

briefcases, etc., which lead to deterioration of health, to a decrease in their physical, adaptive and mental potential. Taking care of the health of adolescents began to occupy priority positions all over the world.

To study the effect of recreational running on physiological indicators, an anthropometric technique was used, which revealed high physiological indicators of students who are fond of recreational running. The result of the research work showed high marks of students who are fond of running: Body Mass Index - corresponds to the norm, vital capacity of the lungs - higher, heart rate - lower, neuromuscular reaction - higher. These indicators prove the positive effect of recreational running on the physiological state of a person.

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Student: Karabalina R., student

West Kazakhstan Innovative Technological University, Uralsk,

Scientific adviser: Tulegalieva Zh., magistr

West Kazakhstan Innovative Technological University, Uralsk

THE MAIN STAKEHOLDERS AND THE POLICY OF DEVELOPMENT OF SMALL AND MEDIUM-SIZED BUSINESSES IN THE REPUBLIC OF KAZAKHSTAN

ANNOTATION

The global economy and various aspects of public life have been significantly impacted by the ongoing COVID-19 pandemic. One area that has been particularly affected is small businesses, which have faced significant challenges during this crisis and have required assistance from the government. The relevance of this article lies in the fact that the development of the small business sector is a priority in Kazakhstan's national policy, and it is crucial for the country's economy to stabilize the situation and recover from the crisis as soon as possible. This article examines the measures of state support for businesses that have been implemented in Kazakhstan since the start of the pandemic and analyzes the pre- and post-pandemic development of the small business sector. Overall, this article aims to shed light on the impact of COVID-19 on small businesses in Kazakhstan and the measures taken by the government to support their recovery.

Key words: *small business, government support, epidemic, business support measures*

The Republic of Kazakhstan pays a special attention to SME support subjects, besides SME subjects themselves represent stakeholders. How their interests are interconnected and taken into account is the subject of the analysis of this article. The main subject of the study was the assessment of the involvement of different stakeholder groups in the formation of SME development policy, including the state program "Business Roadmap 2020". The study touches upon the existing relations among the stakeholders of Kazakhstan's SME sector and their views on the directions of further development of the business sector through stakeholder analysis [1].

To analyze and map the strengths, weaknesses, linkages and field of possible conflicts, a conceptual approach - the Importance/Influence matrix [2] - was used. Collection of information and its analysis concerning the interest of stakeholders and the identification of groups to which they belong, was carried out in 2 steps. The first step was the initial identification of decision makers and stakeholders of the SME sector, based on a literature review, including the use of secondary sources. The second step was conducted using an interviewing technique (in-depth interviews with the main actors and key experts). In addition, in addition to the method of in-depth interviews with experts, the method of focus groups (bank officials, government officials, civil society organizations, development institutions, and representatives of SMEs) was used.

Using the above approaches, a comparative study was conducted to identify stakeholders, based on the following questions: Who was involved in shaping the policy and strategy of SME development in Kazakhstan? Who was involved in the formation of the goal, objectives, target indicators of BDS? Which groups are the most interested in managing, using and benefiting from SME development in Kazakhstan? Which groups are the most dependent on SME development in Kazakhstan?

After identifying the stakeholders of Kazakhstan's SME sector, the second phase of stakeholder analysis is to assess their influence and importance as a result of their actions on the formation and implementation of state SME development policy, including BDS. In order to analyze the data, the identified stakeholders were grouped according to the classification found in the literature.

A matrix diagram was used to establish the degrees of importance and influence, stakeholders were divided into four groups: high importance/high influence, high importance/low influence, low importance/high influence and low importance/low influence.

The main questions posed to the experts at this stage were: Who is directly responsible for SME policy making? Who has the most influence on SME sector policy making? Who is most dependent on SME sector policy? Who will support and stimulate policy improvements in the SME sector?

We carried out the identification of stakeholders from the micro- to the macro level. Table 1 shows the stakeholders of Kazakhstan's SME sector. The key stakeholders include: World Trade Organization (WTO); Organization for Economic Cooperation and Development (OECD); Eurasian Economic Union (EAEU); Government; Parliament; Ministry of National Economy (MNE); Ministry of Investment and Development (MID); Ministry of Agriculture (MoA); Department of Entrepreneurship Development of MoNE (DED); Damu Fund; National Chamber of Entrepreneurs Atameken (NCA); Development Institutes (KazAgro, NIF, IFC, NATR, PPP, Kazyna Capital Management, etc.); Large businesses; akimats, etc.); Big Business; Akimats of regions.

Table 1 - Stakeholders of SME sector in Kazakhstan

Уровень	Название организации
Global and international	World Trade Organization (WTO); Organization for Economic Cooperation and Development (OECD); International Trade Center (ITC); Eurasian Economic Union (EAEU); World Bank (WB) European Bank for Reconstruction and Development (EBRD); Asian Development Bank (ADB); Foreign Investors; Tourists
National	Government Parliament Political parties Ministry of National Economy (MNE) Ministry of the Interior (MOI) Ministry of Investment and Development (MID) Ministry of Agriculture (MOA) Ministry of Justice (MOJ) Public Procurement Committee of the Ministry of Finance (MPC MoF); Department of Tax Control MPC MoF; Department of Customs Control MPC MoF Department of Anti-Corruption Policy of the ADHS and PC Department of Entrepreneurship Development DOE National Bank of the Republic of Kazakhstan (NBK) Development Bank of Kazakhstan (DBK) Damu Fund

	National Chamber of Entrepreneurs "Atameken" (NCRE) KazAgro JSC JSC KAZAKH INVEST JSC Investment Fund of Kazakhstan (IFK) JSC National Agency for Technological Development (NATD) JSC Kazakhstani Centre for Public-Private Partnerships (KCPP) (PPP) Kazyna Capital Management JSC (KCM) Institute of Economic Research under the MNE Kazakhstani Institute for Industry Development (KII) Industry associations of SMEs Large business Banks of the second tier (head offices) Mass media (central) Shadow economy sector (TSE)
Regional	Akimats of West Kazakhstan oblast Regional Maslikhats of West Kazakhstan oblast Supervising agencies (Agency for Protection of Consumer Rights, Fire Department, State Fire Supervision Committee) Technopark Algorithm Special Economic Zone (SEZ) Banks of the second tier (branches) Large business RPP SCF of Damu Fund
Local	Akimats of Uralsk and districts Maslikhats of Uralsk and districts Rural akimats Microcredit organizations, pawnshops (MCOs) Consumers Mass media (local)
Note - Compiled by the author	

Table 2 demonstrates the results of the formation of groups of SME sector stakeholders. The groups were formed according to their geographical and hierarchical positions, as well as belonging to the public or private sector, functions performed, and areas of activity. Using the results of the stakeholder analysis, degrees of influence of these groups were established according to the following indicators: potential influence on policy in the SME sector, the relative importance of their interest, the importance of the group, the degree of influence of the group. This classification makes it possible to subsequently take into account, and possibly adjust their participation in the process of policy making in the SME sector.

Table 2 - Table of SME Sector Stakeholders of Kazakhstan

Группа стейкхолдеров	Сфера деятельности	Влияние на политику	Относительная важность	Важность группы	Степень влияния
International organizations	World Policy Formation	Medium	Low	Low	Medium
Government and parliament	Public policy making	High	High	High	High

Central Governmental bodies	Legal support	High	Medium	Medium	Medium
Local Policy	Regional Policy Formation	Medium	High	Medium	Medium
Development institutions	SME support	Medium	High	High	Medium
Research institutes	Research on SME development	Medium	Low	Low	Low
Public organizations	Protection of SME interests	Medium	Medium	Medium	Medium
Consumers	Economic interests	Низкое	Medium	Low	Low
Large businesses	Economic interests	Medium	Medium	Low	Medium
Note - Compiled by the author					

Conceptually the content of the analysis showed the following. Among all the stakeholders the Government, the Parliament and the central state bodies are the most influential and important elements in shaping the policy of SME development. Although it should be noted that the National Chamber of Entrepreneurs "Atameken", Entrepreneurship Development Fund "Damu", industry associations are important elements of the SME sector, but their influence on the decision-making process is not significant. A similar situation is observed with research organizations, international organizations and other development institutions, including second-tier banks.

The analysis has shown that, despite the large number of stakeholders, decision-making is still centralized and limited to a few most important stakeholders (the Government, the Parliament, the central state bodies). Local executive bodies are also practically not involved in the formation of SME sector development policy [3]. Public organizations, development institutions, and private enterprises have little influence on the formation of state SME sector policy, unlike some developed countries with an established tradition of developed business.

Public organizations - NGOs and industry associations have influence at the level of submitting proposals to the central government bodies.

It should be noted that in order to form an effective state policy in the SME sector of Kazakhstan, the influence of public organizations on the decision-making process should be increased.

Evidence of this can be seen in the creation of the National Chamber of Entrepreneurs "Atameken" (NCA) in Kazakhstan. History of formation of NPP has its beginning on September 9, 2013 when by the joint decision of the Government of RK and NEPK "Atameken Union", at that time the largest public organization of businessmen, the National chamber of businessmen of RK was created. This decision was made for consolidation of the business community and protection of interests of businessmen at formation and realization of the state policy. Other public organizations of business, branch unions and associations, unfortunately, are not active enough, include in their structure only about 7.5 thousand entrepreneurs, while there are more than 900 thousand entrepreneurs in the country [4]. This indicates that the concentration of entrepreneurs around public organizations is weak and fragmented.

As for the state program "Business Roadmap 2020" we can state the fact that during the formation of the program the opinion of SME representatives was not taken into account, therefore, the mechanisms designed to support SMEs in the manufacturing industry did not

work. The second-tier banks provided financial support to SMEs in the trade and services sector, while the state authorities and development institutions could not influence this process and were not particularly motivated to do so.

According to expert opinion and the results of the survey of SMEs, it is necessary to change approaches to the process of SME policy formation, including the formation, implementation and evaluation of state SME support programs. It is necessary to increase the participation of the public sector in decision-making in the SME sector. It is necessary to transfer more independence to local executive bodies, to create mechanisms which can interest local executive bodies and development institutions in the implementation of SME support programs.

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РЕЗЮМЕ

Мировая экономика и различные аспекты общественной жизни значительно пострадали от продолжающейся пандемии COVID-19. Одной из сфер, которая особенно сильно пострадала, является малый бизнес, который столкнулся со значительными трудностями во время этого кризиса и нуждался в помощи со стороны государства. Актуальность данной статьи заключается в том, что развитие сектора малого бизнеса является приоритетным направлением национальной политики Казахстана, и для экономики страны крайне важно как можно скорее стабилизировать ситуацию и выйти из кризиса. В данной статье рассматриваются меры государственной поддержки бизнеса, которые были реализованы в Казахстане с начала пандемии, и анализируется развитие сектора малого бизнеса до и после пандемии. В целом, цель данной статьи - пролить свет на влияние COVID-19 на малый бизнес в Казахстане и меры, принятые государством для поддержки его восстановления.

ТҮЙІН

Әлемдік экономика және қоғамдық өмірдің әртүрлі аспектілері жалғасып жатқан COVID-19 пандемиясынан айтарлықтай зардап шекті. Әсіресе қатты зардап шеккен салалардың бірі-бұл дағдарыс кезінде айтарлықтай қиындықтарға тап болған және мемлекеттің көмегіне мұқтаж шағын бизнес. Бұл баптың өзектілігі шағын бизнес секторын дамыту Қазақстанның ұлттық саясатының басым бағыты болып табылады және ел экономикасы үшін жағдайды мүмкіндігінше тезірек тұрақтандыру және дағдарыстан шығу өте маңызды. Бұл мақалада пандемия басталғаннан бері Қазақстанда іске асырылған бизнесті мемлекеттік қолдау шаралары қарастырылып, пандемияға дейінгі және одан кейінгі шағын бизнес секторының дамуы талданады. Жалпы, бұл мақаланың мақсаты- COVID-19-ның Қазақстандағы шағын бизнеске әсерін және оны қалпына келтіруді қолдау үшін мемлекет қабылдаған шараларды жарыққа шығару.