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### INTERSECTOR PARTNERSHIP NETWORK MODELS IN THE PUBLIC SECTOR OF ECONOMICS OF KAZAKHSTAN

*Corporate social responsibility is being implemented on a large scale by Kazakhstan corporations in the public sector on the basis of memoranda with the state and support for non-profit organizations through charitable foundations. But the network approach carries significant strategic potential, which is currently not used.*

*The article considered the development of models of intersectoral partnership that change the relationship between compensatory projects and human development projects in favor of the latter.*

*And also, was shown an expert survey of administrators of large corporations of Kazakhstan and representatives of state bodies, as well as an analysis of the content of memoranda of mutual intentions to identify forms of implementation of intersectoral partnership. The sample included 3 large corporations of Kazakhstan: Kazzinc JSC, ArcelorMittal Temirtau JSC, Kazakhmys JSC.*

*Analyzed the assessment of the content of memoranda of mutual intentions of public administration bodies and large corporations conducting business activities on the territory of the Republic of Kazakhstan.*

*As a result, models of 2 network cooperation projects were proposed, which involve using the financial and professional resources of corporations on the principle of corporate volunteering for the development of the human potential of socially vulnerable groups of society and increasing the sustainability of non-profit organizations, social entrepreneurs.*

**Keywords:** public sector, intersectoral partnership, memoranda of mutual intentions, non-profit organizations, models of cooperation, network approach, corporation, corporate volunteering, network consulting, stakeholder, economy.

**Кілт сөздер:** қоғамдық сектор, сектораралық әріптестік, өзара ниеттер туралы меморандумдар, коммерциялық емес ұйымдар, ынтымақтастық модельдері, желілік тәсіл, корпорация, корпоративтік еріктілік, желілік консалтинг, стейкхолдер, экономика.

**Ключевые слова:** общественный сектор, межсекторное партнерство, меморандумы о взаимных намерениях, некоммерческие организации, модели сотрудничества, сетевой подход, корпорация, корпоративное волонтерство, сетевой консалтинг, стейкхолдер, экономика.

**Introduction.** The network approach to the management of the public sector of the economy involves the partnership of sectors in providing its benefits to the population. At the same time, each partner participates with the resources available to him, but together they solve the tasks more effectively both for citizens and, ultimately, for themselves. The complexity of managing network structures is justified by the reasonableness of the decisions taken and the validity of the implemented projects, which are the result of the coordination of the positions of the state, market actors and civil society.

Considering the above, the aim of the study is to develop models of intersectoral partnership that change the relationship between compensatory projects and human development projects in favor of the latter.

To achieve this goal, it is necessary to consider:

- investments in the objects of social and life-supporting infrastructure of the region, developed through its own divisions (or independently implemented projects) or transferred for development through JSC «Social Enterprise Corporation» or JSC «Public-Private Partnership»;
- charitable assistance for organizing the

work of cultural, sports, educational, religious and other social facilities;

- sponsorship of athletes, dance ensembles, workshops of folk crafts and other subjects of folk art;

- charitable funds transferred to affiliated or non-affiliated public foundations or any other non-profit organizations for the implementation of their mission;

- one-time events of different nature and target orientation, which pursue the goals of improving the welfare of citizens (for example, charity fairs / marathons).

The methodological basis of the study was an expert survey of administrators of large corporations in Kazakhstan and representatives of government agencies, an analysis of the content of memoranda of mutual intentions to identify forms of implementation of intersectoral partnership. The sample included 3 large corporations of Kazakhstan: Kazzinc JSC, ArcelorMittal Temirtau JSC, Kazakhmys JSC.

**Literature review.** The tradition of networking in the public sector, codified in the work of Isett K.R. [1], highlights research areas as follows: political networks, governance networks, and collaborative networks. The classification adopted by him is actively used today. The principles of formation and the possibilities of a network model of public sector management are widely represented in modern studies and are actively discussed, in particular, in a review article Khuriyatul, Bevaola, Agus [2]. The complexity of implementing an effective 3-sided management model is presented in the works Catlaw T. [4].

From the point of view of a holistic concept, there are more questions in the network model than

concrete examples of effective and at the same time sustainable cooperation. From this point of view, the problem is presented in Alonso J., Clifton J., Díaz-Fuentes D. [5].

Network management as a search for an admissible and at the same time dynamic equilibrium is a non-standard task, since traditional methods of management for the commercial, non-profit or public sector do not work here, as shown in the works Agranoff R., McGuire M. [7]. Many aspects of partnership between the non-profit sector and the state from the standpoint of urgent problems and opportunities for their solution are considered in the works of Span K., Luijck K., Schols J., Schalk R. [8].

The specifics of partnerships between corporations and the state in the public sector are considered in the studies of corporate social responsibility and public-private partnerships Yakimets V.N., Nikovskaya L.I. [10]. The study of the nature and impulses for the development of social entrepreneurship is inextricably linked with its hybrid form and features of all three sectors of the economy, the intersection of their interests 23-25 Salamon L., Toepler S. [12]; Pritvorova, Gelashvili, Spanova) [13]

At the same time, the study of intersectoral partnership in the social sphere from the standpoint of its specific models and mechanisms is almost not presented in Kazakhstan [14]

**Main part.** According to an expert survey and analysis of reports on the execution of memorandums of the three largest corporations of Kazakhstan, the following forms of implementation of social responsibility of corporations in Kazakhstan can be distinguished (fig. 1)

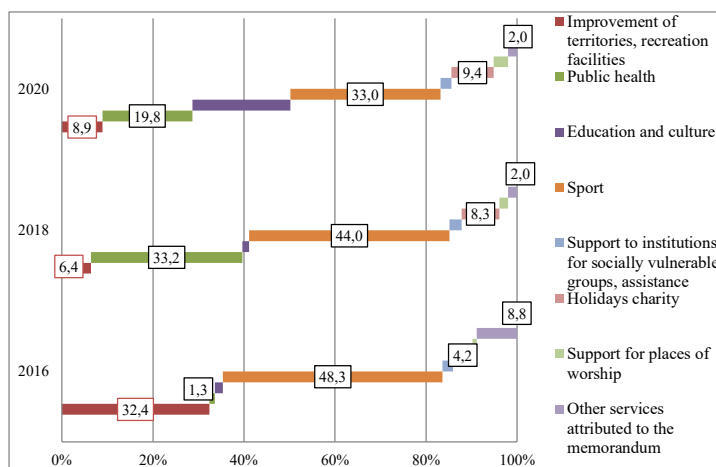


Figure 1. Structure of project financing within the framework of corporate social responsibility of Kazakhmys LLP and Kazzinc LLP, % [13]

A qualitative analysis of the forms of intersectoral partnership shows that most of the projects are aimed at the construction of infrastructure facilities, events for the public of a compensatory or one-time nature. Partnerships with non-profit organizations are carried out in the form of contributions to charitable foundations.

In our opinion, promising forms of intersectoral partnership with the non-profit sector and social entrepreneurs, with the possible participation of the state, can be:

1. Corporate volunteering;
2. Network consulting (including intellectual volunteering) [11];

Active forms of cross-sectoral partnerships between the private and non-profit sectors, in which there is mutual learning and development, are currently practically absent, with the exception of isolated examples.

Corporate volunteering is based on the following principles and generates effects for all its participants (table 1) [3].

Table 1

**Principles and Effects of Corporate Volunteering for All Stakeholders**

Parameters	Corporation		NPOs and social entrepreneurs	Target groups	Society
	Top Management	Staff			
Principles	Active participation	Voluntary participation	Gratuitousness		
Shapes	Assistance and financing of resource-intensive projects (competitions, trips to other cities, etc.)	Consulting, Mentoring, Training Mentor	Receiving consulting services, participation in seminars and trainings	Introduction to new benefits	
Effects	Reputation in society, development of personnel, authority of the employer	Professional ladder advancement, social design experience internship	Formation of competencies, development of business and social marketing skills	Solving or mitigating the problem Human development Increasing corporate confidence	

\* Compiled by the authors

One of the popular forms, in our opinion, may be the «Corporate mentoring» project. The project involves joint work with an NGO and is based on a permanent relationship between it and the corporation.

The idea of the project is to combine mentoring technology and professional training with the formation of practical skills and abilities.

In this model, the target group of adolescents and adolescents in difficult life situations (orphans from orphanages; graduates of penitentiary institutions; young people who have undergone drug addiction treatment, etc.) could not only undergo vocational training in a vocational school or college, but and gain experience under the guidance of a specific specialist - mentor. This target group in society is traditionally guarded by non-profit organizations that help them adapt to life and work, can provide psychological and other relevant social services for a specific case.

The social problem is that young people from this social group often become representatives of the NEET cohort, that is, a group of young people who do not study or work anywhere. Population employment centers do not work with this target group, taking

into account all its features, since she not only needs professional training or advanced training, but also in solving social problems. State Employment Centers do not possess the technology of working with such social groups and cannot provide their representatives with the systemic social support they need.

The corporation in this project, represented by the HR service, can organize vocational guidance for them in professions that are necessary in the corporation and may be in demand in the near future.

Corporate mentoring involves the following actions:

- vocational guidance of a young person at the stage of choosing a profession, vocational guidance excursions and selection of a mentor for him - mentor, who, in turn, also needs preparation for this function;
- conducting orientation classes, trainings and master classes for a young person in parallel with his studies at a PTSH or college.
- conducting internships, involvement in the labor process and solving specific production problems;
- potential employment as a result of the suc-

successful completion of all tests by the applicant and a working career with the support of a mentor.

The network intersectoral partnership in this model is as follows (fig. 2).

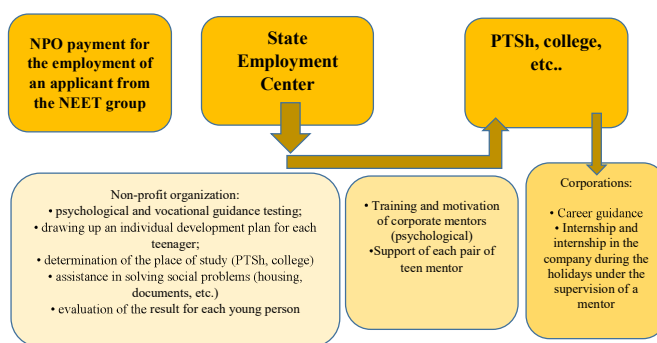


Figure 2. Scheme of interaction of subjects within the framework of the network project of intersectoral partnership «Corporate Mentor» [6]

\* Compiled by the author

This model of cross-sectoral partnership involves a non-profit organization and local corporations / companies in the region. It is possible, but not necessary, to involve the Employment Center in the scheme. In principle, the model can work without the participation of the Employment Center. The greater the number of companies involved in the project, the wider the range of possible vocational training and, accordingly, the opportunity to take into account the interests and internal motivation of a young person.

In this model, all subjects derive their effects:

– A young man with professional and social problems does not just graduate from a vocational training school, but with the participation of a professional mentor, he masters basic skills and abilities in the profession, and with appropriate diligence, possibly, gets a job. He can see the profession through the eyes of a specialist who is satisfied with his job and its prospects, get a successful work experience.

– The corporation receives a motivated employee who has deliberately chosen a profession and is committed to the corporation at the start of his professional career. In addition, the company consolidates its positive image in society as a socially responsible corporation with attractive jobs.

– Society gets a positively minded young person, aimed at professional growth and positive participation in the life of society.

– Mentors learn a new role, gain instructor / educator experience, and possibly receive both tangible and intangible rewards from the corporation.

– A non-profit organization has the opportunity to successfully fulfill its mission, receive a grant for

its activities and pay for its activities for the employment of each specific young person from the public service, since it is she who is the project manager. It is the non-profit organization that conducts this business process, draws up an individual development plan for a young person, assists in solving his social problems, instructs corporate mentors and helps in solving emerging problems of the «mentor – young man» couple. She also provides support for each project participant up to his employment.

It will be effective to create a website for a non-profit organization, where volunteer specialists from different professions and companies in the region will present the profile of their activities, talk about its advantages and difficulties, and invite them to personal contacts. Depending on the type of activity of the company, these can be industrial, construction, economic, logistics and other professions.

The end result of the project is its social effect, which is measured on the basis of the indicator «The share of project participants who have found a permanent job and have been working there for at least 1 year,%».

This model represents a systematic approach of all economic actors to social responsibility, based on networked intersectoral cooperation, which takes advantage of the advantages of each sector:

– The state can effectively manage the resources of the public sector to ensure a more sustainable result in the employment of a young person from target groups, who will receive multi-channel support from the non-profit and commercial sectors of the economy in the process of finding employment and ensuring a positive attitude towards future welfare.

– The non-profit sector can implement an individual approach to each young person, taking into account all their experience in solving social problems. The priority task will be the organization of vocational guidance (psychological testing, excursions, master classes, trainings) and the promotion of effective cooperation with a selected professional mentor.

– The corporation realizes its social responsibility, provides new measures to activate its employees

on the basis of their self-realization, carries out full-fledged practical training of a young person for professional activity, employs selected young people.

The second promising model of corporate social responsibility that we offer for Kazakhstani intersectoral partnership is network consulting using intellectual volunteering.

The logic diagram of this model is shown in figure 3.

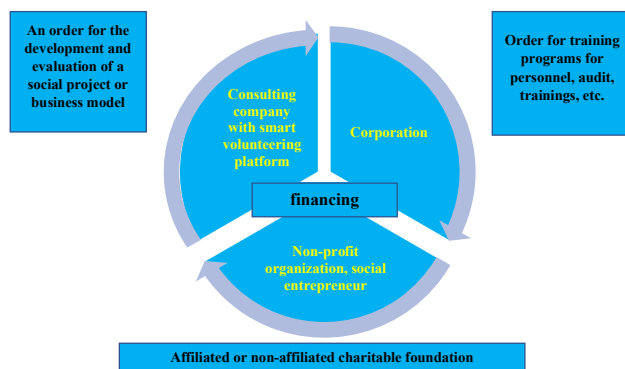


Figure 3. **Model of active cross-sectoral collaboration between private and non-profit sector / social entrepreneurs [9]**

\* Compiled by the author

In the absence of financially stable commercial accelerators in Kazakhstan, which in developed countries are successfully developing the direction of social entrepreneurship in the structure of their activities, this model can become a proto-accelerator for social entrepreneurs.

In this case, the source of financial resources is a large or medium-sized corporation that has an affiliated charitable foundation in its environment or is consistently cooperating with an unaffiliated charitable foundation.

A corporation with an emphasis on active development can pay for the necessary consulting assistance for its affiliated or curated foundation, as well as for an aspiring social entrepreneur who needs consulting services to launch their business model.

A consulting company that has in its staff and also attracts many freelance qualified employees from various fields of activity and in a pro bono format, can advise the entire team of a charitable foundation or social entrepreneur, including online. In this case, the project team meets with a group of consultants on the platform and discusses all aspects of their activities or the proposed project for implementation. Several meetings are planned, the results of the previous session are discussed

and the way forward, taking into account the views of the consultants.

Support can be provided not only in the form of consultations, but also in the development of a roadmap to overcome the problems encountered in the implementation of a business model, including a specific package of recommendations. Moreover, as the roadmap is being implemented, it is possible to maintain constant contact in order to work out the difficulties that arise in the direct mode.

If there is a possibility of simultaneous participation of more than one team in this process, then all teams can participate in the discussion on the platform and express their «outside» opinions on certain aspects of the business model of a social entrepreneur or a social project of a non-profit organization. On the same platform, volunteer specialists of various fields of activity can be registered individually, who, as necessary and at the individual request of the management of the consulting company, can join the discussion and contribute to the design of a business idea or improvement of a social project. Contacts with volunteers can subsequently be carried out by organizations on their own, since these specialists are intellectual volunteers and provide assistance on a voluntary gratuitous basis. The state can participate

in this process through the NJSC «CPGI», issuing grants for training for potential social entrepreneurs.

**Conclusion.** Our results coincide with the conclusions of V.N. Yakimets, L.I. At the same time, the practice of applying network approaches to the disposal of public sector resources is in its infancy. The practice of attracting non-profit organizations to the provision of public services is developing, although not without problems, as shown in the works of Moskovskaya, Salamon L., the formation of triple network structures is more the exception than the rule. But even isolated cases of activity in network structures are implementing infrastructure or charitable projects.

Summarizing our proposals, we can say that we have developed new forms for corporate social responsibility, which arise with the activation of ties between sectors of the economy.

We present two models of cross-sectoral collaboration with corporations (CSR):

- corporate volunteering: corporate mentoring project;
- network consulting using intellectual volunteering;

The models are based on sustainable business collaboration between the corporate and non-profit sectors, which can work both on its own and with the participation of government agencies, which

gives partnerships additional opportunities.

Each of the actors manifests itself in models with its own strengths, which allow you to extract a synergistic effect from this cooperation:

- the corporation brings its business experience and its financial resources to the partnership, implements the model of a socially responsible employer. Such an employer solves his problems taking into account the interests of employees and develops not only his staff, but also human resources in the non-profit sector and in society as a whole.

- the non-profit sector gets an opportunity and assimilates business technologies and professional consultations, refracting their application taking into account its social mission. The NPO sector receives additional financial resources both from the state on a social order, since, for example, the employment of young people is one of its most important goals. This knowledge is also important for current and potential social entrepreneurs, as they gain knowledge in the field of business.

- the state solves its tasks of fulfilling social obligations to its citizens and society as a whole, since employment of the population is one of the most important guarantees of a modern welfare state, and social entrepreneurship solves the problems of socially vulnerable groups without direct financial assistance from the state.

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**З.Б. Замбинова, Т.П. Притворова, Г.К. Замбинова**

**ҚАЗАҚСТАН ЭКОНОМИКАСЫНЫҢ ҚОҒАМДЫҚ СЕКТОРЫНДА  
СЕКТОРАРАЛЫҚ СЕРІКТЕСТІКТІҢ ЖЕЛІЛІК МОДЕЛЬДЕРІ**

**Андатпа**

Корпоративтік әлеуметтік жауапкершілікті Қазақстан корпорациялары қоғамдық секторда мемлекетпен меморандумдар және қайырымдылық қорлары арқылы коммерциялық емес ұйымдарды қолдау негізінде ауқымды түрде іске асырады. Бірақ желілік тәсіл қазіргі уақытта қолданылмайтын стратегиялық сипаттағы айтарлықтай әлеуетке ие.

Мақалада өтемдік сипаттағы жобалар мен адам әлеуетін дамыту жобалары арасындағы арақатынасты өзгертетін сектораралық серіктестік модельдерін әзірлеу қарастырылды.

Қазақстанның ірі корпорацияларының әкімшілеріне және мемлекеттік органдардың өкілдеріне сараптамалық сауалнама, сондай-ақ сектораралық әріптестікті іске асыру нысандарын сәйкестендіру үшін өзара ниеттер туралы меморандумдардың мазмұнына талдау көрсетілді. Іріктемеге Қазақстанның 3 ірі корпорациясы енгізілді: «Kazzinc» АҚ, «АрселорМиттал Теміртау» АҚ, «Қазақмыс» АҚ.

Қазақстан Республикасының аумағында шаруашылық қызметін жүргізетін мемлекеттік басқару органдары мен ірі корпорациялардың өзара ниеттері туралы меморандумдардың мазмұнын бағалау талданды.

Нәтижесінде қоғамның әлеуметтік осал топтарының адами әлеуетін дамыту және коммерциялық емес ұйымдардың, әлеуметтік кәсіпкерлердің тұрақтылығын арттыру үшін корпоративтік еріктілік қағидаты бойынша корпорациялардың қаржылық және кәсіби ресурстарын іске қосуды көздейтін желілік ынтымақтастықтың 2 жобасының модельдері ұсынылды.

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**СЕТЕВЫЕ МОДЕЛИ МЕЖСЕКТОРНОГО ПАРТНЕРСТВА  
В ОБЩЕСТВЕННОМ СЕКТОРЕ ЭКОНОМИКИ КАЗАХСТАНА**

**Аннотация**

Корпоративная социальная ответственность масштабно реализуется корпорациями Казахстана в общественном секторе на основе меморандумов с государством и поддержки некоммерческих организаций через благотворительные фонды. Но сетевой подход несет в себе значительный потенциал стратегического характера, который в настоящее время не задействован.

В статье была рассмотрена разработка моделей межсекторного партнерства, изменяющих соотношение между проектами компенсирующего характера и проектами развития человеческого потенциала в пользу последних.



## *Экономика*

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Был показан экспертный опрос администраторов крупных корпораций Казахстана и представителей государственных органов, а также анализ содержания меморандумов о взаимных намерениях для идентификации форм реализации межсекторного партнерства. В выборку были включены 3 крупные корпорации Казахстана: АО «Kazzinc», АО «АрселорМиттал Темиртау», АО «Казахмыс».

Проанализирована оценка содержания меморандумов о взаимных намерениях органов государственного управления и крупных корпораций, ведущих хозяйственную деятельность на территории Республики Казахстан.

В результате было предложено модели 2-х проектов сетевого сотрудничества, которые предполагают задействовать финансовый и профессиональный ресурс корпораций на принципе корпоративного волонтерства для развития человеческого потенциала социально-уязвимых групп общества и повышения устойчивости некоммерческих организаций, социальных предпринимателей.

