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**РАЗВИТИЕ СИСТЕМЫ УПРАВЛЕНИЯ АГРОПРОМЫШЛЕННЫМ
КОМПЛЕКСОМ В АСПЕКТЕ УСТОЙЧИВОСТИ
ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТИ РЕСПУБЛИКИ
КАЗАХСТАН**

Аннотация. В статье рассматриваются основные направления развития агропромышленного комплекса (далее АПК) Республики Казахстан на фоне процессов глобализации; основные пути совершенствования системы управления в области сельского хозяйства; оптимизация приоритетных направлений развития внешнеэкономической деятельности в эпоху глобализации; основные направления совершенствования системы управления инновационным развитием АПК.

Ключевые слова: Агропромышленный комплекс, внешнеэкономическая деятельность, глобализация, менеджмент, инновации, инновационная политика государства, ресурсный потенциал, сельское хозяйство.

**THE DEVELOPMENT OF THE MANAGEMENT SYSTEM OF
AGROINDUSTRIAL COMPLEX IN THE ASPECT OF
SUSTAINABILITY OF FOREIGN ECONOMIC ACTIVITY OF THE
REPUBLIC OF KAZAKHSTAN**

***Abstract.** The article discusses the main directions of development of agro-industrial complex (hereinafter AIC) of the Republic of Kazakhstan against the background of globalization processes; the main ways to improve the management system in the field of agriculture; optimization of priority directions of development of foreign economic activity in the era of globalization; the main directions of improving the management system of innovative development of agriculture.*

***Key words:** Agro-industrial complex, foreign economic activity, globalization, management, innovation, innovation policy of the state, resource potential, agriculture.*

Agriculture is one of the important sectors of the economy, which forms the food and economic security of the country, as well as the labor and settlement potential of rural areas [1].

Agro-industrial complex of the Republic of Kazakhstan (hereinafter-RK) has good prospects for further development: export positions of oilseeds, meat sectors are strengthening, and on grain and flour Kazakhstan in the shortest possible time became one of the largest exporting countries in the world. Kazakhstan's membership in the Eurasian economic Union (hereinafter - the EAEU) and the world trade organization (hereinafter - the WTO) creates opportunities and at the same time imposes high requirements for competitiveness in both domestic and foreign markets [2]. In this regard, the role of state regulation of agriculture is extremely important.

In the context of the new global reality, the priority is given to the accelerated development of the agricultural sector. In the next five years, the production and processing of agricultural products should become the main source of diversification and a driver of economic growth [3]. The implementation of the new role of agriculture will balance the sustainable development of the country, increase productivity and improve the standard of living of the majority of the

population. Rural residents, leading subsidiary farms, will get new opportunities for involvement in commodity production through large-scale cooperation and targeted state support (Tab. 1).

In the context of increasing threats to sustainable food security and independence, an important task is the quality of planning and implementation of policy in the field of development of the agro-industrial complex of the country. For Kazakhstan, due to the continued dependence on imports of a significant share of food products, machinery and equipment for agricultural production and processing industry, the basis for strengthening food security is the increase in the efficiency of the domestic agricultural sector and its basic industries through [4]:

- * mobilization of the potential of agro-industrial production capable of guaranteeing reliable provision of the country's population with domestic food, primarily its basic types, regardless of the situation on the world food market;

- * formation of competitive food markets, creation of legal framework and infrastructure for their effective development, protection of agricultural producers from unfavorable conditions of world markets of agricultural products, raw materials and food [5];

- * ensuring the optimization of inter-sectoral economic relations in order to achieve a ratio of prices for agricultural and industrial products, which would stimulate the growth of the rate of expanded reproduction primarily in agriculture [6];

- * improving the credit system, ensuring the availability of credit for the bulk of agricultural producers, creating relatively favorable economic conditions for the attractiveness of investment and growth of investment activity in agricultural production in General and in agriculture in particular [7];

- * establishing a system of reliable guarantees for the stable quality of food entering the domestic market, ensuring control over applied technologies throughout the food chain, and especially over imported products;

* increasing and rational use of food resources by increasing the technological level of agricultural production and stimulating the introduction of resource-saving technologies [8];

* formation and development of large-scale specialized zones of production of the main types of agricultural products, based on the balance of resources and consumption in the domestic and foreign markets [9].

Table 1. SWOT analysis of the agricultural sector

Strengths	Weaknesses
<ul style="list-style-type: none"> • Kazakhstan ranks ninth in the world in terms of area; • by area of arable land per capita Kazakhstan ranks second in the world; • Kazakhstan is among the largest exporters of grain and flour; • rural population (43% of the total population), high share of employed (18% of the employed population); • great potential demand for food products in CIS and Central Asian markets; • constant growth of gross agricultural product; • high production and export potential of organic products 	<ul style="list-style-type: none"> • low share in the country's GDP (4,8%); • the lack of development of trade, including export; • low level of implementation of research and development works; • insufficient level of veterinary and food safety; • high capital intensity; • long payback period; • dependence on natural and climatic conditions; • low productivity; • the low level of profitability of agricultural producers

Opportunities	Threats
<ul style="list-style-type: none"> • the possibility of increasing the volume of all types of agricultural products due to the growing number and changes in the structure of the population's nutrition; • formation of effective state support for agricultural producers and agricultural cooperatives; • expansion of geography of deliveries and the volume of exports in advanced industries 	<ul style="list-style-type: none"> • adverse changes in natural and climatic conditions, instability of weather conditions; • spread of animal and plant diseases and environmental pollution; • increased competition in international markets for certain types of products due to accession to the WTO; • risk of inefficient state regulation of the industry

Note: compiled by the authors on the basis of the studied material.

Main objectives in the development management system AIC [10]:

- * development of large-scale agricultural cooperation to involve 500 thousand smallholders in commodity production and the creation of an effective system of sales and processing of products [11];

- * implementation of targeted export policy and promotion of Kazakhstan's brand of organic agricultural products [12];

- * ensuring the efficiency and availability of state support with maximum coverage of agricultural producers;

- * increasing livestock production efficiency by 40%;

- * increase crop production efficiency by 30% [13];

- * increase in the share of processing and loading of enterprises by 1.3 times;

- * formation of an effective system of agricultural technology transfer;

- * improvement of state regulation of agriculture [14].

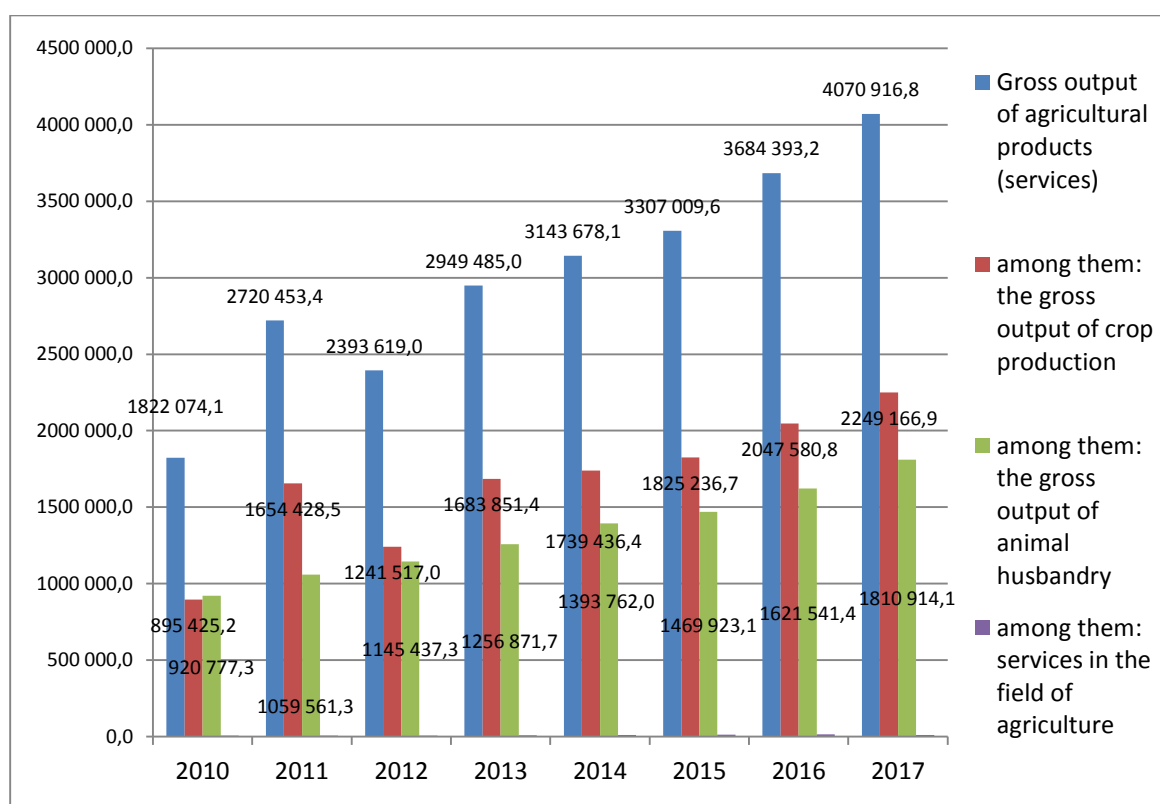
Table 2. Gross output of agricultural products (services) * in current prices, million tenge.

Year	Gross output of agricultural products (services)	among them:		
		the gross output of crop production	the gross output of animal husbandry	services in the field of agriculture
2010	1 822 074,1	895 425,2	920 777,3	5 871,7
2011	2 720 453,4	1 654 428,5	1 059 561,3	6 463,6
2012	2 393 619,0	1 241 517,0	1 145 437,3	6 664,7
2013	2 949 485,0	1 683 851,4	1 256 871,7	8 761,9
2014	3 143 678,1	1 739 436,4	1 393 762,0	10 479,7
2015	3 307 009,6	1 825 236,7	1 469 923,1	11 849,8
2016	3 684 393,2	2 047 580,8	1 621 541,4	15 271,1
2017	4 070 916,8	2 249 166,9	1 810 914,1	10 835,8

* - from 2010 to 2017, the data were formed in accordance with the "methodology for calculating the gross output of products (services) of agriculture, forestry and fisheries", approved by the order of The Chairman of the Committee on statistics of the Ministry of national economy of the Republic of Kazakhstan dated November 9, 2015 № 175 [15].

Source: Committee on statistics of the Ministry of national economy.

Figure 1. Gross output of agricultural products (services), million tenge.



Note: compiled by the authors on the basis of data from the Committee on statistics (Data of the Committee on statistics, 2018) [16].

Thus, the aim of the development of agribusiness management system is the sustainable development of all its industries and sectors. At the same time, the sustainable development of agricultural production consists in the effective reproduction of material, labor, land and financial resources, the implementation of technological improvement, ensuring the preservation of the environment, which together leads to meeting the need for agricultural products and ensuring food security.

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