), and the developing agriculture is aimed at complete or partial provision of the domestic market only.

The industrial organization in the first countries is aimed at the satisfaction of internal demands, and the latter – at foreign, international demands. This can be traced by the history of agriculture development: in Kazakhstan, the most time, the agriculture supported the needs of the population only until the virgins land campaign in 1945-1965. Namely, for this reason, the agricultural industrial organization in Kazakhstan is still aimed at Kazakhstani life that results in arranging of the following economic units: these are either large enterprises operating since the Soviet era, or small farm enterprises usually based on family connections and aimed at domestic consumption.

At the same time, under the conditions of the international competition, the developed countries experience relatively clear international division of labor based on accessibility of the trade ways and necessity of specialization resulted in correcting of its national industrial organization, and consequently, in forming of market economy focused on the manufacturing of the product for the world market, not only for domestic consumption.

It can be stated with confidence that namely large farms based on the international division of labor form the contemporary industrial organization in the field of agriculture that in turn favors the development of these farms by enlarging of its scales and acceleration of its mechanization, chemicalization, irrigation, etc. [2]. The large farms led to the appearance of other organizational forms, such as parks of plantations and bluffs, and cooperative organizations. Such transformation led to the application of the main idea of industrialization in agriculture to enhance the production effectiveness and product quality in this field due to the scale effect. The experience of the developed countries shows that being a part of the international division of labor Kazakhstan should support the forming of the integrated manufacture and cultivation of crops. Together with large agriculture enterprises, the standardized, specialized and contemporary organizational forms can be finally created.

As the developed countries were built on the base of equal employment system at the very beginning, there is no difference between the urban and rural systems of social welfare. At the same time, the special reality of Kazakhstan cannot ensure the agriculture employees the same social securities as other employees, especially in the urban area. Such a system of social welfare is a serious obstacle for the industrial organization reforming. As a result, to accelerate modernization it is necessary to favor the

creation of a united system of social welfare that will ensure a not formal, but equal system of social welfare for rural and urban citizens.

In this regard, it is necessary to improve the state of agriculture science, enhance the accessibility of educational and consulting services for agricultural producers. Therefore, the stabilization and further accelerated development of the agriculture industry in our Republic is impossible without reproduction of new knowledge, promotion of agrarian science achievements, and its accelerated diffusion into the agrarian production. These fields of activity should be supported by broadening of R&D field, increased requirements in highly qualified scientists and engineers, financing of scientific and market researches and developments with speed exceeding the economic growth. The changes in the industrial structure should be scientifically and market justified, the enterprises, with time, should adapt to the necessity of scientific developments.

The leading role in rendering the financial aid under the government support of the agriculture in Kazakhstan belongs to the National Holding KazAgro. It is the infrastructure investor and a source of financing for the agro-industrial industry units necessary for its development. One of the main tasks of KazAgro is the concentration and redirection of investments to solve the strategic tasks of the agro-industrial industry, and efficiency enhancement of the government financing of the agriculture industry [3]. Also, the first President of the country Nursultan Nazarbayev has assigned to increase, by 2021, the products export by 40 % due to diversification of the agro-industrial production. These tasks will be implemented under the new program of agro-industrial industry development [4].

The flow of governmental subsidies striking for the samples of the developed countries, nevertheless, should be more diversified than price and price forming control. It is necessary to prop up the introduction of innovations related to the intensification of production (production of elite seeds, breeding of new cattle strains and plants, application of digital and biotechnologies). The important is also an investment to support and development of large engineering systems that cannot be arranged by the initiative of one enterprise: irrigation and land-reclamation system of regional scale.

Today, the State has to provide the microcredits to the rural population at the regions with stagnated agriculture, and the population has to deter the funds from bankruptcy, but cannot ensure the qualitative changes. As a consequence, the agriculture producers of depressed regions depend on governmental support – they survive but do not develop with speed necessary to support the competitiveness.

The factors constraining significantly the development of agro-industrial industry in Kazakhstan are obsolescence of farm machinery, low profitability of agriculture production, increased risks, poorly developed system of agriculture producers' risks insurance [5]. Considering the high degree of farm machinery obsolescence, it is necessary either to increase the target investments for modernization or create such conditions under which the natural risks will be minimized that will enhance the profitability and allows the agriculture producers to renew and upgrade the technical infrastructure themselves. Ideally, it is necessary to create such a system of technical support of the agro-industrial industry under which the interference of the State into the activity of the agriculture units will be limited by issues related to long-term, strategic development of the country.

The creation of a new industrial structure implies the significant changes in the business processes of the agro-industrial industry enterprises related to the usage of functional outsourcing. When the creation of the specialized subdivisions within one enterprise is unpractical for the application of necessary competencies, the system should provide opportunities for outsourcing usage.

The alternative is the development of agriculture cooperation – in this case, the smaller farms cooperate in such a way that a part of its business-processes start operating the same as at large enterprises ensuring the effect of scale, access to larger markets and opportunities for application of functions accessible for large enterprises only (for instance, availability of own repair facilities). There is no one example of the successful development of agriculture in the world without the wide cooperation of small farmers.

Today, these issues are already solved on the legislative level. The law of the Republic of Kazakhstan adopted in 2015 “On agriculture cooperatives” allows the joining of small farms and present its interests as an individual economic unit [6]. The cooperation should be encouraged not only legislatively, but in the form of explanatory and consultation work on the advantages of joining into cooperatives, practical measures on creating the agriculture enterprises. As an additional stimulation, there could be the reward of cooperation between the farm units through subsidization of cooperatives without direct participation in

property, i.e. those who introduced the right of fractional use. It also makes sense to create joint enterprises with the largest cooperatives of the developed countries, i.e. access of Kazakhstan cooperatives to the international level as participants of the international cooperatives. Such practice will allow learning lessons from the global experience and gaining access to international resources, distribution channels, and contemporary methods of productivity improvement.

The Law of the Republic of Kazakhstan “On the public regulation of the agro-industrial industry and rural areas development” determines the legislative and economic bases of the implementation of the governmental regulation of the agrarian sector of the country. It separates the responsibility zones of the government and private structures, describes the main methods and principles of the governmental support of the agro-industrial industry in RK (Table 2).

Table 2 – SWOT-analysis of the agro-industrial industry management systems in Kazakhstan considering the external factors

<i>Strengths (S)</i>	<i>Weaknesses (W)</i>
1) Integration into the Eurasian Economic Union; 2) Numerous partners on export and import; 3) WTO as a legislative, economic and social base of agriculture industry investment support; 4) Large resource base in Russia will ensure the stable base for internal and foreign investments; 5) Growth of import and export in the long-term perspective.	1) Ecological, weather and climate factors; 2) Agriculture regions of the country have absolutely different, positive and negative characteristics: climate conditions, historically formed types and methods of agriculture; 3) The most of Kazakhstan regions are the zones of risky arable farming; 4) Lack of transparency in the process of decision making including the ones at a high level; 5) The activity of different pressure groups in internal policy is unpredictable in the long-term.
<i>Opportunities (O)</i>	<i>Threats (T)</i>
1) The doctrine of food safety of Kazakhstan as a factor of investments growth; 2) Restore the system of training and retraining of agriculture specialists.	1) Foreign competitors in the field of food products as a deterrent for the progress of the investment; 2) The public, the regional effect on business grows.
Note – compiled by the author	

Taking into account the globalization of economics the competitive ability of the state economy and agriculture depends on the effective work of production arrangement forms, and one of the most effective of them is clusters. Forming and implementation of the governmental cluster policy in the agro-industrial industry imply the development of a strategy focused on forming and development of clusters. The priority fields of development in the strategy for the territorial clusters should be described considering the regional features determined by natural, cultural, and economic factors. Especially, it is necessary to consider the contemporary trends of agriculture, and the economy in whole. For instance, the growing urbanization increases the attractiveness of the urban environment for a rural man wishing to improve their living standards. The retaining of countrymen and enhancing rural life attractiveness in the short-term period should be taken into account while the strategy forming. At the same time, for the long-term period, it is necessary to take into account the growth of labor automation that will inevitably result in the degree of employment in the agro-industrial industry – people who will lose the job due to labor automation should have an opportunity to acquire a new qualification [7].

The plan of the agrarian sector development should be based also on the investigation of the spatial potential of the Republic of Kazakhstan development. It is necessary to take into account that the most of the developed and implemented programs on the development of the agro-industrial sector are frontal, i.e. they influence on the development of macroscopic social and economic systems of the country, whereas the larger attention should be paid also to the local programs focused on the improvement of structures in a definite area. Such programs can become a way of joint planning of budget for numerous individual projects and result in the synergy effect and leaving the structural shifts for the frontal programs [8].

The local programs can be used to form the agrarian clusters, as these allow cooperating of individual manufacturers on the base of a common but local goal that would be agreed with goals of the frontal programs. Basing on the regional features, such programs could develop different clusters the final goal of

which would be access to the global market. Examples of such clusters can be meat and meat-dairy, fruit and berry, fruit and vegetables, wool, leather, etc. clusters.

However, for the clusters forming, a program created on the national level is not enough – it is necessary to have a favorable institutional environment possessing the characteristics stimulating the clustering. The dominance of small farms in the agriculture products manufacture testifies on the dominance of small-batch natural production and low competition as there is no enough space in the market for everyone. At the same time, the availability of large manufacturers formed in the Soviet era slows down the scaling of small enterprises due to the natural competition. Such polarization of the agriculture products market does not favor the creation of the cluster. Low competitive ability and uneven concentration of production do not create enough “critical mass” of the agro-industrial sector participants so they would start a cluster forming [9].

The instability of the global economy and internal currency crises decreased the opportunities for the budget financing of the public policy including the development of the agro-industrial industry. This creates a necessity to search for new sources of unbudgeted financing to implement the projects. One of the most suitable, in view of situation control, is a mechanism of the public-private partnership that serves as an organizational framework for the fulfillment of the socially important and strategic projects.

The most important factors stipulating the attractiveness of the PPP projects on the agro-industrial industry development for the public and private partners are generalized in Table 3.

Table 3 – Factors of PPP attractiveness in the agro-industrial sector for the State and business

#	State	Business
1	Increase of technological and financial saturation of the sector	Access to different sectors of the economy, entering the new markets
2	Risk mutualization with business	Risk mutualization with the government
3	Increase of tax revenues	Receive of additional income
4	The economy of budget means	Long-term placement of investments under the government guarantee
5	Application of the efficient management mechanism	Increase of competitive ability due to participation in capital-intensive projects
6	Promotion of the national manufacturers to the global markets	Taxation benefits for the agro-industrial projects
7	Widening of access to new markets and technologies	New opportunities for the innovation business development in the agro-industrial industry
8	Implementation of socially important projects at the expense of business resources	Reputation benefits
Note – Reference [10]		

The PPP as a form of social and economic relations with all its properties and combining the competitive and innovative advantages. That is why the authorities controlling the PPP functioning in the agro-industrial sector should study the best foreign methodology and develop own methodical methods for the PPP project implementation. From this point of view, it is necessary:

- 1) to improve the methodology and systemize the trends of the governmental support considering the growing role of the PPP;
- 2) analysis of the PPP application consequences in the agro-industrial industry;
- 3) analysis, classification and determination of boundaries for the foreign PPP models application in the agro-industrial sector;
- 4) creation of the business mechanism for the agro-industrial resources management considering the PPP opportunities;
- 5) justification of indicators and development of results estimation methods of the PPP in the agro-industrial sector.

The creation of the PPP organizational mechanism is the input point to a such level of the agro-industrial sector and government interaction that will allow utilizing the strengths of both partners and compensate its weaknesses: ineffective management of projects from the side of the government is compensated by the market experience of the enterprises that, in turn, receive significant guarantees of stability.

The forming of a new paradigm of the agro-industrial sector development should be based on the existing models of the social and economic development of the regions and the country. The management model of the agro-industrial sector stable development should be based on the principles of the governmental regulation of social and economic processes, the “combination” of administrative effect and market mechanisms, support of small business development, and social protection of the low-income population. The integrated implementation of such principles together with correctly selected management instruments can ensure the effective satisfaction of the economic interests of the population together with the increase of agrarian production units' effectiveness. The implementation of the tasks on enhancing the agro-industrial sector effectiveness is impossible without elaboration of implementation of social measures on adapting to new realities of the competitive environment of rural society. These tasks require the elaboration of contemporary conceptual approaches in the part of corresponding indicators determination allowing comparing the quantitative and qualitative changes in local population daily life including such spheres as participation in agrarian processes, availability of social services, and psychological resistance to transformations.

**Conclusion.** Basing on the stated above, the following can be concluded on the business factors of the agro-industrial industry modernization in RK:

1) These factors are as important as the process of new technologies and innovations introduction, as represents a context for this process determining the quality of life of those engaged in the agro-industrial industry, speed, and effectiveness of the occurring processes.

2) In a strict sense, these factors should be considered separately on the Republican level – then they relate more to the strategic problems of the agro-industrial sector development, or on the regional – then it is necessary to consider the specifics of each region while factors determination.

3) On the Republican level the most significant factors are the following:

– Polarization of the agro-industrial units sizes: either large enterprises or small farms. The large enterprises are already engaged in modernization, however, their initiatives are not enough for the modernization of the whole agro-industrial sector, whereas small farm units are distributed through large distances and its interaction is unsystematic.

– The public policy and management: the rich experience in developing and implementing the long-term programs creates good opportunities for the fulfillment of general strategic programs, however low attention to the development of local programs does not allow for in-time reaction on regional demands requiring the increasing attention. Also, there is a sense to consider the opportunities of inter-ministry interaction so that the Ministry of Agriculture could control also the sectors connected with the agro-industrial industry, but not related directly to the rural economy.

– Coordination in resource utilization: due to the poor interaction of the government, large and small enterprises, there are few coordinated actions able to provide the synergy effect and enhance the efficient utilization of resources. The clustering and introduction of the PPP practices can be considered as a part of this factor. And if today the clustering is at its initial state – there are no effective, established, functioning clusters, the PPP is developing more actively – from the legislation to the governmental programs.

– The accessibility of economic services: credits, leasing, etc. Despite that the government provides preferential loans for enterprises, the market loans are difficult to access for them due to high interest rate and a large number of refusals because of risky business in the agro-industrial industry.

– The accessibility and quality of social services in a rural area cannot compete with those of the urban area, as a consequence – outflow of the labor force (including the highly qualified) from rural areas to cities that decreases the economic potential of the agro-industrial industry.

– For the historical reasons the industrial structure determining the manufacture relations is as follows: during most of history, Kazakhstan had small farms, especially nomadic. There was no cooperation among them until the virgin land campaign when the large enterprises forming began. Most of the large enterprises engaged in export activity were established in the Soviet era. It is necessary to change this structure in favor of small farms cooperation to create the structures comparable with large enterprises on the Republican and global levels.

4) It is impossible to improve simultaneously the conditions in all directions without significant resources comparable with the largest economies of the world. This means that for the agro-industrial industry modernization it is necessary to select and improve one of the fields supporting others at a proper level that would be enough for survival and stability of the system as a whole.

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### **АГРОӨНЕРКӘСІП КЕШЕНІН ЖАҢҒЫРТУДЫҢ ҰЙЫМДЫҚ-ЭКОНОМИКАЛЫҚ ФАКТОРЛАРЫ**

**Аннотация.** Қазақстанның агроөнеркәсіп кешенінде орын алған мәселелер, бәсекелестіктің өршуі және технологиялық даму шарттарында оны жаңғыртудың тиімді стратегиясын жүргізуді қажет етеді, оның мақсаты мен ақырғы нәтижесі тұтыну мен өндіріс құрылымдарының оптималды арақатынасын қамтамасыз ететін, жаңартылған тұрақты өндірістік базасы бар, бәсекеге қабілеттілігі тұрақты саланың қалыптасуы болуы тиіс. Осыған байланысты Қазақстанның агроөнеркәсіптік кешеніне әсер ететін барлық факторларды есепке алатын, оны жаңғыртудың мүмкін бағыттарын зерттеу өзекті болып табылады.

Мақаланың мақсаты Қазақстан Республикасының агроөнеркәсіптік кешеніп жаңғыртудың ұйымдық-экономикалық факторларын жүйелеу және негіздеу болып табылады. Қойылған мақсатқа қол жеткізу үшін елдің агроөнеркәсібінің заманауи дамуының критериялық сипаттамалары мен құрылымдық құрамдастары сараланған, бұл саланы жаңғырту мен дамытудың бағыттары мен факторларын анықтауға мүмкіндік берді.

Зерттеудің әдістемелік негізін танымның диалектикалық әдісі, талдау және синтез, жүйелік-функционалдық және жағдайлық әдістер құрады.

Мақалада агроөнеркәсіп кешенін жаңғырту тек инновацияларды енгізумен байланысты факторлардың ғана емес, сондай ақ физикалық, экономикалық, ұйымдық, мәдени және ынталандырушы факторлардың өзара әрекеттесу үдерісі ретінде қарастырылады. Агроөнеркәсіп кешенінің макро- және микродеңгейде қызмет етуінің ұйымдық-экономикалық тетігі келтірілген, оның әр деңгейдегі құрамдастары үш топқа топтастырылған: әкімшілік (басқарушылық), қаржылық-экономикалық және материалды-техникалық.

Қазақстанның агроөнеркәсіптік кешені дамуының заңамалық шарттары талданып, оның дамуын тежейтін факторлар айқындалған. Сонымен бірге, сыртқы факторларды есепке алатын, Қазақстанның агроөнеркәсіптік кешенін басқару жүйелеріне SWOT-талдау жүргізілген. Агроөнеркәсіптік саланы дамытудағы мемлекеттік-жеке әріптестік жобалардың мемлекет және жеке серіктес үшін тартымдылығын түсіндіретін анағұрлым маңызды факторлар жалпыланған. Мақалада көрсетілгендей, мемлекеттік-жеке әріптестіктің ұйымдық тетігін құру қатысушы тараптардың күшті жақтарын жұмсауға, бір-бірінің әлсіз тұстарын толықтыруға (мемлекет тарапынан тиімсіз менеджментті кәсіпорындардың нарықтық тәжірибесімен толықтыруға) мүмкіндік береді, ал кәсіпорындар тұрақтылық кепіліне қол жеткізеді. Осыған орай агроөнеркәсіпте мемлекеттік-жеке әріптестікті қолданудың мемлекет пен бизнес үшін тартымдылық факторлары жеке-жеке көрсетілген.

Қазақстанның агроөнеркәсіптік кешенін жаңғыртудың ұйымдық-экономикалық факторларын зерттеу нәтижелері көрсеткендей, аталмыш факторлардың маңыздылығы инновацияларды ендіру үдерісінен кем емес. Оған қоса, бұл факторларды республикалық және аймақтық деңгейде бөлек қарастыру ұсынылады. Мәселен, агроөнеркәсіп дамуының стратегиялық мәселелерімен байланысты факторлар республикалық деңгейде қарастырылуы тиіс. Республикалық деңгейдегі анағұрлым маңызы бар факторлар ретінде келесілер көрсетілген: агроөнеркәсіп субъектілері көлемінің поляризациясы; мемлекеттік саясат және басқару; ресурстарды қолданудағы координация; экономикалық қызметтердің қол жетімділігі; ауылдық жерлердегі әлеуметтік қызметтердің қол жетімділігі мен сапасы; өндірістік қатынастарды анықтайтын өнеркәсіптік құрылым.

Жұмыста ұсынылған агроөнеркәсіп кешенін дамыту бағыттарының барлығын іске асыру аса қиын, өйткені бұл едәуір ресурстарды қажет етеді. Осыған байланысты, авторлардың ұйғарымы бойынша, агроөнеркәсіп кешенін жаңғырту үшін бір бағытыттан ғана таңдап отыру қажет, ал қалған бағыттарды жүйе тұрақтылығын қамтамасыз ету үшін қолдап отыру қажет.

**Түйін сөздер:** агроөнеркәсіптік кешен, ауыл экономикасы, мемлекеттік-жеке меншік әріптестік.

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### **ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИЕ ФАКТОРЫ МОДЕРНИЗАЦИИ АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА**

**Аннотация.** Возрастающий уровень конкуренции и технологического развития на фоне существующих проблем агропромышленного комплекса требует проведения эффективной стратегии ее модернизации в Казахстане, целью и конечным результатом которой должна стать устойчиво-конкурентоспособная отрасль, с обновленной устойчивой производственной базой, обеспечивающая необходимые пропорции оптимального сочетания структуры потребления и производства. В этой связи исследование возможных направлений модернизации агропромышленного комплекса Казахстана с учетом всех влияющих факторов является актуальным.

Цель статьи заключается в проведении систематизации и обосновании организационно-экономических факторов модернизации агропромышленного комплекса Республики Казахстан. Для достижения цели были изучены критериальные характеристики и структурные составляющие современного развития агропромышленного комплекса страны, что позволило определить направления и факторы развития и модернизации отрасли.

Методологическую основу исследования составили такие общенаучные методы, как диалектический метод познания, анализ и синтез, системно-функциональный и ситуационный анализ.

В статье модернизация агропромышленного комплекса рассматривается в качестве процесса взаимодействия множества факторов, связанных не только с внедрением инноваций, но и с физическими, экономическими, организационными, культурными и мотивационными факторами. Приведен организационно-экономический механизм функционирования агропромышленного комплекса на макро- и микроуровнях, включающий обобщенно по три группы на каждый уровень: административную (управленческую), финансово-экономическую и материально-техническую.

Проанализованы законодательные условия развития агропромышленного комплекса Казахстана, выявлены факторы, значительно ограничивающие его развитие. Кроме того, проведен SWOT-анализ систем управления агропромышленным комплексом в Казахстане с учетом внешних факторов. Обобщены наиболее значимые факторы, обуславливающие привлекательность проектов государственно-частного партнерства по развитию агропромышленного сектора для публичного и частного партнеров. Отмечено, что создание организационного механизма государственно-частного партнерства является входной точкой на такой уровень взаимодействия бизнеса и государства, который позволит задействовать сильные стороны обоих партнеров, компенсируя их слабости: неэффективный менеджмент проектов со стороны государства компенсируется рыночным опытом предприятий, а предприятия получают значительные гарантии стабильности.

Результаты исследования организационно-экономических факторов модернизации агропромышленного комплекса Казахстана показали, что эти факторы обладают не меньшей значимостью, чем процесс внедрения новых технологий и инноваций, так как является контекстом для этого процесса, определяющим качество жизни занятых в отрасли, скорость и эффективность происходящих процессов. Кроме того, рекомендуется рассматривать их отдельно на республиканском уровне – тогда они связаны больше со стратегическими проблемами развития отрасли, или на региональном – и тогда необходимо учитывать специфику каждого региона при определении факторов. Выделены наиболее значимые факторы на республиканском уровне, охватывающие поляризацию размеров субъектов агропромышленности; государственную политику и управление; координацию в использовании ресурсов; доступность экономических услуг; доступность и качество социальных услуг в сельской местности; промышленную структуру, определяющую производственные отношения.

Реализация предложенных в работе всех направлений модернизации агропромышленного комплекса трудноосуществима, поскольку это требует наличия значительных ресурсов, сравнимых с самыми большими экономиками мира. В связи с этим, авторы сходятся во мнении, что для модернизации агропромышленного комплекса страны целесообразно последовательно выбирать и улучшать какой-то из направлений, поддерживая остальные на приемлемом уровне, достаточном для выживания и стабильности системы в целом.

**Ключевые слова:** агропромышленный комплекс, сельская экономика, государственно-частное партнерство.



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