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**КАЗАКСТАНДЫН МОНОШААРЛАРЫНДА  
ИШКЕРДИКТИ ӨНҮКТҮРҮҮҮҮЧҮН РЕГИОНДОРДУН  
ӨНӨР-ЖАЙ-ИНВЕСТИЦИЯЛЫК САЯСАТЫН  
ӨРКҮНДӨТҮҮ**

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**СОВЕРШЕНСТВОВАНИЕ ПРОМЫШЛЕННО-ИНВЕСТИЦИОННОЙ  
ПОЛИТИКИ РЕГИОНОВ ДЛЯ СТИМУЛИРОВАНИЯ РАЗВИТИЯ  
ПРЕДПРИНИМАТЕЛЬСТВА В МОНОГОРОДАХ КАЗАХСТАНА**

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**IMPROVEMENT OF INDUSTRIAL AND  
INVESTMENT POLICIES OF THE REGIONS TO  
PROMOTE THE DEVELOPMENT OF ENTREPRENEURSHIP  
IN THE MONOTOWNS OF KAZAKHSTAN**

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*Моношаарлардын туруктуу өнүгүүсүнө өтүү үчүн өнөр жайды диверсификациялоо, аны жаңылоо, технологиялык модернизациялоо чоң мааниге ээ. Автордун пикири боюнча, аталган милдеттер региондук өнөр жай жана структуралык-инвестициялык саясаттын жардамы менен чечилүүгө тийиш. Макалада Казакстандын регионалдык өнөр жай саясатын ишке ашырууда маанилүү көйгөйлөр белгиленген жана өнөр жай тармагындагы кайра түзүмдөштүрүүнүн приоритеттерин тандоо негизделген. Экономикалык негиздеменин күчү натыйжалуу таасир көрсөтүүгө мүмкүнчүлүк берүүчү региондордун өндүрүштүк, ар бир ири бюджет түзүүчү ишканага карата жекече стратегияны аныктоо. Автор тарабынан региондук инновациялык саясатты иштеп чыгууда инвестициялык саясаттын структурасында региондук туруктуу өнүктүрүүнүн тактикалык жана стратегиялык милдеттеринен чыккан артыкчылыктарды тандоону жана ал иштеп чыккан схемасын пайдалануу сунуш кылынган. Стратегиялык артыкчылыктарды көрсөтүү менен регионду узак мөөнөттүү келечекке туруктуу өнүктүрүүнүн үч багыты иштелип чыккан. Автордун корутундусу боюнча, региондо институционалдык кайра түзүүлөрдүн стратегиясын иштеп чыгуу ишканаларды банкроттоонун*

*жол-жоболору процессинин үстүнөн контролду күчөтүү менен коштолушу керек.*

**Негизги сөздөр:** *туруктуу өнүктүрүү, өнөр жай, шаарлар, облустар, ишкана, өнөр жай саясаты, ишкердик.*

*Для перехода к устойчивому развитию моногородов важное значение имеет диверсификация промышленности, ее обновление, технологическая модернизация. По мнению автора статьи, перечисленные задачи должны решаться при помощи региональной промышленной и структурно-инвестиционной политики. В статье отмечены наиболее важные проблемы реализации региональной промышленной политики Казахстана и обоснован выбор приоритетов реструктуризации промышленности. В качестве экономического рычага, позволяющего эффективно воздействовать на производственный потенциал регионов, предложено ведение учета реального экономического и финансового состояния промышленных предприятий и определение индивидуальной стратегии в отношении каждого крупного бюджетобразующего предприятия. При разработке региональной инновационной политики автором предложено использовать разработанную им схему выбора приоритетов, исходящих от тактических и стратегических задач регионального устойчивого развития в структуре инвестиционной*

политики. Разработаны три направления устойчивого развития региона на долгосрочную перспективу с указанием стратегических приоритетов. По заключению автора, разработка Стратегии институциональных преобразований в регионе должна сопровождаться усилением контроля над процессом процедуры банкротства предприятий, созданием условий для стимулирования формирования крупных диверсифицированных трансрегиональных корпораций на базе ведущих предприятий региона, разработкой экономических регуляторов и инструментов, ориентированных на реализацию приоритетов реструктуризации в интересах устойчивого развития.

**Ключевые слова:** устойчивое развитие, промышленность, города, области, предприятия, промышленная политика, предпринимательство.

*For the transition to the sustainable development of single-industry towns, the important is diversification of the industry, its renewal, and technological modernization. In opinion of the article author, the listed tasks should be solved with the help of a regional industrial and structural-investment policy. The article highlights the most important problems in the implementation of the regional industrial policy of Kazakhstan and justifies the choice of priorities for industrial restructuring. As an economic lever that allows to effectively influence the production potential of the regions, it is proposed to keep records of the real economic and financial condition of industrial enterprises and the definition of an individual strategy for each large budget-forming enterprise. When developing a regional innovation policy, the author proposes to use the scheme developed by him for choosing priorities that are initial for tactical and strategic tasks of development research within the framework of investment policy. Three directions of sustainable development of the region in the long term with the indication of strategic priorities have been developed. According to the author, the development of the Strategy for Institutional Transformation in the Region should be accompanied by tightening control over the bankruptcy process, creating conditions to stimulate the formation of large diversified trans-regional corporations on the basis of the leading enterprises in the region, and developing economic regulators and instruments aimed at implementing restructuring priorities in the interests of sustainable development.*

**Key words:** sustainable development, industry, cities, regions, enterprises, industrial policy, entrepreneurship.

In Kazakhstan, the practical issues on forming and implementation of regional industrial and structure-investment policy are disregarded. For instance, the Program on industrial and innovative development of RK until 2015 has no a distinct regional section [1]. In the Concept of regional policy, its industrial issues are not even mentioned [2], and under the market conditions the opportunities of regions to influence on the industrial potential of its territories have narrowed significantly.

The aim of the industrial policy of the region, in our opinion, should be the assuring of sustainable production growth due to support and development of advanced, competitive manufactures and types of economic activities, closing, liquidation or restructure of ineffective, ecologically “dirty” enterprises, forming of new sectorial structure of industry adapted to demand in external and internal markets, to interests of sustainable development.

Structural transformations usually take too much time. Therefore, initially the main direction of industry restructuring in regions should be combining of separate and often unviable enterprises into integrated production complexes, forming of institutional medium for different forms of production and finances cooperation under participation of research and innovative structures where available. The leading institutional structures in industrial complexes of regions should be corporate holding companies.

The organizational and economic transformations in industry of regions should also foresee the support of small entrepreneurship. It is reasonable to form a “belt” of small enterprises around large holding companies serving its production and monopoly needs. The foreign experience shows that namely such small enterprises having sustainable connections with its product consumers are the most viable in the production field.

Among the most important problems of the regional structural industrial policy implementation is the problem of funding sources and enhancement of investment activity. Under the current conditions, it is unreal to count on significant external financing – direct and indirect governmental

financing (in the form of investments, grants), broad attraction of foreign capital. Therefore, the transformations of regions industry should be, mainly, focused on internal resources, private investments that require, in its turn, flexible financial policy regarding the investment complex. For example, in this regard, the experience of municipal securities issuance can be used [3,4,5].

It is reasonable to conduct monitoring allowing forming the detailed profile of enterprises and then, basing on the obtained information, elaborate the main principle of the industrial police, and determine the economic entities support of which can become a base for economic growth of the whole region. At the same time all industrial enterprises can be divided into several groups:

- enterprises with high paying capacity, lack of accrued payroll and arrears to budget;
- enterprises encountering with serious financial problems which arrears to budget have a tendency to increase, the production growth is not observed;
- enterprises showing severe production recession, increase of arrears to budget and labor payment.

It is clear that support is needed to enterprises of second and third groups. At the same time some part of third group enterprises is able, under definite conditions, to overcome its state, however, there could those that hardly can survive and should pass the bankruptcy procedure.

Of course, the opportunities of regions to support the enterprises are limited. Here the main instruments can be the special-purpose regional programs. This form is not almost used in Kazakhstan. At the same time, the program approach, as foreign experience shows, allows solving the strategic problems of individual regions development in accordance with unite regional policy of the State. Regional programs are noted by relatively small, comparing to the governmental programs, volume of work and resource expenses, and have strict targets, precise address, definite limits of time intervals and correspond to the common governmental regional policy.

In addition to programs the targeted support of individual enterprises is possible, for example, in the form of benefits for a range of local taxes and fees. The enterprises will have an opportunity to assign the available resources to supplement the float funds, renew the active part of the main funds, master the issuance of new types of products. The useful also can be the introducing of suspended operation mode leading to cancellation of property tax payments making unnecessary to keep non-earning assets. These actions, on one hand, help enterprises to keep the equipment until the best times, and not to sell it for scrap to weaken the tax load. On the other hand, enterprises receive an opportunity to use the resources released by this way to develop the production.

Another step for industry development could be budget debt relief for some enterprises as they will not be able to return it anyway. This should be applied for enterprises that have a clear program of restructuring. The initial point of such solution is that is better to provide the manufacturers an opportunity to stand on feet, create conditions for manufacture development than “extract” regularly their debts and weaken the financial base of such enterprises.

Thus, by conducting the active industrial policy considering real economic and financial state of industrial enterprises and by defining an individual strategy regarding every large budget-forming enterprise, the regional authorities can have an economic lever using which they can influence quite effectively on the production potential located on their territory.

The long-term priorities of structured industrial policy require the availability of favoring conditions to enhance the investment attractiveness. The following measures can be suggested as the most effective:

- improvement of the tax system and methods of calculation and accrual of depreciation;
- introduction of the special tax regime for all investment activity subjects;
- tax benefits for investors;

- attraction of population funds and other sources for investments to house constructions and construction of social and culture facilities;
- facilitation of secured lending procedures;
- broadening of financial leasing application by its active inclusion to investment programs;
- adoption of stimulating measures so that investment companies could create their own investment funds.

Activation of investment activity can be implemented by investing the funds to facilities corresponding to priorities of structural restructuring of economic complex in the context of creation of prerequisites for sustainable development.

At the moment, the investment direction to implementation of favorable structural shifts and marking the ways to achieve such direction at regions is absent. There are two reasons of this: incomplete elaboration of long-term structure transformation concepts; complex economic state of many regions under which the regions experience the shortage of means and opportunities to support even the most important life-sustaining systems of the region. The investment policy at the regions if conducted, as rule, it is directed to

support of any highly effective and quickly justified projects without taking into account its influence on the economy structure and interests of sustainable development.

The priorities of the regional structure-investment policy ensuring the implementation of interests of sustainable development should be selected considering the necessity to solve two types of tasks: tactical and strategic. The common scheme of selection of these two types of priorities is shown in the Figure below.

The implementation of strategic priorities of structural restructuring requires long time, radical transformation and significant means. These priorities should correspond to long-term strategic priorities of sustainable development of regions. The following directions are applicable here:

1. *Improvement of economical specialization.* Restructuring of economic branches of region requires the following:

- determination of the common trend of economic complex – refining or extractive sectors;
- making decisions on further development and deepening of traditional base economic specialization of the region;
- selection of sectors in which the cooperation will be developed;

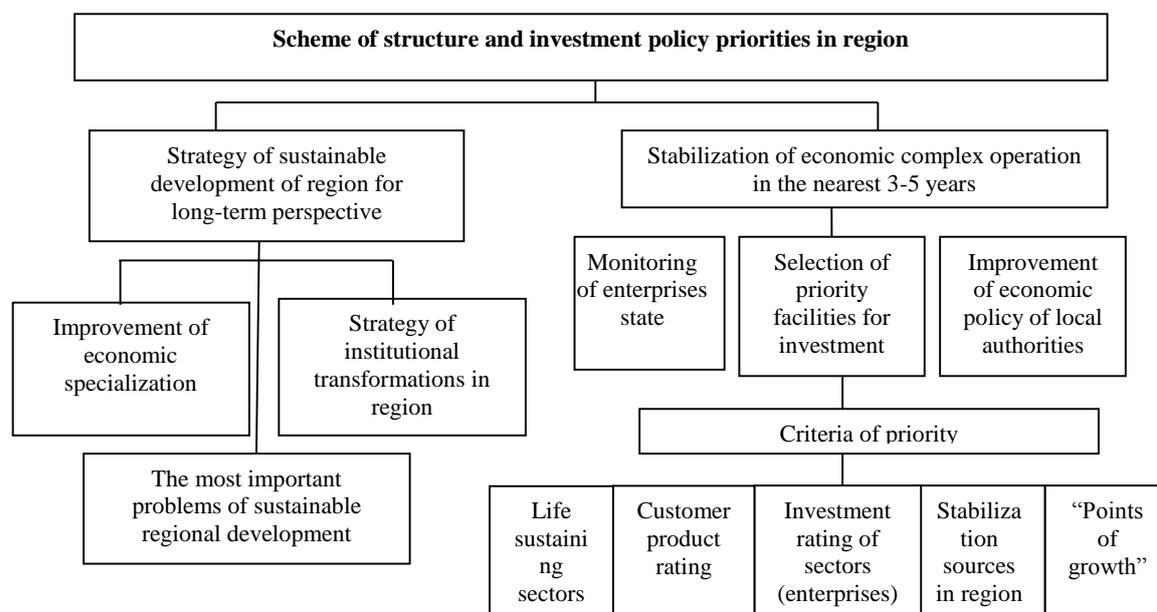


Figure 1. The system of priorities of sustainable development of region in structure and investment policy

- selection of auxiliary sectors of region requiring technical modernization for sustainable development of region;

- determination of prospects and problems of sectors development in view of sustainable development interests.

2. *The most important problems of sustainable regional development.* This group of strategic priorities can contain problems and tasks of regional development determined by specifics of economic potential functioning of regions. To solve these problems it is necessary:

- to develop a program of restructuring and development of every extremely large-scale enterprise of the region;

- to form a system of enterprises to ensure ecologic safety; the measures should be oriented on enterprises application of advanced pollution-free technologies;

- to develop regional market and form inter-regional connections.

3. *Strategy of institutional transformations in region.* Restructuring requires taking definite measures on improving institutional medium region. The most important among them are the following:

- continuous development of prospective and competitive manufactures, closing of unprofitable, economically ineffective, ecologically unsafe manufactures with obsolete technologies and outdated equipment. Here, the regional authorities should control the bankruptcy procedure process, monitor the process of enterprises closure to follow the restructuring directions determined in the strategy and saving of enterprises essential for the region;

- stimulate the formation of large diversified trans-regional corporations on the base of leading enterprises of the region;

- development of small entrepreneurship using mechanisms of its support on local level;

- building of effective model of relations between regional authorities and enterprises including elaboration of economic regulators and instruments oriented on implementation of restructuring priorities in the interests of sustainable development, and creation of a mechanism of direct interaction with enterprises on different fields of common territorial problems (employment, infrastructure, social sphere).

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