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WAYS OF IMPROVEMENT OF STRATEGIC MANAGEMENT OF REGION ECONOMY

Abstract. The state from the first days of obtaining independence pays special attention to formation of modern effective system of public administration and public service. In this regard the task set by the Leader of the nation for the Government about carrying out administrative reform became logical continuation of the relevant changes happening in the republic. It will be implemented within the idea of creation of the professional state specified in long-term Kazakhstan 2050 strategy. Improvement of structure of public authorities, increase in compensation of officials on the basis of assessment of quality of their work, achievement of high rates of quality of rendering state service, eradication and other important questions remain the main indicators for inclusion of Kazakhstan in number 30 of the most developed countries of the world. Integrity of the state and unification of society – result of efficiency of public administration, safety and increase in the living standard of the population. Public administration shows the level of development of the social relations in society and performance of functions of citizens in the state. Its influence in ensuring realization of the social system is rather strong.

Keywords: region, economy, strategic management, state, program, monitoring, forecast, planning

The question of effectiveness of public administration is one of the main issues of modern science and practice. It is well-known that scientists from foreign and CIS countries have also contributed to this problem. The category of public administration efficiency is defined by the following concepts: «public goals», «results», «public needs and interests». Each of them defines its own characteristics along with the political context of public administration. «Society goals» - ultimately it is a political goal. «Results» - (reflected in politics) objects, services, processes, which are related to the satisfaction of public needs and interests. «State resources» - economic, social, political, ideological, informational capacities determined by the state in terms of publicity and legality [1].

Implementation of state power is entrusted to the state mechanism. Leadership, managerial, supervisory, organizational, and regulatory functions of all power are the task of the state mechanism. The state policy, its strategic orientation, tactical task are implemented by the state mechanism.

South Kazakhstan region to the International Transit Center of the Eurasian continent; the Center for the production of environmentally friendly and high-tech competitive products in agro-industrial, cotton-textile, mining, pharmaceutical, and oil-processing clusters; a massive and voluntary pilgrimage, and an ecotourism and sport center, a growing region of capacity building and implementation, and the opportunity to improve the quality of life. Investment in the Industrialization Map within the State Program of Industrial and Innovative Development of Kazakhstan for 2015-2019 amounted to KZT 228.5 bln. 164 projects worth over KZT 16 bln were launched, 13.8 thousand jobs were created. 94% of the projects commissioned in 2015 are 90-100% of planned capacity.

By region, it is in the forefront of the country. In 2015, 27 projects in the value of 44.6 bln. were launched, 2.6 thousand jobs were created. As a result, the Program has achieved key performance indicators: the index of actual volume of industrial production - 103.1%, IAV processing industry - 101.3%. In order to implement the state program on healthcare development in the Republic of Kazakhstan the industry will receive 73.1 billion tenge oriented.

In 2015, construction and reconstruction of 26 healthcare facilities were completed and 24 facilities were commissioned. KZT 1.1 bln was allocated from the regional budget for major overhaul of 17 healthcare facilities, 1.3 bln tenge was allocated from the budget for medical organizations, and the supply was increased from 63.0% to 65.4%[2].

As a result, the main indexes planned for 2015 were achieved: the overall mortality rate was 5.1, the maternal mortality rate was 11.39 and decreased by 30.7% compared with the previous year, infant mortality (0-5 years) 7, decreased by 0.7%. In order to implement the State Program of Education Development in the Republic of Kazakhstan, the sector will increase by 187.5 bln. tenge. Totally 24.1 billion tenge is planned for construction of 104 objects in the sector, 66 facilities are put into operation. In 2015, in 6.81 billion tenge 98 educational facilities were repaired.

The number of pre-school organizations is 1524 and 156 053 children aged 3-6 are covered by pre-school organizations, the coverage is 80.5%, the plan is 77.7% [3].

Since the implementation of the Business Road Map 2020, the cost of the project amounted to KZT 482.1 bln. 997 projects were approved and 16 048 workplaces were created [3].

In particular, in 2015 the cost is 202.6 billion. 275 projects worth KZT 8.47 bln were approved within the program. In the framework of the Business Road Map 2020 program 57 842 people were provided with employment, 5.5 billion tenge was allocated for this purpose.

As a result, the main indicators of the Program were achieved: the unemployment rate in the region decreased by 5.0%, youth unemployment rate - by 4.0%, women's unemployment - up to 5.9% [4].

From all sources of financing within the framework of the "Regional Development" Program in 2015, 445.2 thousand square meters of houses were put into operation (plan - 405.5 thousand square meters).

- In the framework of the "Single-industry towns development", in 2015, KZT 1273.5 mln was allocated for the development of social and engineering infrastructures. KZT 517.8 mln was allocated for support and employment.

In 2015, an Anchor Project of the Yug Electro Driving Private Partnership is being implemented in Kentau, the cost of the project is 842.0 million tenge. The number of newly opened workplaces is 50.

As a result, by the end of the year, the indicators planned for 2016 were achieved (Figure 1).

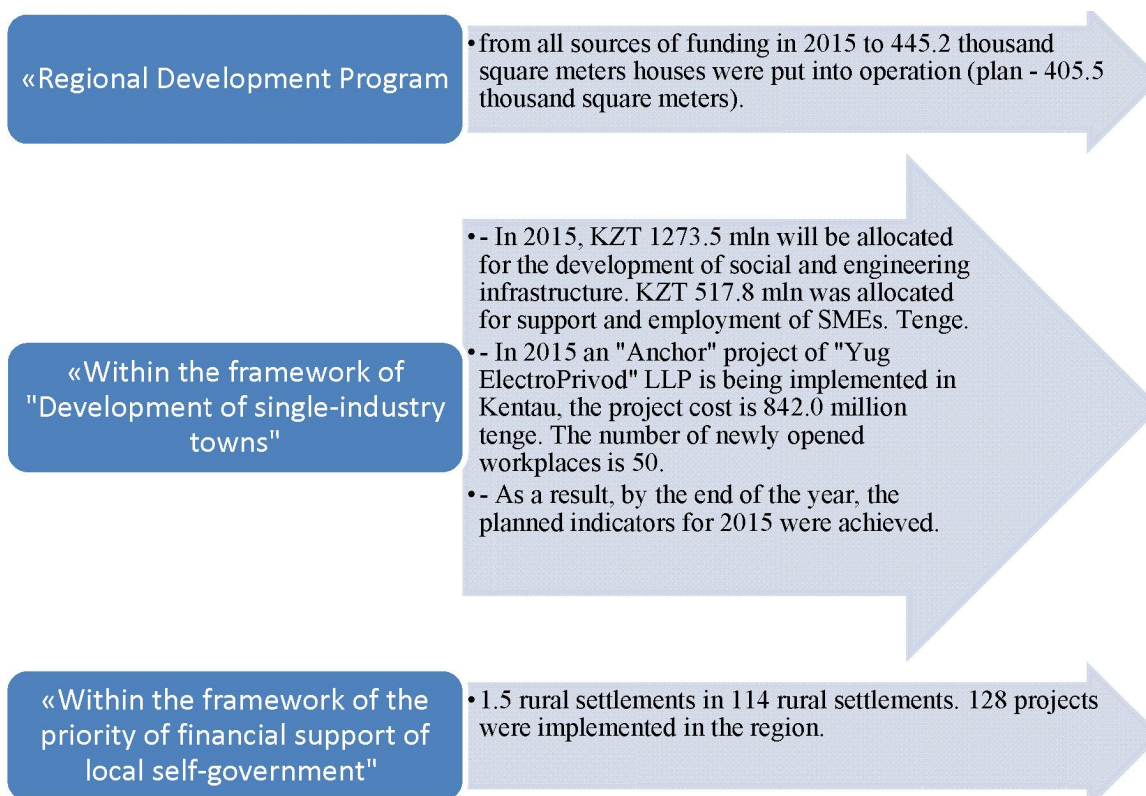


Figure 1 - Monitoring of the Regional Development Program

State Program of Infrastructure Development for 2015-2019 "Nurly Zhol":

Implementation of the program on the whole area will be for 2015. 11.22 billion tenge were allocated, KZT11,198 bln. or 99.7% (30.3 million tenge are not mastered):

1. On infrastructure projects: KZT 7.44 bln for construction of 24 facilities. tg 7.41 bln. tg or 99.6% Cause of Injury - Construction of engineering and communication infrastructure of industrial zone in Shardara - 11.7 mln.tg. (due to lack of work volume).

1 facility to be commissioned by 2015 (construction of a nine-storey 324-apartment house №V-2 in a new residential area of the administrative-business center of Shymkent), 9 schools and 1 kindergarten for 2016.

According to the Department of Education, Youth Policy and Language Development of the region, in 2015, KZT 2.8 bln. were divided and 100% utilized.

According to the Department of Agriculture of the region 592.2 million tenge are allocated for the subsidizing of productivity and quality of livestock production, development of breeding livestock, 100%[5].

The main problems of the service sector are:

- low level of activity of rural areas and small towns of the region;
- the State party's neglect to the perspectives and problems of development of the sphere of activity;
- Kazakhtelecom JSC monopoly in the field of information services, which, in turn, has increased the service of Internet and IP-services of the population and firms;
- high share of other innovative low-income industries;
- Low level of information, innovation and research services, civil servants training, state secrets and other informational security;
- a low level of digital certification and e-signature of civil servants.

With a brief description of the South-Kazakhstan region, the regional center is Shymkent, one of the oldest cities in the country, its age is over 800 years old.

The area of the region is 117.3 thousand square kilometers or 4.3% of the republic's territory. The population of the region is 2788.7 thousand or 15.1% of the population of the Republic.

The South-Kazakhstan region has a wealth of resources that make up its unique competitive advantage. A large number of working-age population is accounting for 47% of the population. Natural mineral resources are represented by rich deposits of barite, coal, iron and polymetallic ores, uranium, porcelain, bentonite lime, vermiculite, talc, lime, granite, marble, plaster, quartz sand. There are 156 subsoil users in the region, 13 of them are enterprises with foreign participation in the production of uranium, gold, oil, gypsum and groundwater.

The share of industry in the gross regional product increased from 15.4% in 2008 to 24.7% in 2013. Thus, the share of industry in the gross regional product in 2008 made up 15.4% (21.2% in 2009), at that period the share of industrial output of the region in the whole country was 2.1% (2.8% in 2009). In 2013, the share of industry in the gross regional product amounted to 24.7%, at that period the share of industrial output in the region at the national level was 3.1%. In 2014, the share of industry in the gross regional product made up 25.7%, at that period the share of industrial output in the region at the national level was 3.5% [6].

The dynamics of the main socio-economic indicators of South-Kazakhstan region are as follows (table 1).

The share of production and distribution of electricity, gas and water in the structure of industrial production of the region in 2008 - 11.4%, in 2009 - 10.6%, in 2010 - 10.0%, in 2011 - 10.2%, in 2012 - 8.8%, in 2013 - 9.3%, in 2014 - 9.5%. The decline in the sector's share in the structure of industrial production is due to an increase in the share of the mining industry.

The share of the manufacturing industry in total industrial output was 88.7% (in 2003) up to 66% in 2009, from 75.1% (in 2008) to 63% in 2012, from 75.1% (in 2008) decreased to 64.3% in 2013, to 63.8% in 2014. The decline in the manufacturing industry was due to the relative decline in the mining industry, with a high degree of depreciation of fixed assets (up to 71%), as well as low levels of innovation in manufacturing industries.

Table 1- Monitoring of key social and economic indicators

Socio-demographic data	January 2016	January 2016%	
		January 2015	December 2015
Population by January 1, thousand people	2840.6	101.9	100.1
Natural population growth (decrease), thousand people	66.0	97.8	71.6
Number of births, thousand people	80.8	98.0	69.8
Number of dead, thousand people	14.8	98.8	62.2
Migration growth (decrease), person	-13286	114.5	43.6
Level of living			
Average per capita money income (assessment), tenge 2)	38822	102.7	96.1
Real cash income (estimate), % 2)	-	98.5	95.3
Minimum subsistence level per month, tenge	18831	105.9	101.3
Labor market and wages			
Number of unemployed, thousand people 3)	64.3	95.1	95.6
Unemployment Rate, % 3)	5.6	105.7	105.7
Secret unemployment rate, % 3)	0.2	-	-
One employee	88785	99.9	105.5
average monthly nominal wage, tenge 3)	-	89.8	97.1

According to the South Kazakhstan Department of Statistics, the number of industrial enterprises and industries operating on January 1, 2013, 2014 and 2015 is 949, in 2014 - 1094 and 2015 - 1291 units respectively. In 2014, compared with the previous year, the number of industrial enterprises increased by 197 (Table 2).

Table 2 - Industrial production by types of economic activity

	Volume of goods (goods, services) produced at current prices of the enterprise, thousand tenge		Volume index of production, in January 2017, in January 2016
	January 2017	January 2016	
All in industry	55807719	46158419	103,3
Mining industry and development of quarries	18904810	11034529	116,1
Production of metal ores	18114994	10338631	118,3
Other branches of the mining industry	212695	162331	2,1 ece
Manufacturing industry	29074393	27410904	99,1
Food production	10614364	10762583	97,9
Beverage production	833233	886901	117,7
Manufacture of textile articles	1263705	1788081	71,1
Clothing production	86437	97507	50,4
Other than furniture, wood and cork production of goods; straw and plait materials production of articles	100154	158139	100,0
Paper and paper production of products	475837	379021	139,9
Coke and oil products production	4332401	4789969	97,1
Chemical industry	348159	283132	108,2
Other non-metallic mineral resources	2101866	1291204	174,7
Manufacture of welded products	4310584	2872093	102,9
Metallurgical industry			

In 2016 GRP HPPs are 102.6%, plan - 106.5%. Failure to comply with this indicator was affected by the low rates of operations in agriculture, trade, transport and real estate with a share of over 40% and the

level of inflation. At the same time, the inflation rate was 107.6% in 2014, the plan was 107%, which was affected by devaluation in February 2014.

The forecast should be 47.4 per 1000 inhabitants, but the actual figure was 46 units (-1.4 units). Failure to do so is due to the imperfections of computing techniques for small and medium-sized businesses. Statistical indicators are collected at the expense of entrepreneurs who have submitted statistical reports on targets. Entrepreneurs who are temporarily suspended and have submitted zero reports are not active entities. Today, the calculation method of small and medium-sized businesses has been changed. By the end of 2016 this indicator was fulfilled (Table3).

Table 3 - Financing sources

	2013		2014		2015		2016	
	mln. tenge	specific weight, %	mln. tenge	specific weight, %	mln. tenge	specific weight, %	mln. tenge	specific weight, %
Fixedcapitalinvestments	273 094	100	318 168	100	415276	100	449385	100
Republicanbudget	60 103	22,0	78 908	24,8	51 963	12,5	42570	9,5
Localbudget	41 110	15,1	44 519	14,0	56 712	13,7	95300	21,2
Ownfunds	87 491	32,0	124 950	39,2	116967	28,2	178972	39,8
Foreignfunds	54 297	19,9	24 347	7,7	153870	37,1	94292	21,0
Borrowedfunds	30 093	11,0	45 445	14,3	35764	8,6	38251	8,5

Creation of favorable conditions on the territory of industrial zone of private entrepreneurship, partially renewed engineering-communication. KZT 4.9 bln was allocated from the national budget within the Business Road Map 2020 program.

The 4th stage of the infrastructure construction for the total amount of 1 439,0 million tenge is carried out in "Ontustik" industrial zone.

68 investment projects worth 76.2 billion tenge are being implemented in the territory of "Ontustik" industrial zone and 6539 new jobs are expected to be created. Including 23 projects totaling 51.7 billion tenge included into the Industrial Industrialization Map, which plans to create 3985 new jobs.

Within the Forced Industrial-Innovative Development Program, the region is in the process of opening joint ventures and attraction of investments for trade and economic relations and production of competitive products with foreign countries.

Works on attraction of domestic and foreign investors to industrial zones are underway and work is underway to develop small and medium-sized businesses, increase Kazakhstani content, create new jobs and increase tax revenues.

In accordance with the Decree of the President of the Republic of Kazakhstan "On State Planning System of the Republic of Kazakhstan", the draft program of development of the region for 2016-2020 has been prepared. The program includes six directions: economy, social sphere, public safety and law, infrastructure, ecology and land resources, public services.

In the next five years, the volume index of industrial production and processing industry will increase from 101 to 103%, while the volume of agricultural investments will increase from 129% to 145%. The share of agriculture in gross regional product (GRP) should increase from 9% to 12%.

There is also a lot of work in the field of education. Responsible managers of the education sector of the region will participate in the elimination of catastrophic and three-shift schools in the region up to 2020, and will provide all children with kindergartens. That is to say, today the proportion of children in the region with pre-school education is 80.2%, and in five years it should reach 100%. The share of children with inclusive education is expected to increase from 15.2 to 20 percent.

In the next five years, positive changes in the health sector should also take place. As a result of the relevant work it is planned to further reduce maternal and infant mortality in the industry, namely, the infant mortality rate will be reduced to 9 per 1000 births and maternal mortality to 13.8.

It also provides 80% of equipment for the Transit Center, which reduces the major socially significant illness. In the field of social support, the unemployment rate will be reduced to 4.7% by 2020, including the reduction of youth unemployment by 2.7% and the proportion of people living below the subsistence minimum by 6%. In addition, in the region in 2016-2020 the volume of 1671.8 thousand square meters. It is expected that the housing will be commissioned and the construction works will be at the level of 1.5-2%. In the next five years, the roads in the region will be at 65.1 percent.

There are also changes in the public sphere. By 2020, urban areas will be provided with 100%, and rural areas - 80.2%, and the proportion of people who have access to blue fuel will reach 56.7%. And 10% of solid household waste will be processed and recycled. The development plan for these areas will be further submitted to the regional maslikhat and approved at the session of the maslikhat.

346.0 million tenge is used for subsidizing interest rates on credits under the program "Business Road Map 2020" by the Department of Entrepreneurship, Industrial Innovative Development and Tourism of the region. 100% of funds were disbursed. A comprehensive analysis of the socio-economic development of the region shows the prevailing SWOT analysis (Table 4), which identifies the strengths and weaknesses of the region's development, limitations and capacities of its development.

Table 4 - SWOT analysis of priorities

Strong sides	Weaknesses
<ul style="list-style-type: none"> - favorable soil and climatic conditions for the development of agriculture; - favorable geographical location; - Close to major agricultural markets. - availability of rich mineral resources and mineral deposits. 	<ul style="list-style-type: none"> - low-fertility index of women of reproductive age; - insufficient staffing and low level of training; - Low level of public awareness on health issues; - low level of infrastructure in the field of agricultural production;
Features	Threats
<ul style="list-style-type: none"> - achieving energy independence of the region through the use and development of alternative energy sources (hydroenergy, wind, solar); - production of qualitative competitive products in the agro-industrial complex. - Strengthening young mothers to stay and stay in the workplace. 	<ul style="list-style-type: none"> - hinders financial involvement. Competition from the countries of Central and South-East Asia, the Customs Union; - Inadequate financing leads to depreciation of health resources (equipment, buildings), lack of access to medicines

At present, regional programs are an important tool for the implementation of the socio-economic policy of our region.

There are 18 functional and 6 developed programs in the list of programs. The programs included in the list of programs are provided in accordance with the President's Message to the people of Kazakhstan "Competitive Kazakhstan, competitive economy, competitive nation", program documents of the Government of the Republic of Kazakhstan.

The long-term goal of creating a competitive economy is the goal of socio-economic development of South Kazakhstan region. It is planned to solve the following tasks in accordance with the set goal:

- Diversification of the region's economy, which is the main source of mineral resources (uranium, gold, coal);
- Promoting growth of deep scientific and high-tech export-oriented industries;
- Diversification of export potential of the region in favor of commodities that have passed the cycle of reprocessing;
- development of the agricultural sector and improvement of living standards of rural life;
- Creating a standard of living for living, raising the standard of living and raising the living standards, creating new jobs [7-8].

In the planned period it is supposed to solve the following tasks:

- healthcare development;
- education and professional development of the population;
- creation of high-tech production;
- attraction of investments in mining of mineral resources;
- Creation of conditions for increase of productivity and efficiency of agricultural production;
- development and improvement of the level of production and social infrastructure of the village (village);
- Reduce poverty and unemployment.

The modern level of economic development in the country is characterized by the transition from the administrative methods of economic management to all levels. Economic methods of management are closely related to the use of tools and forces, without the need for administrative measures, to encourage the economic interest of a managed object in solving any of its goals[9].

Further mechanisms for organizational-legal support are needed to ensure sustainable economic development at the same level:

- On the one hand, the production of products and investments should be based on the strategic goals agreed with the export and domestic market development, and on the other hand, the planning of scientifically sound economic policies, which must ensure the economic, organizational and legal laws and mechanisms that implement it;

- Improving the regulatory framework providing effective functioning of competitive markets, covering all spheres and spheres of the economy;

- Creation of an innovative environment as the main source of the economy, ready to compete, which is provided by the organizational and legal norms of the creation and development of innovation centers, ready to compete to create favorable conditions for the arrival of domestic and foreign investments for novelty;

- a new balance of power relations between the executive and law enforcement authorities, ensuring the interests of the socio-economic system [10].

Finally, simultaneously systemic coordination of information systems integration and improvement will be ensured and effective mechanism will be introduced to assess the implementation of information systems, which will allow to determine the quality of services provided by the state bodies and the efficiency of their implementation. This mechanism will allow coordination and coordination of activities on the introduction of "electronic government" with measures to reform the public administration system.

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ПУТИ СОВЕРШЕНСТВОВАНИЯ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ ЭКОНОМИКОЙ РЕГИОНА

Аннотация. Государство с первых дней получения независимости уделяет особое внимание формированию современной эффективной системы государственного управления и государственной службы. В этой связи логическим продолжением актуальных изменений происходящих в республике стала задача, поставленная Лидером нации перед Правительством проведения административной реформы. Она будет реализовываться в рамках идеи построения профессионального государства указанной в долгосрочной стратегии «Казахстан 2050». Совершенствование структуры государственных органов, увеличение оплаты труда чиновников на основе оценки качества их работы, достижение высоких показателей качества оказания государственных услуг, искоренение и другие важные вопросы остаются главными индикаторами для вхождения Казахстана в число 30 наиболее развитых стран мира. Целостность государства и единение общества – результат эффективности государственного управления, обеспечения безопасности и повышения уровня жизни населения. Государственное управление показывает уровень развития социальных отношений в обществе и выполнение функций граждан в государстве. Его влияние в обеспечении реализации общественного социального устройства достаточно сильное.

Ключевые слова: регион, экономика, стратегическое управление, государство, программа, мониторинг, прогноз, планирование

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АЙМАҚ ЭКОНОМИКАСЫН СТРАТЕГИЯЛЫҚ БАСҚАРУДЫ ЖЕТІЛДІРУ ЖОЛДАРЫ

Аннотация. Еліміз егемендік алған алғашқы күннен бастап мемлекеттік басқару мен мемлекеттік қызметтің қазіргі заманғы тиімді жүйесін қалыптастыруға баса назар аудартады. Осы орайда елбасы Үкімет алдына міндет етіп қойған әкімшілік реформасы республикамыздағы бүгінге дейін өзектілігімен танылып келе жатқан келелі өзгерістердің заңды жалғасы болып табылады. Ол ұзақ мерзімді «Қазақстан 2050» стратегиясында көрсетілген кәсіби мемлекет құру негізінде іске асырылмақ. Мемлекеттік органдар құрылымдарын жетілдіру, шенеуніктердің жұмыс сапасына баға беру негізінде олардың жалақыларын ұлғайту, мемлекеттік қызмет көрсетудің оң сапасына қол жеткізу, сыбайлас жемқорлықтың тынысын тарылту және басқа да маңызды шаралар Қазақстанның әлемдік бәсекеге барынша қабілетті 30 елінің қатарына кіруіндегі басты өлшемдердің бірі болып қалмақ. Мемлекеттің біртұтастығы мен қоғамның бірлігі – мемлекеттік басқару тиімділігінің нәтижесі, олардың қауіпсіздігін қамтамасыз ету негізі және халықтың әл-ауқатын арттыру болып саналады. Мемлекеттік басқару адамдардың әлеуметтік қызметін және соның негізінде қалыптасатын қоғамдық қатынастарды білдіреді. Ол әлеуметтік ортада жүзеге асатындықтан оған қоғамның әлеуметтік құрылымының тигізетін ықпалы зор.

Тірек сөздер: аймақ, экономика, стратегиялық басқару, мемлекет, бағдарлама, мониторинг, болжам, жоспарлау