

STATE REGULATION OF AGRICULTURAL INDUSTRY  
OF THE REPUBLIC OF KAZAKHSTAN IN CONDITIONS OF VUCA-WORLD

VUCA-ӘЛЕМ ЖАҒДАЙЫНДА ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ  
АУЫЛ ШАРУАШЫЛЫҒЫ САЛАСЫН МЕМЛЕКЕТТІК РЕТТЕУ

ГОСУДАРСТВЕННОЕ РЕГУЛИРОВАНИЕ СЕЛЬСКОХОЗЯЙСТВЕННОЙ ОТРАСЛИ  
РЕСПУБЛИКИ КАЗАХСТАН В УСЛОВИЯХ VUCA-МИР

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**Abstract.** Ensuring the country's food security is directly related to agricultural sector development. A special place is occupied by the problems of intensification of agro-industrial complex, taking into account the experience of foreign countries, its restructuring, effective forms of management, organization and stimulation of labor productivity. The presence of effective mechanisms for the implementation of agricultural policy is a decisive factor in sustainable development of agricultural sector. The global COVID-19 pandemic has revealed the interdependence between AIC, domestic and world economies and has led to a number of problems in agricultural production, which determined the feasibility of revising existing mechanisms and methods of public support. The *goal* is to justify the need for state regulation of agriculture in Kazakhstan in the post-pandemic period, to identify tasks and main directions, to show ways to solve the existing problems. In preparing the article, following *methods* of scientific research were used: analysis and synthesis, comparison, systematization of results, generalization. *Results* – measures to increase regulatory role of the State in management of agricultural sector in terms of increased competition in markets, increased consumer requirements for quality of products and services, various environmental disasters, instability, uncertainty, complexity, and ambiguity are proposed.



The importance of transition to innovative production models, which are tested by the best world practice, is noted. *Conclusions* – effective tools of state impact on the activities of economic entities and market conditions in order to ensure normal conditions for the functioning of economic mechanism are designed to increase the competitiveness of economy of agro-industrial complex, provide employment, increase income, level and quality of life of the rural population.

Аңдатпа. Елдің азық-түлік қауіпсіздігін қамтамасыз ету аграрлық сектордың дамуына тікелей байланысты. Шет елдердің тәжірибесін, оны құрылымдық қайта құруды, басқарудың тиімді нысандарын, еңбек өнімділігін ұйымдастыруды және ынталандыруды ескере отырып, агроөнеркәсіптік кешенді интенсификациялау проблемалары ерекше орын алады. Аграрлық саясатты іске асырудың тиімді тетіктерінің болуы – ауыл шаруашылығы саласының тұрақты дамуының шешуші факторы. Covid-19 жаһандық пандемиясы АӨК, отандық және әлемдік экономика арасындағы өзара тәуелділікті айқындап, аграрлық өндірістің бірқатар проблемаларына алып келді, бұл мемлекеттік қолдаудың қолданыстағы тетіктері мен әдістерін қайта қараудың орындылығын айқындады. *Мақсаты* – пандемиядан кейінгі кезеңде Қазақстанның ауыл шаруашылығын мемлекеттік реттеу қажеттілігін негіздеу, міндеттер мен негізгі бағыттарды белгілеу, қалыптасқан проблемаларды шешу жолдарын көрсету. Мақаланы дайындау кезінде ғылыми зерттеу *әдістері* қолданылған: талдау және синтездеу, салыстыру, нәтижелерді жүйелеу, жалпылау. *Нәтижелері* – нарықтардағы бәсекелестіктің өсуі, тұтынушылардың өнім мен қызмет сапасына, әртүрлі экологиялық апаттарға, тұрақсыздыққа, белгісіздікке, күрделілікке, түсініксіздікке қойылатын талаптарын күшейту жағдайында аграрлық секторды басқарудағы мемлекеттің реттеуші рөлін арттыру шаралары ұсынылған. Озық әлемдік практика сынақтан өткізген өндірісті жүргізудің инновациялық модельдеріне көшудің маңыздылығы атап өтілген. *Қортындылар* – мемлекеттің шаруашылық жүргізуші субъектілердің қызметіне және нарықтық конъюнктураға әсер етуінің тиімді құралдары шаруашылық тетігінің жұмыс істеуінің қалыпты жағдайларын қамтамасыз ету мақсатында агроөнеркәсіптік кешен экономикасының бәсекеге қабілеттілігін арттыруға, жұмыспен қамтуды, кірістердің өсуін, ауыл халқының өмір сүру деңгейі мен сапасын қамтамасыз етуге арналған.

Аннотация. Обеспечение продовольственной безопасности страны напрямую связано с развитием аграрного сектора. Особое место занимают проблемы интенсификации агропромышленного комплекса, с учетом опыта зарубежных стран, его структурной перестройки, эффективных форм управления, организации и стимулирования производительности труда. Наличие эффективных механизмов реализации аграрной политики – решающий фактор устойчивого развития сельскохозяйственной отрасли. Глобальная пандемия COVID-19 выявила взаимозависимость между АПК, отечественной и мировой экономикой и привела к ряду проблем аграрного производства, что определило целесообразность пересмотра существующих механизмов и методов государственной поддержки. *Цель* – обосновать необходимость государственного регулирования сельского хозяйства Казахстана в постпандемийный период, обозначить задачи и основные направления, показать пути решения сложившихся проблем. При подготовке статьи использованы *методы* научного исследования: анализа и синтеза, сравнения, систематизации результатов, обобщения. *Результаты* – предложены меры повышения регулирующей роли государства в управлении аграрным сектором в условиях роста конкуренции на рынках, усиления требований потребителей к качеству продукции и услуг, различных экологических бедствий, нестабильности, неопределенности, сложности, неоднозначности. Отмечается важность перехода к инновационным моделям ведения производства, апробированным передовой мировой практикой. *Выводы* – эффективные инструменты воздействия государства на деятельность хозяйствующих субъектов и рыночную конъюнктуру в целях обеспечения нормальных условий функционирования хозяйственного механизма призваны повышать конкурентоспособность экономики агропромышленного комплекса, обеспечить занятость, рост доходов, уровня и качества жизни сельского населения.

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Keywords: agro-industrial complex, state regulation, VUCA-world, subsidizing, price stabilization, budget lending, logistics, sales market, food security.

Түйінді сөздер: агроөнеркәсіптік кешен, мемлекеттік реттеу, VUCA-әлем, субсидиялау, бағаны тұрақтандыру, бюджеттік кредиттеу, логистика, өткізу нарығы, азық-түлік қауіпсіздігі.





Table - Main agrarian macroeconomic indicators

Year	GGP %	Gross output, trillion tenge	Proportion of rural population,%
2000	29,5	4,6	43,9
2019	4,5	5,2	41,3
2020	4,5	6,3	40,9

State support of the agro-industrial complex in the Republic of Kazakhstan is carried out mainly in the following ways:

- \* participation in the formation or increase of the budget lending or the authorized capital of specialized organizations;

- \* subsidizing should be carried out in the conditions of economic efficiency of subsidizing and improving the quality and competitiveness of products.

Kazakhstan signed an agreement on cooperation in the field of veterinary medicine between the CIS countries, an agreement on cooperation in the field of plant quarantine of the CIS countries, an agreement on a common agricultural market of the CIS countries, etc. is a party to a number of agreements.

According to the 2019 Global Food Security Index, Kazakhstan ranks 48th out of 113 countries in the ranking (57th out of 113 countries in 2018).

All countries in this ranking are evaluated on three main indicators:

- level of access to food;
- availability and sufficiency of food;
- level of food quality and safety.

Each of these criteria includes 19 different indicators, the values of which are measured over a two-year period. Data from international organizations and national institutions are used in the calculation. The country's high position in the ranking means that it has a high level of food security.

Despite the positive dynamics of development in recent years, the agricultural sector is still one of the most unprofitable sectors of the domestic economy, where many negative trends have not been overcome. If in 1991 Kazakhstan's agri-business provided one third (29.5%) of GDP, today agribusiness is about 4.5% of GDP.

According to expert estimates, the main problem is the imperfection of the system of state regulation of the agricultural sector. The implementation of many special programs for the development of agribusiness has not significantly improved the situation in this sector [5].

In almost all programs, the main goal is to increase the competitiveness of the agri-business. At the same time, over the years, the priorities of agribusiness development have changed frequently, the system of state

support, the rules of subsidies, the directions of support for the export of local agricultural products have been revised. However, the allocation of significant budget funds to the agricultural sector has not led to real positive results, which can be used to assess the effectiveness of investments.

There are issues of development in various areas of agriculture in Kazakhstan. In the dairy industry of the agro-industrial complex there are issues such as low productivity, shortage of fodder, long payback period of projects, lack of guarantees, staff shortages, underdeveloped value chain, low processing capacity.

For example, crop production has the following problems:

- dependence of crop yields on natural and climatic conditions;
- low rate of application of mineral fertilizers;
- underdevelopment of domestic seed production;
- low rate of modernization of agricultural machinery.

Difficulties in meat farms include underdevelopment of the value chain in livestock, underdevelopment of remote live-stock, underdevelopment of horse processing, low share of wool and leather processing, lack of strong guarantees on small farms, barriers to access to foreign markets. The fodder base in the country is underdeveloped, as there is a shortage of seed stocks, fodder preparation equipment, and farmers do not have enough knowledge about the technology of preparation and storage of fodder.

There is a shortage of working capital and raw materials in the processing of agricultural products. In addition, domestic processors are uncompetitive, as they outperform Kazakhstani processors in terms of the scale of the world's leading producers and have good access to financing. Processing standards of domestic companies are outdated [6].

Agriculture is not interesting for commercial banks, as farmers and processors do not have liquid collateral, the rules of subsidies often change, and the subsidies themselves are taxed, which reduces the effectiveness of this measure of state support.

According to experts, the growth of production in the domestic agricultural sector was achieved mainly due to the increase in live-stock, arable land, not due to efficient technologies, but due to the involvement of more workers, increasing yields and productivity, using modern equipment and science and technology. This is evidence of the extensive development and technological backwardness of Kazakhstan's agricultural sector.

Among the most important problems of the agro-industrial sector of Kazakhstan are financial problems of the agricultural sector: lack and availability of credit for rural producers, low level of financing in the infrastructure of agricultural production, ine-quality of prices for agricultural and industrial products and services, raw materials and food, funds of the rural population to organize their business in rural areas. lack of sufficient knowledge.

According to the National Bank of the Republic of Kazakhstan, as of January 1, 2020, only 1.8% of total loans accounted for agriculture (as of January 1, 2019 - 3.7%). Lack of agricultural assets, low collateral value of land and lack of liquid collateral make it difficult to access credit products of commercial banks [7].

However, despite the measures taken by state support, rural cooperation has not received proper development. The analysis revealed the main problems hindering their development:

- distrust of the agricultural producers and the rural population to cooperate due to the lack of work to explain the benefits of cooperation and the mechanisms of functioning of cooperatives;
- low professional training of management personnel and lack of specialists;
- insufficient state stimulation of the processes of co-operation; violation of basic cooperative principles;
- association of agricultural producers in order to obtain a soft loan, and not to provide services to its members;
- the creation of «false cooperatives» in the interests of one large-scale enterprise, which is the initiator, actually the owner of the cooperative, the manager of all profits from the cooperative, since it is this economy that purchases and markets products;
- the lack of incentives for the association of agricultural producers in agricultural cooperatives, in particular, the inability to distribute the net income of the cooperative among its members due to the noncommercial status of the cooperative [8].

There are also questions about the effectiveness of the existing subsidy system. The current system of subsidies requires the achievement of predetermined concrete results, the mandatory introduction of effective technologies, etc. does not provide.

*Small commodities of the agricultural sector.* Significant volumes of the industry are produced in the national economy. Small and even medium-sized peasants and farmers do not have the opportunity to introduce new technologies to develop their production due to lack of financial resources. Many farms have less than 500 hectares of arable land, so they do not buy not only new, but also used equipment.

*Depreciation of material and technical base of the agricultural sector.* According to the Ministry of Agriculture, last year 85% of the tractor fleet and 68% of the combine harvester in the country had a service life of more than 10 years. The average depreciation of the entire fleet of agricultural machinery is 76%.

*Production of organic products.* Despite the adoption of the Law of the Republic of Kazakhstan "On the production of organic products" in 2015, the production of organic agricultural products, which are much more profitable than traditional agricultural production, is underdeveloped and can provide high returns to the agricultural sector.

*Problems of logistics development.* Expansion of the market for Kazakhstan's agricultural products and diversification of export potential. The structure of Kazakhstan's exports is not diversified, the export product is mainly raw materials [9].

The state must ensure the social and environmental efficiency of agricultural production. Its intervention should be aimed at the formation and development of such market institutions that will contribute to improving the efficiency of agricultural production.

The main objectives of agrarian policy of developed countries are to provide consumers with food, protect the domestic market, stabilize agricultural activities, reduce industry costs, reduce imports, produce competitive products, implement programs to develop the agricultural market, restore the mechanized fleet, new technologies, transition, ensuring compliance of products with world standards (EU technical regulations, sanitary and phytosanitary measures), creation of preferential lending principles, etc. is.

According to foreign experience, in many countries around the world, agriculture uses a wide range of government support measures.

Kazakhstan also receives subsidies for agricultural development, trade protection, etc [10].

### Conclusion.

1. The agricultural sector of the Republic of Kazakhstan must not only ensure food security, but also develop the export potential of the country.

2. It is recommended to study in depth the issues of state regulation of the agricultural sector and take appropriate measures based on foreign experience.

3. In the context of the above issues, the directions of comprehensive development of Kazakhstan's agro-industrial complex should be identified based on the principles of project management, which is recognized as a modern effective management tool.

4. Project management technology takes into account the requirements and suggestions of all interested parties (commercial banks, government, farmers, population, etc.), for example, in relation to the financial issues of the agricultural sector.

5. It is recommended to develop mechanisms for active youth mobilization to ensure sustainable development of rural areas.

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