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Mechanism for assessing social and economic efficiency in the project management system of public-private partnership of the Republic of Kazakhstan

Abstract. *The article assesses the current state of the public-private partnership project management system in the Republic of Kazakhstan, in particular one of its components. In the paper, the authors analyzed the mechanism for evaluating socio-economic indicators of project effectiveness in the selection of potential investment projects planned for implementation through PPP. It was revealed that due to the modernization of the PPP mechanism through a change in the regulatory framework, there was an expansion of the set of alternatives to PPP projects, which did not remove, but on the contrary aggravated the problem of their selection. Based on this, the authors have developed an improved model for assessing the socio-economic efficiency of PPP projects by including blocks for assessing the comparative advantage of projects and involving experts in the field of PPP in planning and examination for the social and economic efficiency of these projects. This will increase the social and multiplicative effect of their implementation on society and related areas ensure a trend towards quality rather than quantity in the implementation of projects.*

Keywords: *public-private partnership, socio-economic effect, project management system, project evaluation, project planning.*

DOI: <https://doi.org/10.32523/2789-4320-2023-2-154-167>

Introduction

Today, the Republic of Kazakhstan faces the task of transition of the economy to a socially-oriented model of its development. This should ensure the achievement of long-term dynamic development of the country, and, as a result, a high level of well-being of citizens of Kazakhstan.

Budgetary, extra-budgetary funds, targeted financial resources do not cover and do not satisfy the existing needs, which determines the search for attracting direct investments of the institute of private property. There is an urgent need to introduce modern management methods of investment schemes. How effectively it will be allowed by public administration bodies, the mechanism of public-private partnership itself is used.

Modern practice demonstrates the lack of an objective and detailed assessment of the PPP mechanism for its economic and social efficiency, adequacy and sufficiency of financing and assistance from experts in the field of project management and PPP.

The success of the implementation of PPP based on projects highlights the need to develop tools and a mechanism for interaction between public authorities and private business structures.

As international experience shows, the preparation of a project within the framework of a PPP accounts for 2.6% of all work costs, and the duration of the preparation process is about 36 months.

The regulatory framework of Kazakhstan does not reveal a systematic evaluation mechanism for the management of PPP projects in the activities of state and local government bodies. This is despite the fact that PPP projects in the form of concession agreements have been implemented in the Republic of Kazakhstan since 2006.

It is fair to note that there is sufficient activity in this area, expressed in certain changes in the legislative and institutional framework. From 2015 to 2023, amendments were made to the regulatory documents aimed at expanding the scope of PPP to expand the independence and independence of local executive bodies in planning, initiating, reviewing and examining PPP projects.

The PPP Law provides for the following possibilities: the use of PPP in all sectors of the economy; expansion of forms and types of contracts; the introduction of private financial initiative when initiating a project by the private sector, rather than by a public institution; reduction of planning time and the development of a special procedure for PPP projects.

The effect of making such strategic decisions according to the Kazakhstan PPP Center JSC, as of January 1, 2023, was expressed in the conclusion of 1071 contracts (totaling 1804 billion tenge), and another 189 projects (totaling 712 billion tenge) are at the planning stage [1].

On the one hand, this is a rather positive format for the development of the mechanism. But, on the other hand, when state obligations amount to more than 70% of their total cost of projects, it indicates the discrediting of the ideology of this mechanism. The President of Kazakhstan K.-Zh. Tokayev has repeatedly drawn attention to this, noting the substitution, the availability of ways to circumvent public procurement procedures using the PPP tool [2]

At the same time, paragraph 2 of Article 3 of the PPP Law says that the principle of balance is fundamental, i.e. "the mutually beneficial process of distributing responsibilities, risks, income and guarantees between the private partner and the state in the process of implementing a PPP project" [3].

In accordance with this principle, the current PPP mechanism based on projects does not respect the interests of fairness, because it considers budget funds as the main financial source, and not as an incentive and generator of private investment inflow. The state itself gives and itself acts as a guarantor of the reliability of the return of financial investments of private business, which clearly contradicts the generally accepted ideas and principles of PPP.

Through the amendments adopted in January 2023, an attempt was made to correct the current situation by finalizing problematic articles and their interpretations both in the PPP Law itself and in regulatory legal acts directly related to public-private partnership.

Key changes affected:

Article 9. Sources of financing for the public-private partnership project;

Article 10. Implementation of the public-private partnership project, articles;

Articles 20-25. Including a description of the key competencies of the authorized state bodies in the field of public-private partnership;

Article 40. Features of choosing a private partner on the basis of private initiative and other articles of the main law of the Republic of Kazakhstan in the field of PPP [3].

Of the main changes, we can note:

- the actual exclusion of private financial initiatives from the practice of project implementation;
- expanding the competencies of state bodies at all levels, and abolished;
- introduction of a new PPP principle in order to conduct a transparent competitive selection, which will enhance accessibility to the public;
- introduction of a competitive procedure for the implementation of a private initiative. This procedure will ensure the reduction of budget expenditures and bureaucratic procedures for the development and implementation of projects;
- endowment with the competence of the body that carries out intersectoral coordination and methodological guidance in the field of PPP, for the development and approval of methods for assessing the socio-economic effectiveness of public-private partnership projects, methods for distributing and assessing risks of public-private partnership projects, methods for implementing public-private partnership projects within the framework of the concepts of development of industries (spheres), national projects, methods of accounting for conditional state obligations on public-private partnership projects;

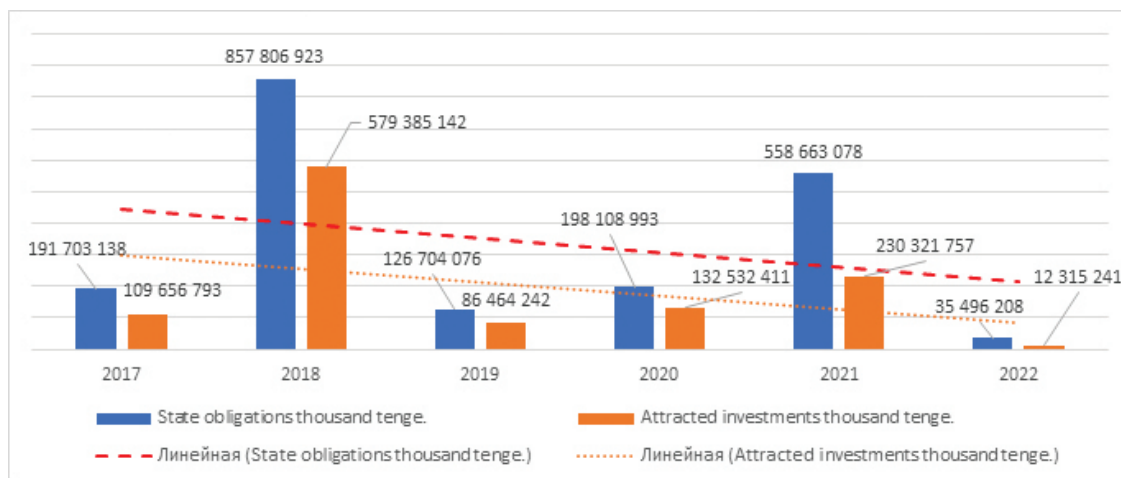
The purpose of the study. The purpose of the research conducted by the authors is to develop directions for improving the mechanism of a comprehensive assessment of the socio-economic efficiency of PPP projects.

Problem statement

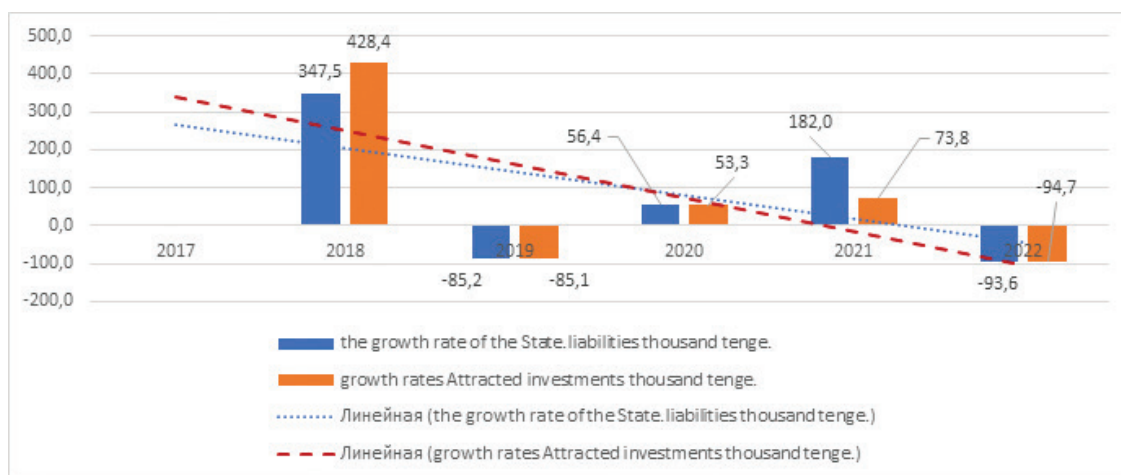
The formulation of the problem of this study is reduced to the issue of diagnosing the sufficiency of the current mechanism for assessing the socio-economic efficiency of public-private partnership concluded in the project management system of the Republic of Kazakhstan through the analysis of the basic law in the field of PPP, as well as its subordinate regulatory framework, as well as an assessment of the main results achieved so far on PPP projects, by determining and considering the validity and expediency of the proposed methodology for assessing the social effect and the expected multiplicative effect of the implementation of these projects on related industries and the entire economy as a whole.

It is worth noting that in the current legislation, even after radical changes, there is still no concept of socio-economic effect. Its absence makes it possible to freely interpret the application of the proposed Methodology, setting additional barriers for the business environment, creates a risk of increased corruption when applying this norm.

The ratio of government obligations to attracted investments is shown in Graph 3.



Graph 3. The ratio of government obligations to attracted investments in the context of years
Note – developed by the authors based on the source [1].



Graph 4. Growth rates of government commitments and attracted investments
Note – developed by the authors based on the source [1].

Graph 3 and 4 show, firstly, the predominance of public obligations to finance PPP projects over private ones, and secondly, a decrease in the rate of financing, as well as an irregular growth rate of total funds attracted to public-private partnership projects.

At the same time, correlating with Schedule 2, it is clear that a significant part of the projects were initiated by state bodies, it can be concluded that the state deliberately goes to the inefficient use of budget funds, which casts doubt on the basic principles of public-private partnership. The question arises of the expediency of pouring significant public funds into these projects, despite the fact that the economic effectiveness of these projects for the state is questionable, and the social effectiveness of these projects is not disclosed at all, and is not amenable to analysis. This contradicts another principle contained in the basic law on PPP of the Republic of Kazakhstan, the principle of effectiveness – “the establishment of criteria and indicators to assess the achievement of the results of public-private partnership”.

Thus, it is necessary to consider in detail and analyze the current mechanism for assessing the socio-economic effectiveness of projects both at the stage of initiation, planning and examination of projects, and at the stage of summing up their results after the end of the period of their implementation. This will make it possible to find out how, by whom and on the basis of what decisions are made on budget financing and participation in the implementation of PPP projects, and, as a result, to determine the conditions in which the state acts as a conditional debtor within the framework of obligations for the implementation of these projects.

Undoubtedly, a significant imbalance in the costs and investments of the state and attracted investments can be regarded as a failure of the PPP project management system in the Republic of Kazakhstan. An effective mechanism and a “working” methodology for assessing the socio-economic effect in the conditions of the Kazakh economy, taking into account successful foreign experience and the peculiarities of the development of the Republic of Kazakhstan.

Research methods

In the course of the study, data presented on public resources, including government portals, were analyzed. The authors turned to foreign and domestic scientific literature to study the experience of the problem under consideration. The study examined the regulatory framework in the field of PPP based on projects in the Republic of Kazakhstan.

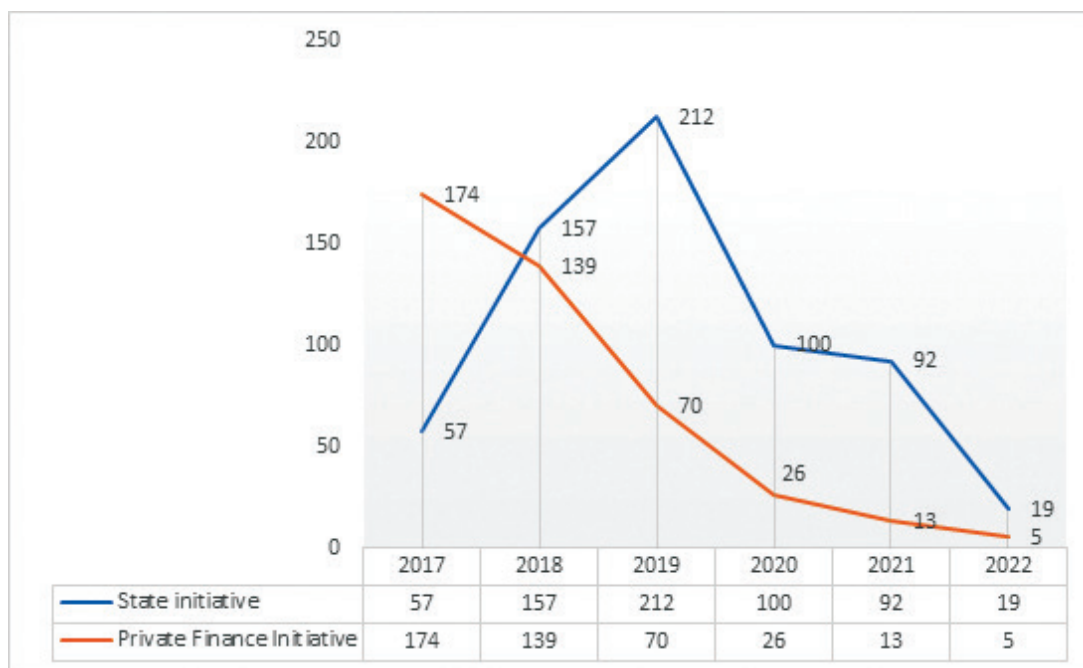
Within the framework of the conducted research, the following methods were used: methods of logical analysis and synthesis, induction and deduction, logical interpretation, methods of logical justification, method of graphical representation of the obtained results of analysis and evaluation.

Discussion and results

We will analyze the dynamics of the implementation of PPP projects from the position of their step-by-step distribution. Of the 1,071 contracts registered by Kazakhstan PPP Center JSC, 900 projects are under implementation, tender procedures are carried out for 105 projects, and PPP contracts were terminated for 66 projects (see Schedule 1).

Until 2023, PPP projects could be concluded through a private-public financial initiative with competitive procedures.

To date, two-thirds of all contracts for PPP projects in Kazakhstan have been concluded through direct negotiations, through a private financial initiative of individual representatives of the private sector. The dynamics of the implementation of PPP projects in the Republic of Kazakhstan in the context of years is shown in Graph 2.



Graph 2 – Dynamics of the implementation of PPP projects in the Republic of Kazakhstan in the context of years

Note – developed by the authors based on the source [1].

The analysis on Graph 2 demonstrates a negative downward trend in the implementation of PPP projects in the Republic of Kazakhstan.

In our opinion, this is the result of the lack of self-sufficiency of the PPP regulatory framework in Kazakhstan. At the early stages of the formation and development of PPP, the regulatory framework was at the stage of formation and the lack of a managerial and methodological basis of the knowledge base was the result of inefficient use of the PPP mechanism by state bodies in the regions. High corruption risk and organizational risks have reduced interest in PPP among the private sector. The decrease in financing and promotion of PPP was facilitated by the budget deficit, due to the predominance of state obligations over attracted investments

The efficiency assessment mechanism consists of several stages (Scheme 1), which are regulated by regulatory legal acts in the field of PPP and the rules of budget investment [4].

One of the main stages is the examination of the tender documentation, business plans submitted within the framework of PPP projects. The normative basis of this stage is the rules for the development or adjustment, carrying out the necessary examinations of the investment proposal of the ISU (State Investment Project), as well as planning, consideration, selection, monitoring and evaluation of the implementation of budget investments and determining the feasibility of budget lending [4].

Based on the PPP Law [3], the main functions of the Ministry of National Economy of the Republic of Kazakhstan, which is the central authorized body, include the implementation, within its competence, of state policy in the field of public-private partnership, including the development and approval of criteria for classifying a project as particularly significant for implementation within the framework of PPP to a public-private project partnerships of particular importance. According to the same article of the law on PPP, the authorized state body develops and approves a methodology for assessing the socio-economic efficiency of public-private partnership projects, as well as a methodology for allocating and assessing risks of public-private partnership projects, and accounting for conditional state obligations on public-private partnership projects. It should be added that these competencies were absent in the PPP law until 2023, and were added and entered into force from January 2023 in order to improve the quality of project selection and the main tasks are to prevent unjustified overstatement of state obligations, balanced risk allocation and regulation of procedures for providing state support measures.

The competence of the local executive bodies of the regions includes the definition of a legal entity authorized to conduct an examination of business plans for local public-private partnership projects, and making a decision on the feasibility and socio-economic efficiency of the implementation of these projects.

The central authorized body is involved in the examination of business plans for republican public-private partnership projects by the "Center for the Development of Public-Private Partnership" in accordance with the legislation of the Republic of Kazakhstan.

The decision on the implementation of a PPP project is made by a state authorized person on the basis of documents of the State Planning System, instructions and/or acts of the President of the Republic of Kazakhstan, the Government of the Republic of Kazakhstan, as well as taking into account the priority and urgency of the PPP project.

When determining the priority and urgency of a PPP project, the authorized person:

- takes into account the recommendations of the Interdepartmental Project Group;
- uses prioritization of PPP projects;
- analyzes the received initiatives of private sector entities.

As part of the prioritization of PPP projects, the degree of feasibility of implementing a PPP project is considered. First of all, PPP projects that meet the basic needs of the population are being considered for implementation.

If there are several priority PPP projects, the degree of urgency of the implementation of such projects is determined.

At this stage, the preliminary economic and social efficiency of the PPP project is determined.

PPP projects are focused on creating value for the population for a long-term period, on attracting investments by a private partner, as well as on the operation of a PPP facility by a private partner for a period of at least 5 years, depending on the specifics of the PPP project.

In turn, to ensure the quality of project management, authorized persons create an Interdepartmental project Group by involving specialists of subordinate organizations, independent experts, design, engineering and other companies, interested and authorized state bodies, representatives of the National Chamber of Entrepreneurs of the Republic of Kazakhstan, business entities.

The interdepartmental project Group performs the following functions:

- studies proposals and initiatives on mechanisms for the implementation of the PPP project;
- selects, evaluates, determines the priority, the method of implementation of the PPP project, the type of competition, issues related to the allocation of land plots, connection to utility networks;
- accepts recommendations on the feasibility or lack of feasibility of implementing a PPP project by signing a protocol;
- studies the results of marketing and other research on the planned PPP project;
- studies all necessary calculations, including preliminary calculations of the PPP project.

Until 2023, the CHIEF mechanism was actively used in the Republic of Kazakhstan, which allowed private companies to initiate projects with respect to their property or the availability of intellectual property rights to a PPP object. However, due to criticism of this mechanism by the public, representatives of the expert community and the president himself, this mechanism was radically revised, which was due to the presence of a high corruption risk and often the discrepancy between the initiated projects and the targeted programs of state development of socio-economic efficiency for all stakeholders and potential beneficiaries of the project.

The examination on the ISU itself is carried out using the analysis of benefits and costs and is carried out in accordance with the methodology of project selection.

The analysis of benefits and costs is characterized by an assessment of the following indicators:

- 1) budget efficiency;
- 2) payback;
- 3) priority.

The criteria by which the economic efficiency of PPP projects is assessed during the examination are the basic economic indicators of any investment project. During the examination, the following are evaluated:

- Net present value (NPV);
- Internal Rate of Return (IRR);
- Investment Payback Period (PP), Discounted investment payback period (DPP);

– Profit Index (PI).

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

The project is considered acceptable if the calculated IRR value is not lower than the required rate of return, which is determined by the investment policy of the company; with an IRR equal to the discount rate, NPV is zero; IRR is compared with the investor's required rate of return on capital, which should be greater than in the case of a risk-free investment of capital.

As a result, after going through all the procedures provided for by the NPA in the field of PPP, a contract is concluded for the project, in which all the conditions, terms, rights and obligations of all participants in the PPP project are spelled out. It is important to note here the fact that neither before, nor in the process, nor after the implementation of the project, is it planned to fix and publish the planned and actual effect of the implementation of this project. Which, in our opinion, is an omission, since it is impossible to assess and compare the real contribution of the project, the planned and projected socio-economic effect with its actual results.

The analysis of the regulatory framework allowed us to schematically present the current mechanism for assessing the socio-economic efficiency of PPP projects in the Republic of Kazakhstan (Scheme 1).

In the mechanism itself, a step-by-step process of evaluation and examination of PPP projects is given, the main purpose of which is to assess economic efficiency, however, the criteria or methodology by which the social effect is calculated, as well as the multiplicative effect of non-related industries and possibly even regions is not generalized, which calls into question on what principle they are evaluated during the procedures consideration of the feasibility of the project and expertise.

Due to the high social significance, the approach to the evaluation of PPP projects aimed at improving public infrastructure should differ from the approaches applied to other types of public investment projects, where the assessment of commercial efficiency is based.

We refer to social efficiency as either factors that affect positively or negatively the main parameters of the social sphere:

- economic development of the region;
- improving the quality of life of the population;
- creation of new jobs, impact on the level of direct and indirect employment of the population;
- training and development of professional potential of the population;
- use of new technologies and innovative potential of the private sector;
- assessment of the effect of the impact on the direct benefit of recipients;

By the social effect of the PPP project, the authors understand a set of social factors aimed at qualitative transformations in the life of society achieved because of the project.

Accordingly, the assessment of the social effect is a socially significant result measured using quantitative and qualitative indicators, in terms of value (if possible)

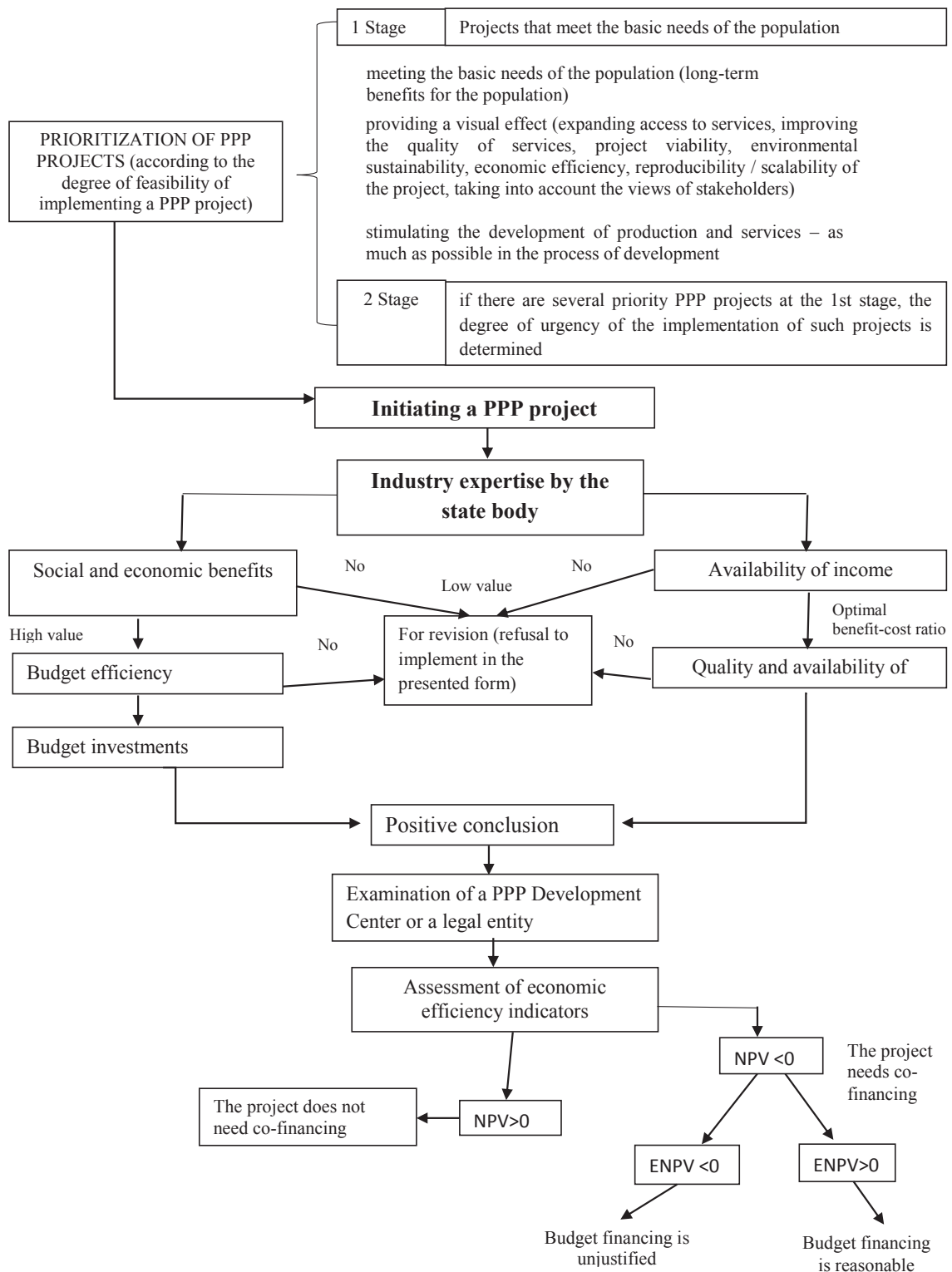
As a result, those projects that do not create significant social effects, due to the absence of a significant commercial component, can be financed.

For comparison, we consider it necessary to turn to foreign experience in the field of PPP.

So Alaev A.A. in his work cites a number of states where four main methods (approaches) have been adopted to assess the socio-economic effectiveness of projects:

- cost-effectiveness analysis (CEA);
- cost-utility analysis (CUA);
- analysis of “cost-weighted effectiveness” (weighted cost-effectiveness analysis, WCEA);
- cost-benefit analysis (CBA). [6, p.42]

Each of these approaches has specific features and practical use possibilities. However, the most common approach to the evaluation of projects, and especially projects with the participation of authorities, is the CBA method. For example, it is recommended by the European Commission for large projects with a volume of state participation of at least €50 million. In addition to the authorities, development institutions are used, which, unlike commercial organizations, are guided not so much by the profitability of projects as by the social significance of their implementation [6, p.43].



Scheme 1. Mechanism for evaluating the effectiveness of PPP projects in the Republic of Kazakhstan in general.

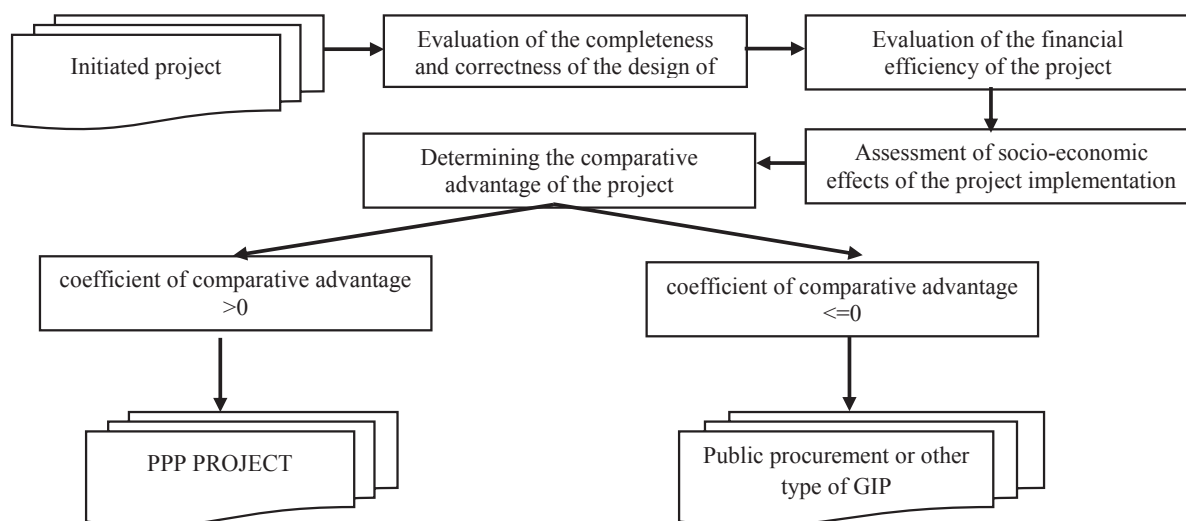
Note – developed by the authors based on the source [3], [4].

The most popular indicator used to assess the socio-economic efficiency of infrastructure projects in the CBA approach is the Economic Net Discounted Income – ENPV (Economic Net Present Value), which shows the result of the project for society. If the specified criterion takes a positive value, it means that the benefit to society from such a project exceeds the costs of socially useful resources for its implementation [6 p.43].

Thus, in international practice, various approaches are used to assess the socio-economic efficiency of PPP projects, and these methods are not limited only to the use of already familiar quantitative criteria, but are considered in conjunction with qualitative evaluation criteria, which in turn cannot be widely distributed and considered separately from quantitative ones, since in this case they can be determined it is quite subjective, which will lead to a distortion of real social efficiency.

It is worth noting the fact that as a result of criticism of PPP as a mechanism, the efforts of the Ministry of National Economy and expert groups involved in finalizing both the PPP law itself and by-laws have closed some gaps and “holes” in legislation, which may favorably affect subsequent projects implemented through PPP, however, are being considered in this paper, the mechanism for evaluating the effectiveness of PPP projects nevertheless turned out to be incomplete.

One of the most necessary processes for the current period in assessing the feasibility of implementing a project using the PPP mechanism, in our opinion, is the so-called method of determining comparative advantages, presented to us in the form of scheme 2:



Scheme 2. The proposed method for assessing the comparative advantage of projects.

Note – developed by the authors

This method involves the creation of a financial model in which an alternative representation of the project being implemented within the framework of a PPP is given, as if it were implemented at the expense of budgetary funds within the framework of public procurement or another type of public investment project.

When assessing the social effectiveness of a PPP project, we consider it necessary to take into account the following factors proposed in the work of E.V. Tuleyko:

- the presence of direct and indirect social effects from the implementation of a PPP project.
- Social effects can be both positive and negative.
- the social effect is usually qualitative or quantitative indicators, and may also have a cost estimate;
- PPP projects can have regional and republican significance [7, p. 142].

Therefore, when calculating the social effectiveness of projects, it is necessary to take into account the specifics of the regions in which the project is planned to be implemented.

When assessing the social effectiveness of PPP projects, it seems appropriate to use the following methods:

- the method of attracting independent experts to assess the social effect in the form of qualitative indicators in the form of a point system;
- method of calculating the multiplicative effect of the project implementation;
- methods of direct calculation using statistical data and indicators;
- valuation of the social result;
- method of calculating the environmental effect of the project implementation.

The expert evaluation method allows solving the problem of measuring objects, processes and phenomena for which there are no units of measurement in the usual metric system of measures.

The advantage of such a method of assessing social indicators gives a good opportunity to evaluate not only quantitative, but also qualitative information, to determine the weighting coefficients of objects, processes and phenomena that cannot be quantified, to establish the significance and “weight” of the studied object, process or phenomenon by a variety of criteria, to recreate an objective picture of the opinions of experts on the studied problem, to establish a measure the inconsistency of the judgments of each expert and thus determines the degree of reliability, confidence in the result obtained.

Thus, taking into account the improvements proposed by the authors, we have a common logic for evaluating the effectiveness of PPP projects (Scheme 3).

Taking into account these methods in a comprehensive mechanism for assessing the socio-economic effect contributes to:

- increasing the level of provision of social infrastructure facilities for the population of the country;
- creation of new jobs;
- improving the quality and efficiency of the services provided;
- growth of social welfare of the population, strengthening of social stability in society;
- creating the investment attractiveness of the state;
- financial asset security;
- impact on infrastructure development.

The authors also consider it appropriate to analyze the socio-economic effect in the region, depending on the purpose of the project. Since it is not entirely objective to take into account the impact of the analysis of the mortality rate in the region for the implementation of a project in the field of education, for example, the construction and operation of schools and kindergartens, etc.

This problem takes place due to the absence of the concept of socio-economic effect in the proposed Methodology and legislation, which creates the basis for a free interpretation of this concept and, accordingly, creates a risk of corruption.

Thus, summing up the logical conclusion of the work, the authors concluded that a qualitative assessment of the social effectiveness of PPP projects makes it possible to correlate with financial efficiency indicators, demonstrating the social effect as a whole, which disposes to the adoption of the most effective definition of the comparative advantage of a project.

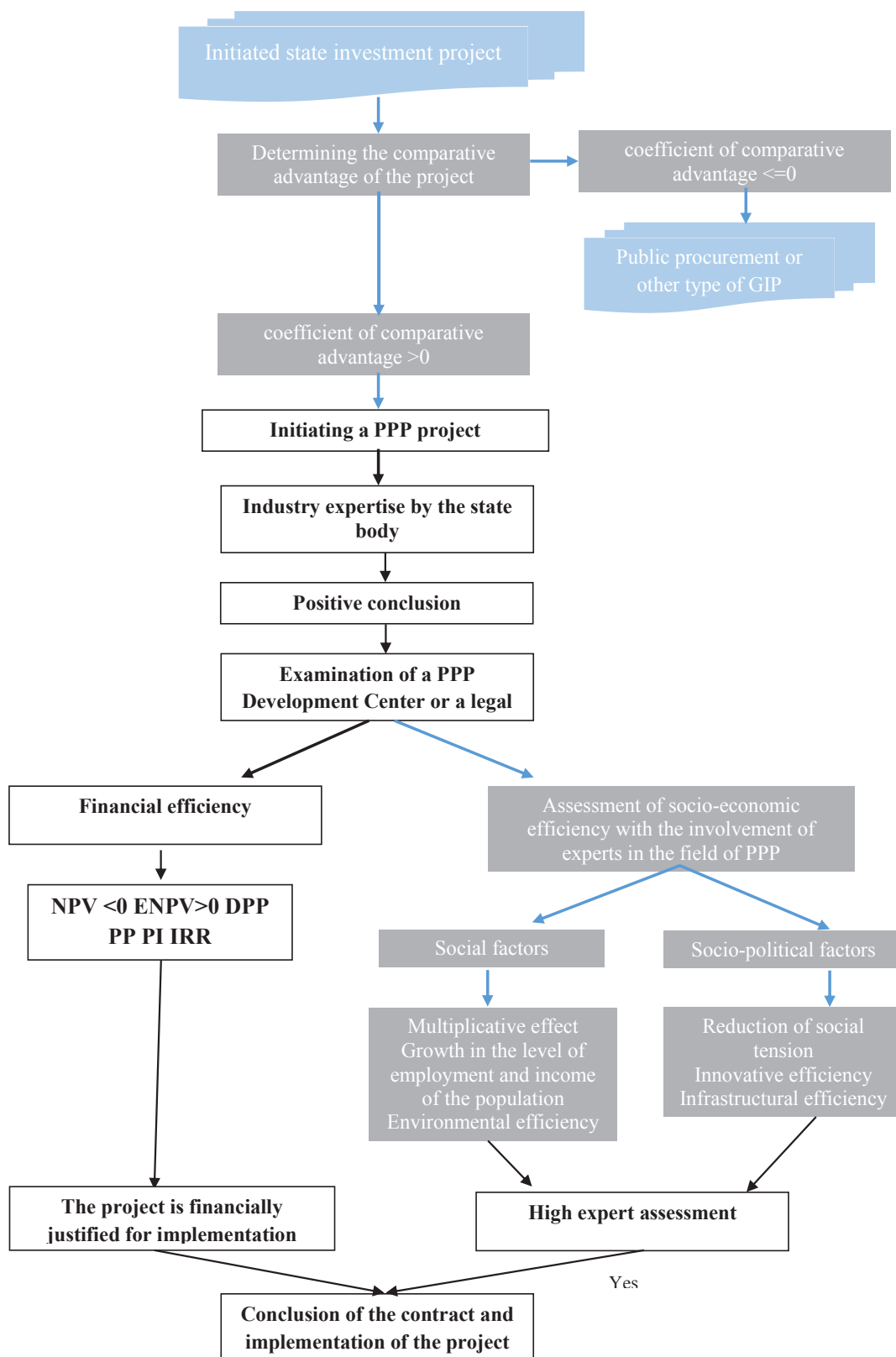
Conclusions

Despite the active improvement of legislation in the field of PPP, the mechanism for assessing socio-economic efficiency is not complete, as a result of which there is a situation when huge obligations are imposed on the public sector within the framework of projects and bear a serious burden on the budget.

The study conducted by the authors allowed us to identify a number of shortcomings in the mechanism for assessing the socio-economic efficiency of projects operating in the territory of the Republic of Kazakhstan:

The most urgent problem of the current mechanism for evaluating the effectiveness of PPP projects is its inconsistency with the basic principles of public—private partnership. In the evaluation process, taking into account such principles as: the principle of effectiveness, the principle of value for the public, the principle of transparency and accessibility of information are not always tangible and sometimes very vague in interpretation.

The focus solely on quantitative metrics forms another gap in the mechanism, namely the focus on the evaluation of projects, the form and sources of implementation for which have already been defacto accepted;



Scheme 3. Mechanism for evaluating the effectiveness of PPP projects in the Republic of Kazakhstan, taking into account the proposals of the authors.

Note – developed by the authors

The method of expert analysis recommended for consideration in practice by the authors will solve the problem of measuring objects, processes and phenomena for which there are no units of measurement in the usual metric system of measures, which in this case include social and socio-political factors;

The mechanism proposed by the authors for assessing the comparative advantage of projects requiring public investment has not been applied in any form in Kazakhstan. Although consideration within the framework of the PSC mechanism of alternative ways of implementing the project has long been confidently proven in foreign practice.

The methodology for assessing social effectiveness presented by the authorized body needs to be adjusted, since it does not allow to obtain an objective picture of social effects, and its interpretations are blurred and not disclosed. Social efficiency in most cases recedes into the background and becomes secondary in relation to the financial performance indicators of the project, which is the main reason for its neglect, especially in cases where the project has a high financial and economic assessment.

Further improvement of the mechanism for assessing the socio-economic efficiency of PPP projects should take into account the accumulated foreign experience and set a benchmark for solving current gaps, thus following the path of building an updated methodological approach, meeting the most relevant requirements for planning, forecasting and selection of budgetary and extra-budgetary investment projects in various sectors of our state's economy.

In general, it is important to draw lessons from existing practices in order to make PPP a truly effective mechanism in Kazakhstan. In this regard, the Evaluation of the implementation of PPP projects makes it possible to identify the worst and best practices, minimize the risks that may arise during the implementation of projects, and continue to broadcast effective experience to the participants of the PPP system, including approaches to managing PPP projects.

In turn, measures aimed at developing and improving the PPP project management system in Kazakhstan will allow implementing PPP projects at a higher level, which, as a result, will affect the degree of satisfaction with public services by the population of the country and the overall level of well-being of the country.

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Қазақстан Республикасының мемлекеттік-жекешелік әріптестік жобаларын басқару жүйесіндегі әлеуметтік-экономикалық тиімділікті бағалау тетігі

Аңдатпа. Мақалада Қазақстан Республикасындағы мемлекеттік-жекешелік әріптестік жобаларын басқару жүйесінің қазіргі жай-күйіне, атап айтқанда оның құрамдас бөліктерінің біріне баға берілген. Жұмыста авторлар МЖӘ арқылы іске асыруға жоспарланған әлеуетті инвестициялық жобаларды іріктеу кезінде жобалар тиімділігінің әлеуметтік-экономикалық көрсеткіштерін бағалау тетігіне талдау жүргізді. Нормативтік-құқықтық базаны өзгерту арқылы МЖӘ тетігін жаңғыртуға байланысты МЖӘ-жобалардың баламалар жиынтығының кеңеюі байқалды, олар алынып тасталмады, керісінше оларды іріктеу проблемасын ушықтырды. Осының негізінде авторлар жобалардың салыстырмалы артықшылығын бағалау блоктарын қосу және осы жобалардың әлеуметтік және экономикалық тиімділігі тұрғысынан жоспарлау және сараптау кезінде МЖӘ саласындағы сарапшыларды тарту арқылы МЖӘ жобаларының әлеуметтік-экономикалық тиімділігін бағалау моделін әзірледі. Бұл оларды қоғамда және сабақтас салаларда іске асырудың әлеуметтік және мультипликативтік әсерін арттыруға, жобаларды іске асыру кезіндегі сан емес, сапа үрдісін қамтамасыз етуге мүмкіндік береді.

Түйін сөздер: мемлекеттік-жекешелік әріптестік, әлеуметтік-экономикалық әсер, жобаларды басқару жүйесі, жобаларды бағалау, жобаларды жоспарлау.

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Механизм оценки социально-экономической эффективности в системе управления проектами государственно-частного партнерства Республики Казахстан

Аннотация. В статье дана оценка современного состояния системы управления проектами государственно-частного партнерства в Республике Казахстан, в частности одна из ее составляющих. В работе авторами проведен анализ механизма оценки социально-экономических показателей эффективности проектов при отборе потенциальных инвестиционных проектов, планируемых к реализации посредством ГЧП. Выявлено, что в связи с модернизацией механизма ГЧП через изменение нормативно-правовой базы, произошло расширение набора альтернатив ГЧП-проектов, которые не сняли, а, наоборот, усугубили проблему их отбора. На основании этого авторами разработана и усовершенствована модель оценки социально-экономической эффективности проектов ГЧП путем включения блоков оценки сравнительного преимущества проектов и привлечения экспертов в области ГЧП при планировании и экспертизе на предмет социальной и экономической эффективности данных проектов. Это позволит повысить социальный и мультипликативный эффект от их реализации на обществе и смежные сферы, обеспечить тенденцию на качество, а не количество при реализации проектов.

Ключевые слова: государственно-частное партнерство, социально-экономический эффект, система управления проектами, оценка проектов, планирование проектов.

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