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CREATING A FRAMEWORK FOR GOVERNMENT-BUSINESS INTERACTION IN ENHANCING REGIONAL ECONOMIC MANAGEMENT

The article examines the principles, methods, types, forms and models of interaction between the government and business in the implementation of socially significant projects. The research paper delves into the appraisal of institutions that enable the interaction between the state, society, and business. It further explores different models of interaction between business and government. Moreover, the academic study reveals an expert evaluation of the collaborative efforts between regional authorities, businesses, and the public.

Throughout the scrutiny of the interaction between authorities and business structures, the study identifies priority areas for effectively addressing the primary issues in the region. It also assesses the level of competence and willingness of local authorities to engage in dialogue, their readiness to contribute to solving regional problems, and their involvement in public-private partnerships and anti-corruption initiatives. The interaction between the state and business is evaluated as a collection of power institutions and market management actors, representing a complex system of interconnected relationships and feedback loops.

The comprehensive plan for the development of social projects covers all areas of regional life and is being implemented on the basis of the plan for its large-scale development, the creation of the Turkestan region and the transfer of the regional center to the city of Turkestan.

It is of great social importance, that is, by building cooperation between the state and entrepreneurs, it is possible to direct the solution of the problems provided for in the «Social Code» of the Republic of Kazakhstan proposed in 2023. Selection of projects with a high potential

of direct and indirect impact on socio-economic development of the region and creation of stable jobs was carried out.

Keywords: authorities, business structures, public representatives, regional management, public-private partnership.

Introduction

Enhancing the effectiveness of regional management and optimizing its operations necessitates the formulation of a contemporary framework for public administration, founded on a strategic planning system. This includes applying systemic approaches and providing methodological support to effectively achieve established goals.

The crucial aspect in regional management, aimed at achieving sustainable and equitable progress, lies in acknowledging the regional determinants of the investment climate, as well as comprehending the distinctive features of regional and local development, and the intricate nature of the socio-economic system within the region. Moreover, it is imperative to engage stakeholders, including major corporations, medium and small-scale enterprises, non-profit organizations, and all community members, as they play pivotal roles in implementing strategies, programs, and projects for socio-economic advancement.

The shortcomings in the state management of regional socioeconomic development are due to several factors. These include inadequacies in goal setting, an excessive focus on economic development at the expense of social welfare, and limited participation of business entities and civil society institutions in regional strategic planning processes. Furthermore, strategic planning lacks efficient management mechanisms for implementing the formulated strategies, programs, and plans, as well as the utilization of systematic approaches and tools. Additionally, there is insufficient emphasis on monitoring the progress of strategies, programs, projects, and activities. Consequently, the achievement of sustainable and balanced development across the country's regions remains unattained.

Therefore, it is imperative to approach the development of strategic planning in regions not as the mere creation of disconnected and loosely linked documents, but as the formulation of an advanced methodology for overall transformations of regional socio-economic systems and their public administration. This necessitates a critical reassessment of current approaches and the integration of fundamentally new elements into the functioning of regional public administration bodies.

The issue of enhancing state management of the socio-economic development of regions through the implementation of a strategic planning system is of critical scientific, methodological, and practical importance in the present-day context.

Literature Review

The scientific community continues to investigate the challenges associated with the interaction between government authorities and business entities. These studies remain pertinent despite ongoing processes of reform, economic crises, and other social phenomena. It is worth noting that a multitude of classical and contemporary sociologists and political scientists have explored various aspects of power-business dynamics, examining entrepreneurship, corporations, their political influence, trade union organizations, and conflicts within the system. Their research sheds light on trends and patterns in these relationships, offering valuable insights into this complex domain.

Several scholars have extensively studied and proposed various models of business interaction with public authorities. Notable contributions in this field include the works of P. Bemhagen [1], P. Bowen [2], A. Brochaid [4], P. Bernhagen [5], R. Gross[6], D. Cohen [7], Cigler A. J., Loomis B. A., Nownes A. J [8]. and various other researchers. These studies offer valuable insights into understanding and analyzing the dynamics of relationships between businesses and public authorities.

The inherent necessity for establishing systems of interest coordination in the realm of societal-government relations has spurred the development of specific rules, regulations, and normative frameworks in this domain. This has also facilitated the creation of suitable organizational structures to facilitate effective governance.

The phenomenon of dissemination is focused on achieving worldwide recognition of the pluralistic model of partnership by globally disseminating American business culture. The success of this model can be attributed to the rapid advancement of high technologies, which facilitate the transmission of the American partnership model across the globe. Consequently, it has become an influential political and ideological instrument[9].

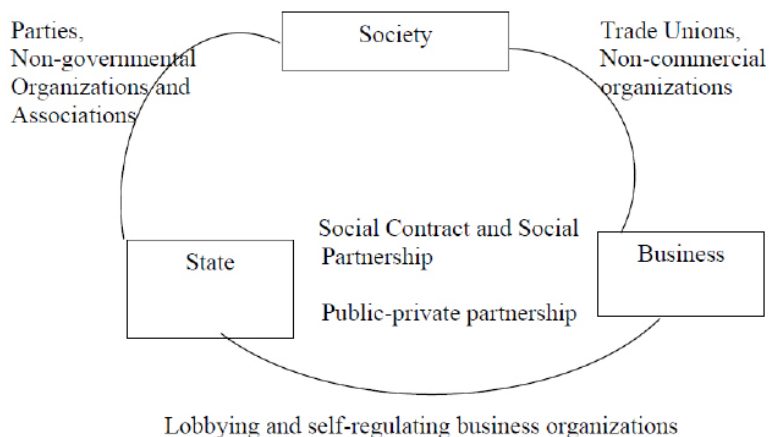


Figure 1 – Institutions of interaction between the state, society, and business entities [10]

Through the analysis of the aforementioned works, it becomes evident that the necessity for interaction is pivotal for the holistic development of the social system. Consequently, a subsequent question arises: How can this interaction be effectively facilitated? Nureyev R.M. [10], who examines various aspects related to lobbying, public-private partnership, and social partnership, providing insights into potential mechanisms for fostering fruitful interaction, presents one potential avenue.

There is no universally accepted criterion for classifying the forms and models of interaction between business and government in the domestic and foreign economic literature, However, L. Sharinger introduced a significant contribution in 2004 by presenting the main basic models of interaction between business and government. Specific forms of ownership, management, and sources of financing distinguish these models. They encompass the operator model, cooperation model, concession model, contractual model, and leasing model [11].

During the post-Soviet era in Kazakhstan, as well as in other nations worldwide, the «double helix» model followed by the «triple helix» model gained significant prominence. Initially, the participants of the first model consisted of the state and business, with the gradual inclusion of a third component – science.

Materials and methods. In recent years, an increasing number of nations, including Kazakhstan, have embraced public administration reform guided by the principles of Open Government. The objective of implementing an «Open

Government» approach is to establish a transparent and accountable state, enhance citizen engagement in governance, reinforce anti-corruption measures, and leverage new technologies to enhance the effectiveness of public administration. The construction of an «Open Government» system aims to enhance decision-making processes, foster feedback mechanisms, and establish a genuine dialogue system among government agencies, civil society, and businesses to address crucial socio-economic development challenges within the country.

A prevailing trend among leading nations is to establish a decision-making system that facilitates the horizontal flow of information and diminishes the boundaries between elected officials, bureaucracy, expert communities, civil society institutions, and business entities.

To determine an effective model of communication between government bodies and the business community, it is imperative to conduct a thorough and comprehensive analysis. The adoption of this approach is justified by its ability to systematically examine the research subject, scrutinize information and underlying principles, and derive sound and logical conclusions regarding the research problem.

Results and discussion. According to the 2022 Open Government Index, Kazakhstan's global ranking stands at 85th out of 102 countries, while it holds the 62nd position among 128 nations in the Rule of Law Index. Researchers have observed a notable trend indicating that countries participating in the Open Government Partnership initiative generally achieve higher rankings.

The extent of institutionalization in government relations (GR) is significantly influenced by the characteristics of the socio-political system and the level and trajectory of its development. Simultaneously, in a broad sense, the establishment of any social institution undergoes several consecutive stages, starting from the identification of a collective need that necessitates coordinated and organized actions, leading to the emergence of social norms, rules, and corresponding procedures. Subsequently, these norms and rules are recognized for their social importance, followed by the establishment of a system of sanctions and the creation of mechanisms for social control.

In our study conducted at the beginning of 2023, we employed a formalized expert survey methodology. The target group consisted of individuals representing the business community in three administrative centers of the Turkestan region: Turkestan, Kentau, and Arys. Experts were selected from various backgrounds, including employees of regional authorities and local self-government, heads of small and medium-sized businesses, active public figures, and members of non-governmental organizations. A total of 45 experts were interviewed, with a significant majority (77 %) possessing higher education or incomplete higher

education, indicating their qualifications to assess the region’s actual situation. In addition to the formalized expert survey, we utilized informal expert interviews to delve deeper into the subject matter and gather unique expert insights. The opportunity was provided to achieve nearly equal representation across the territories, with 17 experts from Turkestan, 15 from Kentau, and 13 from Arys. Furthermore, there was a balanced representation of experts from government representatives (20 experts), the business community (14 experts), and the public (11 experts) categories, enabling comprehensive evaluations (Table 1).

Table 1 – The expert evaluation of the collaboration between regional authorities, businesses, and the public, represented as a percentage of the overall expert assessment

	Assessment level	Evaluation by experts selected from a specific group/category.		
		Employees of regional authorities and local self-government	Representatives of the business community of the region (heads of small and medium-sized businesses)	Active public figures and employees of non-governmental organizations
A successful solution to the main problems of the region	low	2,2	13,3	-
	medium	6,7	13,3	13,3
	high	35,6	4,4	11,1
The degree of proficiency and willingness to engage in dialogue exhibited by local authorities.	low	-	22,2	11,1
	medium	4,4	6,7	13,3
	high	40,0	2,2	-
Interaction between authorities and business structures	low	6,7	22,2	13,3
	medium	8,9	6,7	11,1
	high	28,9	2,2	-
Willingness to actively contribute to resolving specific regional issues.	low	2,2	-	-
	medium	2,2	8,9	-
	high	40,0	22,2	24,4
Readiness to engage in public-private partnerships.	low	4,4	-	-
	medium	13,3	-	24,4
	high	26,7	31,1	-
Readiness to actively participate in anti-corruption efforts.	low	-	-	-
	medium	-	4,4	-
	high	44,4	26,7	24,4
Compiled by the authors				

Now, let us proceed to the key findings and outcomes of the study. Initially, we present expert evaluations regarding the performance of local self-government and regional authorities.

According to the expert survey, findings reveal that only one-third of the experts express confidence in the authorities' ability to effectively address the region's primary issues. The quality of their work is not highly regarded, with 40 % of the experts rating it as low. This outcome is not surprising, considering the prevailing societal perception that local authorities bear the responsibility for unresolved challenges and are expected to address a wide range of problems. The study further affirms the existence and persistence of such a perception. Consequently, irrespective of whether an expert approached the authorities or whether their issue was resolved, the overall evaluation of the authorities' performance remains moderate to low.

The assessment provided by the expert community indicates an average level of competence and readiness for dialogue among local authorities. This observation strongly suggests a prevailing sense of distrust expressed by the expert community towards the regional leadership. This issue likely stems from the experts, predominantly representing the business community, harboring skepticism towards government representatives at both the central and regional levels.

Secondly, the experts evaluated the preparedness and scope of interaction between the authorities and business organizations, providing an opportunity to assess the performance and effectiveness of the authorities at a higher level.

Experts highlight a dichotomy in the stance of business community representatives. While they express willingness to contribute to resolving certain issues within the city, they exhibit reluctance to engage in the governance of both the city and the region.

Let us delve into this thesis in greater detail, exploring a comprehensive range of issues in which the business community is prepared to participate. Notably, a significant level of interest from the business community is evident in addressing the challenges faced by the city and the region. On average, each expert identified at least three problem areas in which local business structures are willing to participate. The research revealed that the business community displayed a high level of proactivity and readiness to participate in various domains of activity. The first area pertains to the development of the economic sphere, encompassing aspects such as investment policies and business regulations, with a focus on considering the economic interests of all parties involved. The second area concerns political issues, including the formulation of local legislation, consumer protection, and migration policies within the region. The third area involves the social sphere, addressing directions for social development and the preservation of existing

natural resources. Overall, the most popular and sought-after areas of engagement include the advancement of the economic sphere and efforts to combat corruption.

In the context of economic development, special emphasis is placed on public-private partnership, which primarily aims to safeguard existing industries and industrial facilities. This area demonstrates a growing trend of enhanced collaboration between the government and businesses, particularly in sectors such as the electric power industry, transportation, healthcare, and education. These sectors hold strategic significance and cannot be fully privatized, yet the state may face constraints in providing sufficient funds for their support and development. In such cases, the utilization of public-private partnerships serves as a viable mechanism for government-business interaction. The topic of public-private partnership has gained particular relevance amidst the global financial crisis, as various sectors of the economy have experienced a need for state support.

Another area in which the business community is willing to participate in the fight against corruption is highlighted by 56 % of the experts. It is well recognized that corruption poses a significant barrier to the sustainable development of cities and regions. However, there exists a paradox, on one hand, businesses express their readiness to combat corruption, but on the other hand, 85 % of businesspersons believe that conducting business in the country without engaging in corrupt practices is virtually impossible. This contradiction underscores the complex and deeply entrenched nature of corruption within the business environment.

Additionally, it was challenging to identify a common problem that the majority of experts were interested in resolving. Moreover, the business community itself exhibited limited readiness for forms of interaction that entail higher levels of responsibility, such as participating in the development of draft laws or shaping investment policies, as indicated by slightly over a third of the respondents.

The advancement of public administration at the regional level is a multifaceted and multifunctional process, requiring the utilization of diverse tools, methods, and mechanisms for support. Among the most effective approaches is the establishment of public-private partnerships, based on the principle of mutually beneficial cooperation between government and business.

The study identified several significant forms of interaction between the state and business, which involve direct state financing of commercial entities, indirect state support for business development, coordination of interests through information exchange, and interaction based on the distribution of ownership powers. A key task in effectively managing the state-business relationship is to ensure that the form and methodology of cooperation align with the goals and characteristics of economic entities. This alignment is essential for fostering productive collaboration and achieving mutually beneficial outcomes.

It is worth noting that excessive infiltration of business representatives in government structures, either directly or indirectly through lobbying practices, can significantly undermine management efficiency.

Hence, in Kazakhstan, it is of utmost importance to tackle the issue of determining the most suitable model for the relationship between the government and business entities operating in the region. This decision should be guided by the following factors:

Allowing for the establishment of a «corporate» model that incorporates elements of monopolistic management in the society and economy.

Constructing a «democratic» partnership model that effectively combines the interests, needs, and demands of both governmental and entrepreneurial structures, all working towards the shared objective of enhancing economic competitiveness and improving the quality of life for the population.

The overall outcomes of the conducted study have reaffirmed the significant value of the public-private partnership mechanism for both the central government and regional governing bodies. Therefore, further development in this sphere of business-government interaction stands as one of the most promising directions for regional public policy.

Conclusion. Ascertained from the examination of empirical data, it can be inferred that the effective administration of the interaction between the state and business is crucial for enhancing public governance. This entails ensuring the operation of a feedback loop and timely identification of the response from the business sector, as well as the managerial influence of the state. Such influence can be observed through financial metrics and subjective evaluations provided by entrepreneurs. Furthermore, it is essential to incorporate the potential of the business sector into economic development strategies.

Therefore, the management of state-business interaction in contemporary circumstances involves establishing favorable institutional conditions for public-private cooperation. This requires considering the diverse nature of socio-economic systems at the regional level and carefully selecting, evaluating, organizing, and developing the most effective forms and technologies of interaction between public and commercial entities. Additionally, it involves stimulating and regulating the development of these entities towards aligning their economic interests, as well as enhancing their organizational, financial, information, and human resources to bring about qualitative and quantitative changes in the outcomes of their interaction.

The effectiveness of managing the interaction between the state and business is contingent upon the qualitative and quantitative attributes of both the business sector and the state, as well as the nature of the direct and feedback connections that exist between them. The development of the business sector is influenced

not only by regulatory measures implemented by the state but also by its inherent self-organizational dynamics. Simultaneously, state institutions are shaped through a combination of self-regulation and external influences stemming from society and the business community. The collective web of inter-sectoral connections and relationships becomes the focal point of managerial interventions from both business and the state. Thus, it is pertinent to acknowledge the presence of a self-regulation mechanism within the state-business interaction system. Moreover, at the micro-level of individual economic entities, this mechanism manifests through the utilization of specific management technologies, strategies, models, tools, and decision-making mechanisms.

Consequently, the main task is to fully utilize the favorable macroeconomic situation and identify the most effective tools to stimulate cooperation among stakeholders, to bring systematization and complexity to the process of state-business interaction through efficient managerial interventions.

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ЭКОНОМИКАНЫ ӨҢІРЛІК БАСҚАРУДЫ ЖЕТІЛДІРУ ЖАҒДАЙЫНДА БИЛІК ПЕН БИЗНЕС-ҚҰРЫЛЫМДАРДЫҢ ӨЗАРА ІС-ҚИМЫЛ МЕХАНИЗМІН ҚАЛЫПТАСТЫРУ

Бұл мақалада әлеуметтік маңызы бар жобаларды іске асыруда мемлекет пен бизнестің өзара іс-қимылының принциптері, әдістері, нысандары мен модельдері қарастырылып, мемлекет, қоғам және бизнестің өзара іс-қимыл институттары зерттелді. Сонымен қатар бизнес пен биліктің өзара іс-қимыл модельдеріне түсінік беріліп, өңірлік билік органдарының, бизнес пен жұртшылықтың өзара іс-қимыл жұмысына сараптамалық бағалау жүргізілді. Билік органдары мен бизнес-құрылымдардың өзара іс-қимылын зерделеу кезінде өңірдің негізгі проблемаларын ойдағыдай шешудің басым бағыттары, жергілікті билік органдарының құзыреттілік деңгейі мен диалогқа дайындығы, өңірдің кейбір проблемаларын шешуге қатысуға дайындығы, жеке-мемлекеттік әріптестік және сыбайлас жемқорлыққа қарсы күреске қатысу айқындалды. Мемлекет пен

бизнесінің өзара әрекеттесуі билік институттарының жиынтығы және нарықтық басқару субъектілері ретінде қарастырылады, олар екі субъектіні білдіреді, олардың арасындағы проблемалар тікелей және кері байланыстың күрделі жүйесі ретінде зерттеледі.

Әлеуметтік жобаларды дамытудың кешенді жоспарында облыс өмірінің барлық саласы қамтылып, оны ауқымды дамыту, Түркістан облысын құру және облыс орталығын Түркістан қаласына көшіру жоспарының негізінде іске асырылуда.

Әлеуметтік маңыздылығы зор, яғни мемлекет пен кәсіпкерлердің әріптестігін қру арқылы Қазақстан Республикасының 2023 жылы ұсынылған «Әлеуметтік кодексінде» көзделген проблемаларды шешуге бағыттауға болады. Өңірдің әлеуметтік-экономикалық дамуына және тұрақты жұмыс орындарын құруға тікелей және жанама әсер ету әлеуеті жоғары жобаларды іріктеу жұмыстары жүргізілді.

Кілтті сөздер: билік органдары, бизнес-құрылымдар, жұртшылық өкілдері, өңірлік басқару, жеке-мемлекеттік әріптестік.

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ФОРМИРОВАНИЕ МЕХАНИЗМА ВЗАИМОДЕЙСТВИЯ ВЛАСТИ И БИЗНЕС-СТРУКТУР В УСЛОВИЯХ СОВЕРШЕНСТВОВАНИЯ РЕГИОНАЛЬНОГО УПРАВЛЕНИЯ ЭКОНОМИКОЙ

В данной статье рассматриваются принципы, методы, формы и модели взаимодействия государства и бизнеса в реализации социально-значимых проектов, исследованы институты взаимодействия государства, общества и бизнеса, изучены модели взаимодействия бизнеса и власти, проведена экспертная оценка работы взаимодействия органов региональной власти, бизнеса и общественности. При изучении взаимодействия органов власти и бизнес-структур определены приоритетные направления успешного решения основных проблем региона, уровень компетентности

и готовности к диалогу местных органов властей, готовности к участию в решении некоторых проблем региона, частного-государственного партнерства и принятия участие в борьбе с коррупцией. Взаимодействие государства и бизнеса рассматривается как совокупность институтов власти и субъекты рыночного хозяйствования, которые в целом представляющие два субъекта, исследуются проблемы между ними как сложная система прямых и обратных связей.

Комплексный план развития социальных проектов охватывает все сферы жизни региона и реализуется на основе плана его масштабного развития, создания Туркестанской области и переноса областного центра в город Туркестан.

Оно имеет большое социальное значение, то есть, выстраивая сотрудничество государства и предпринимателей, можно направить решение проблем, предусмотренных в «Социальном кодексе» Республики Казахстан, предложенном в 2023 году. Осуществлен отбор проектов с высоким потенциалом прямого и косвенного влияния на социально-экономическое развитие региона и создание стабильных рабочих мест.

Ключевые слова: власть, бизнес-структуры, представители общественности, региональное управление, частного-государственное партнерство.

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