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INSTITUTIONAL MECHANISM OF STATE EXPORT SUPPORT IN THE REPUBLIC OF KAZAKHSTAN

The focus of this article is to describe and structure the contemporary institutional mechanism of the state's export support system, including its regulatory aspects and tools, while also pinpointing areas that require enhancement in today's context. This study aims to provide insights into optimizing the state's export assistance strategies to better align with current economic conditions and challenges.

General scientific methods of cognition were used: structural and functional, system analysis, comparisons and analogies, grouping method, content analysis.

In the article described the system of state non-primary export support institutions in Kazakhstan and their mechanisms, analyzed state strategies, and suggested ways to improve the interaction of elements in the institutional structure. In the process of analysis and the results obtained, Kazakhstan has created a base for a full-fledged ecosystem of state export support, which includes various development institutions providing fragmentary support. Improvement of the current situation towards the creation of a single ecosystem of institutions is possible with structural changes. Ways to improve the current situation are proposed, taking into account the global experience and the results of past reforms in the country.

Keywords: *export, export support, non-primary export, development institutions, state non-primary export support, export support institutions, institutional mechanism.*

Кілт сөздер: *экспорт, экспортты қолдау, шикізаттық емес экспорт, дамыту институттары, шикізаттық емес экспортты мемлекеттік қолдау, экспортты қолдау институттары, институционалдық механизм.*

Ключевые слова: *экспорт, поддержка экспорта, несырьевой экспорт, институты развития, государственная поддержка несырьевого экспорта, институты поддержки экспорта, институциональный механизм.*

JEL classification: O 24

Introduction. An essential role in the implementation policy of export promotion is played by not only state and quasi-state institutions, but also private organizations have a significant role too. They interact with participants in foreign trade activities in various formats, pursuing a common goal of promoting national export. The development of national export support institutions is the major condition for the effective development of entrepreneurship in the country, hence its economic growth. The authors perceive institutional structure as organizations and institutions (comprising state and quasi-state domestic, etc.) that are tasked with creating optimal conditions for boosting exports. These institutions are responsible for implementing practical measures aimed at supporting and fostering export activities. In accordance with the Draft Decree of the President of the Republic of Kazakhstan «On approval of the National Development Plan of the Republic of Kazakhstan until 2029», a key national indicator «Index of accumulated growth in exports of manufacturing products» with a plan of 166.4 by 2029 has been established. Thus, the issue of state support for non-primary exports is of particular importance [1]. Due to the urgency of the issue, the authors set a goal to identify the current structure of the institutions for the development of Kazakhstan's exports and their support measures, the nature of interaction. And also, to suggest ways to improve the efficiency of key Kazakhstan export development institutions. The article uses various scientific methods of cognition: structural and functional, system analysis, grouping method, content analysis, comparisons and analogies.

Literature review. Aspects of state support for exports by the state and its institutional structure have been the subject of research by a number of scientists. Among them: V. Abramov, N. Gainullina, N. Revenko, A. Sklyar, I. Ivanov, A. Spartak, Sh. Yamalutdinov, I. Korolev, R. Seringhaus, A. Rose and others.

Among the international studies, an article on the impact of institutional capacities and mechanisms on economic indicators and export volumes can be highlighted [2]. Descriptions and studies have also been conducted by a number of Russian scientists. The analysis of the current activities of the institutes for the development of Russian exports was carried out [3]. The analysis of Russian institutions acting as government agents to provide export support was also carried out [4]. Other authors from Russia conducted an extensive analysis of the modern system of export institutions not only in the country, but also around the world [5]. The role and functions of state institutions in the development and promotion of 11 countries were also analyzed [6]. The work of embassies and trade missions in the direction of the development of foreign trade in general and exports in particular has been studied in detail [7]. As part of the study, in order to create a «Summary Review», an analysis of measures applied in the EAEU countries was carried out, including the current organizational structure of export support in Kazakhstan at the time of the study [8]. Kazakh scientists have not previously published articles on this topic. However, attempts were made to reveal the institutional structure, financial and non-financial mechanisms of export support in the Republic of Kazakhstan in the context of a multi-vector policy [9].

Main part. The priority tasks of each country are the creation of enterprises focused on the production of competitive products and access to foreign markets with it. National Governments pursue a policy of creating favorable conditions for development of exports through the formation of state support institutions. According to the «National Export Strategy» program, nowadays there are more than 150 organizations in the world whose major purposes are support and promotion of national export [10].

Presently, nations have cultivated «integral multi-level systems» of institutions designed to foster export development under favorable conditions. From an institutional standpoint, these systems exhibit variations based on each country's specific characteristics. However, they are founded on similar foundational elements that prioritize and support export-oriented activities [11].

The schematic image is shown in Figure 1.

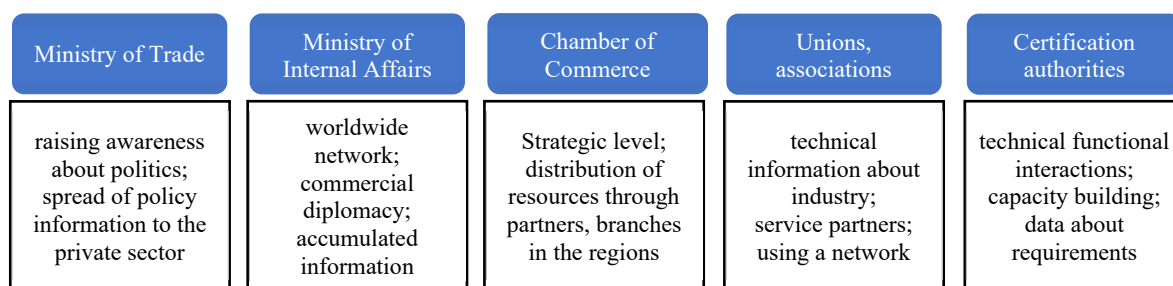


Figure 1. **Simplified institutional structure of state export support***

** Compiled by the authors*

In each state, there is a determined set of institutions and organizations that form an integral infrastructure for export support, taking into account presence of differences, product capabilities and for solving their own tasks.

Currently, the following institutional units are present in the system of state export support: the Ministry of Trade and Integration, it was created by Decree of the President of the Republic of Kazakhstan dated June 17, 2019 № 17 «On measures to further improve the public administration system of the Republic of Kazakhstan». Within the framework of it, the Department of Export Development and Promotion and a subsidiary organization providing non-financial (service) support – «QazTrade» Trade Policy Development Center» JSC and foreign trade representative offices; financial support is provided by «Baiterek» National Management Holding» JSC represented by «KazakhExport» Export Insurance Company» JSC and «Development Bank of Kazakhstan» JSC; «Atameken» National Chamber of Entrepreneurs of the Republic of Kazakhstan and its subsidiary – «The Chamber of International Commerce Kazakhstan» LLP; at the regional level – regional export development agencies (on the example of the Turkistan region). The schematic image is shown in Figure 2.

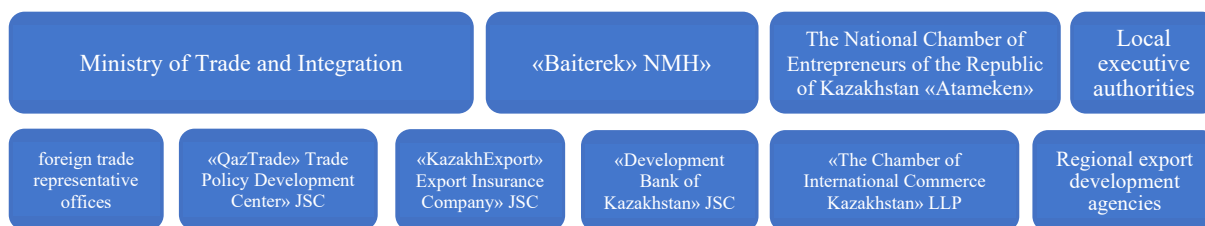


Figure 2. Institutional structure of state export support in the Republic of Kazakhstan*

* Compiled by the authors

The Ministry of Trade and Integration of the Republic of Kazakhstan is a state body of the Republic of Kazakhstan responsible for the formation and implementation of state policy in the field of development and promotion of exports of non-primary goods and services. Among the tasks of the Ministry, it is possible to single out the formation of a holistic and effective policy in the field of foreign trade, international economic integration, development of exports of non-primary goods and services of the Republic of Kazakhstan.

According to the website of the Ministry of Trade and Integration of the Republic of Kazakhstan in the field of export promotion, its policy is aimed at coordinating the activities of state bodies and organizations for export promotion, ensuring the provision of service support measures, stimulating the export of processed goods and services to the Republic of Kazakhstan, making proposals to increase the recognition of Kazakhstani goods and services in foreign countries, markets, as well as monitoring and analysis of the current situation with the promotion of exports.

«QazTrade» Trade Policy Development Center» joint-stock company was established in accordance with the Decree of the Government of the Republic of Kazakhstan dated June 30, 2006 № 616 «On some issues of the creation of the joint-stock company «Center for the Development of Trade Policy» and the Decree of the Government of the Republic of Kazakhstan dated September 6, 2019 № 663 «On the renaming of the Trade Policy Development Center» joint-stock company to the «QazTrade» Trade Policy Development Center» joint-stock company. QazTrade acts as the operator of the main support programs for exporters, such as the program for reimbursement of part of export costs, the program for bringing to the electronic trading platform Alibaba.com with the assignment of an account with the status of «Golden supplier», a program for the diagnosis and training of SMEs, helping everyone to prepare for the withdrawal of goods to foreign markets «Export Accelerator». It is also the operator of the unified export web-portal export.gov.kz [12]. It hosts analytical and informational materials, country, industry reviews, information on technical regulations, an encyclopedia of the exporter, and it is also possible to apply for the support programs mentioned above. The Company is working in terms of providing other service support measures, that is, organizing trade and economic missions and national stands, and other foreign events. In addition to the central office, there are regional representatives of the organization working directly in the assigned area.

In the system of «Baiterek» NMH» JSC, there are 2 institutes that provide financial support to domestic exporters, supporting to the promotion of Kazakhstans producers of non-primary goods and services in foreign markets and increasing their competitive potential. The first of them is «KazakhExport» Export Insurance Company» JSC. Initially, this agency was established in 2003 in the form of the State Insurance Corporation for Insurance of Export Credits and Investments by the Decree of the Government of the Republic of Kazakhstan № 442 dated May 12, 2003. Further transformation of KazExportGarant into «KazakhExport» Export Insurance Company» JSC took place in 2017 with the inclusion in the list of national companies. To date, KazakhExport is an export credit agency of Kazakhstan, provides insurance and reinsurance services regulated by the National Bank of Kazakhstan, and accountable to the Ministry of Trade and Integration of the Republic of Kazakhstan. There are foreign representatives in such countries as Russia, Kyrgyzstan, Tajikistan, Uzbekistan and China; regional managers for all regions of Kazakhstan, geographically located in the head office (Astana); representative office in Almaty. There are about 25 instruments in total, the most frequently used by exporters of them are export credit financing, pre-export financing, advance payment insurance.

Among the credit products of the next institute, «Development Bank of Kazakhstan» JSC, the «rebirth» occurred in 2001. It was established in accordance with the Decree of the President of the Republic of Kazakhstan dated December 28, 2000 № 531 «On the Development Bank of Kazakhstan» in accordance with the Law of the Republic of Kazakhstan on April 25, 2001 № 178-II «On the Development Bank of Kazakhstan». Development Bank of Kazakhstan provides credit products for a wide range of entrepreneurs,

including exporters. The strategic goal of the Institute is to finance manufacturing projects with high socio-economic impact, including import substitution, and export potential. The credit product of interest to us is the «crediting of export (pre-export) operations». The loans issued are directed not only to support producers of processed goods, but also works and services if performed by residents of the Republic of Kazakhstan. The minimum amount of financing available for this product is 1 billion in the national currency of Kazakhstan. This initiative plays a crucial role in stimulating economic growth by providing the necessary financial support to key sectors (manufacturing, agricultural production, food and beverage production, etc.) involved in export activities within the country. In export transactions, the financing conditions of which are approved by the Government of the Republic of Kazakhstan, the requirement to limit the minimum amount of financing by the Development Bank does not apply.

Since 2018, «Atameken» National Chamber of Entrepreneurs has provided service services to exporters within the framework of the state program represented by the The Chamber of International Commerce. Its main task was to represent the interests of Kazakhstani business in the foreign economic sphere. At the moment, the competence of the Chamber covers the organization of business tours, holding business councils and other advisory bodies in accordance with the legislation of the Republic of Kazakhstan and the provisions of international treaties, as well as evidence of force majeure in accordance with the terms of international transactions and agreements concluded in the territory of the Republic of Kazakhstan. The latter service was also provided for internal contracts during the introduction of the state of emergency in the country and at the time of its validity, certificates were issued free of charge.

«Turkistan Invest» Regional Agency for Investment Attraction and Export Development» LLP was established by the Akimat of Turkistan region (100%) and performs the duties of the regional agency for investment attraction and export development in the context of the Embassy–Center–Region system. Performs the functions of the project office «Export Support» to increase the export of regional producers. In addition, they coordinate the work of the regional export council, which must be held at least 4 times annually in each region of the republic. The Regional Export Council of the Turkistan region is an advisory body under the Akimat of the Turkistan region. The purpose of the Council's activities is to implement state policy on the development and promotion of exports at the regional level.

The activities of these organizations are regulated by a number of regulatory documents. In recent years, Kazakhstan has adopted a number of decisions of the President of the Republic of Kazakhstan and the Government on the work of national export support institutions for small businesses and private entrepreneurship. These documents reflect state institutions and their role in the ongoing export promotion policy, as well as cites individual measures of financial and non-financial support for exporters.

Table 1

Development of regulatory and legal regulation of state export support in the Republic of Kazakhstan*

Date and authority of approval	Name of the regulatory legal act	Impact on exports
1	2	3
I Level documents		
15.02.2018 Decree of the President of the Republic of Kazakhstan № 636	The Strategic Development Plan of the Republic of Kazakhstan until 2025 as a medium-term development plan for the implementation of the long-term strategy «Kazakhstan-2050»	The development of high-performance industries will diversify the economy, increasing its level of «complexity» according to the Harvard University index (reaching 55th place) and ensure the stability of the economy to structural crises due to the growth of non-primary exports to 41 billion US dollars by 2025.
Message of the President of the Republic of Kazakhstan N.A. Nazarbayev to the people of Kazakhstan on 12.14.2012	Strategy «Kazakhstan – 2050»: a new political course of the established state	The share of non-primary exports in total exports should increase by 2 times by 2025 and 3 times by 2040.
II Level documents		
31.12.2019 Resolution of the Government of the Republic of Kazakhstan № 1050.	The State program of industrial and innovative development of the Republic of Kazakhstan for 2020-2025	[Expired] The growth in the volume of exports of the manufacturing industry by 1,9 times to the level of 2018 by 2025.

1	2	3
24.12.2019 Resolution of the Government of the Republic of Kazakhstan dated December № 968	The State program «Business Roadmap 2025»	[Expired] An increase in exports of processed products and a decrease in the share of raw materials exports due to economic diversification through the development of small and medium-sized enterprises, including in the manufacturing sector.
26.08.2017 Resolution of the Government of the Republic of Kazakhstan № 511	The program «National Export Strategy of the Republic of Kazakhstan until 2022»	[Expired] The volume of exports of non-primary goods and services of the Republic of Kazakhstan will reach 31,8 billion US dollars by 2022. The increase in exports of non-primary commodity items with exports of more than 10 million US dollars to countries of priority interest to 8% in 2022 compared to the previous year. The increase in exports of non-primary commodity items with exports of more than 10 million US dollars to countries of high interest to 7,7% in 2022 compared to the previous year.
27.12.2019 Resolution of the Government of the Republic of Kazakhstan № 990	The State program of regional development for 2020-2025	When determining local projects for financing from the national budget, priority will be given to projects co-financed by the private sector. Priority will be given to projects that cover the maximum number of people per unit of investment and are aimed at productivity growth, technological renewal, digitalization and the production of export-oriented goods.
30.12.2021 Resolution of the Government of the Republic of Kazakhstan № 960	The Concept of development of the agro-industrial complex of the Republic of Kazakhstan for 2021-2030	An increase in exports of agro-industrial complex products by 3 times compared to 2020: 2021 – 3,5 billion US dollars; 2022 – 4,2 billion US dollars; 2023 – 4,8 billion US dollars; 2024 – 5,5 billion US dollars; 2025 – 6,6 billion US dollars; 2026 – 7,4 billion US dollars; 2027 – 8,1 billion US dollars; 2028 – 8,6 billion US dollars; 2029 – 9,2 billion US dollars; 2030 – 9,9 billion US dollars.
	The Concept of the state trade development program of the Republic of Kazakhstan for 2021-2025	Macro-indicators: Increase in non-primary exports of goods and services (billion USD): 2021 – 29,2; 2022 – 31,8; 2023 – 34,6; 2024 – 37,7; 2025 – 41. Trade balance for non-primary goods (export-import) (billion USD): 2021 – -10,9; 2022 – -7,9; 2023 – -4,5; 2024 – -1,3; 2025 – 1,3. Micro-indicators: Increase in the number of new exporters within the framework of the export acceleration program (units): 2021 – 30; 2022 – 40; 2023 – 50; 2024 – 50; 2025 – 50. Increase in the number of active exporters within the framework of the export acceleration program (units): 2021 – 100; 2022 – 150; 2023 – 160; 2024 – 170; 2025 – 180. The share of exports of processed agricultural products in the total volume of exports of agricultural products (%): 2021 – 42; 2022 – 46; 2023 – 48; 2024 – 50; 2025 – 52. The share of exports of processed industrial products in the total volume of exports of industrial products (%): 2021 – 28,2; 2022 – 29,6; 2023 – 31,0; 2024 – 32,5; 2025 – 34.

* Compiled by the authors

As we can see from table 1, the long-term goals and directions of development of the country's trade policy are defined in the «Message of the President of the Republic of Kazakhstan «Strategy «Kazakhstan – 2050» [13]. All participants in foreign economic activities are tasked with identifying products suitable for mass production, aiming to secure significant shares in export markets, ensure the stability of ongoing export operations, and sustain state-led export incentives. It is crucial that these efforts are aligned with the primary objective of promoting exports specifically to markets demonstrating long-term demand for products and services originating from Kazakhstan. Moreover, the focus should be on strategic planning and market analysis to determine the most viable export destinations, ensuring sustainable growth and competitiveness in the global market. This approach will not only support the expansion of export volumes but also contribute to the overall economic development and diversification of Kazakhstan's export portfolio.

Further foreign trade policy according to the «National Strategic Development Plan of the Republic of Kazakhstan until 2025». The framework delineates specific objectives such as diversifying foreign policy, enhancing economic and trade diplomacy to safeguard and advance national economic interests, and promoting foreign trade endeavors. These tasks are crucial components aimed at bolstering the country's position in the global market and ensuring the protection of its economic interests on the international stage. The work of trade missions abroad will be specially activated through international business forums, exhibitions, fairs and other image events aimed at attracting potential partners to promote domestic products throughout the world [14]. This work will be built with clear indicators focused not on the organization of events directly, but on a specific effect in product promotion (plainly defined export indicators). The activities of the intergovernmental commissions will be revived within the framework of bilateral trade and economic relations with other states.

Efforts will be made to offer financial aid such as compensation, insurance, guarantees, subsidies, etc., to aid domestic exporters. Additionally, non-financial tools and support programs will be utilized to attract foreign institutions, foster services with significant export potential, and implement new national standards aligned with international safety and quality criteria and standards.

The «Concept of the State Trade Development Program for 2021-2025» also specifically mentions the coordinated work of the country's diplomatic and trade missions, as well as foreign representative offices of development institutions, to fulfill a main goal - to find buyers, increase awareness and gain a foothold in foreign markets [15].

At the same time, they will be directly involved in foreign trade issues that require urgent solutions, such as the use of restrictive measures and increased protectionism from foreign states, threats to intellectual property and other risks with the adoption of «mirror» measures.

In Kazakhstan, almost all measures provided by state support institutions are present, the institutions themselves are created taking into account the best practices of applying world experience. With all the variety of measures of the export support system, it is characterized by fragmentation and insufficient scale of application of support measures. The creation of an optimal institutional structure for export support will eliminate existing problems and increase the interface between institutions. To strengthen the existing support, it is proposed to develop an integrated system of measures taking into account the above-mentioned strategic program documents of the country.

Firstly, the current system should be formatted by creating a specialized national export agency as a single window with a strict structure and interacting with exporters as an equal business participant with understandable business processes, rather than as a state structure. This department should not be confused with the activity of attracting investments, as it was previously in the «KAZNEX INVEST» National Agency for Export and Investment» JSC, which is why the activities were multidirectional and exports were not a prevailing priority. The first steps have been taken and the operation of the service support program has been transferred from the Chamber of International Commerce of Kazakhstan and the export cost recovery program from «QazIndustry» Kazakhstan Center for Industry and Export» JSC to «QazTrade» TPDC» JSC. The successful experience of other countries should be studied on the example of South Korea (Korea Trade-Investment Promotion Agency), Canada (Export Development Canada), Russia (Russian Export Center), Argentina (ExportAR). Such a scale of a single organization and giving it all the powers and special status will allow it to solve all the requests of exporters, including attracting a wide range of specialists and carrying out activities to improve the skills of employees of enterprises. The limited capabilities of each individual institution circumscribe the potential of export-oriented enterprises.

At the same time, the diverse conditions in the regions of Kazakhstan, in turn, require clarification of the implementation of state policy in these regions. Economically, these regions exhibit structural

differences, with noticeable disparities in GDP per capita highlighting regional variations. Amidst these variations, it becomes crucial to adapt policies and initiatives to address specific challenges faced by each region. Furthermore, monitoring and adapting to changes in the business climate are essential to ensure sustainable economic growth across the country. Akimats should be able to adjust the export promotion policy within certain limits in accordance with the needs of individual SMEs in their region. In particular, local targeted support can be aimed at developing exports, improving product quality and developing professional competencies. Successful foreign cases should be taken into account and regional export promotion agencies should be given a special role. This also corresponds to the country's policy of decentralizing the powers of the State apparatus.

Secondly, an increase in the number of services provided through a single export portal, which will help reduce the time to get results for the most important programs. The expansion of the portal's functionality will simplify the interaction of entrepreneurs with agencies involved in the provision of services and state support to exporters, this is an important step in creating a full-fledged ecosystem of exporter support.

Thirdly, state support for exports should contribute to forming of an export culture among businesses, their self-organization, initiate their involvement in the measures being developed and giving feedback. Undoubtedly, there is a need to boost confidence in state institutions compared to their current state. This arises from various factors such as delayed responses to appeals and requests, slow implementation of solutions amidst barriers, introduction of restrictive measures without industry input or analysis, insufficient protective measures in importing countries, and a lack of corresponding actions by the state. These issues underscore the importance of enhancing trust levels and improving the effectiveness of government agencies.

In general, it also requires the support of precise competitive niches – industry leaders with a focus on specified markets. At the same time, digitize the entire path of obtaining state support for entrepreneurs. As for the manufacturers, to achieve a significant increase in export supplies, it is necessary to modernize and upgrade production facilities, increase research costs in manufacturing companies and state should financially stimulate this activity, since this task is unlikely to be performed only at the expense of institutions.

Conclusion. Therefore, the infrastructure for support can act as a decisive factor limiting export growth. In this regard, it becomes imperative to foster an environment conducive to not only the advancement of individual businesses but also the holistic development of the entire institutional framework. This concerted effort ensures a resilient ecosystem that facilitates sustained export expansion and economic prosperity. It was revealed that Kazakhstan has created a base for a full-fledged ecosystem of state support for exports, which includes various development institutions providing fragmentary support. Improvement of the current situation towards the creation of a single ecosystem of institutions is possible with structural changes. Ways to improve the current situation are proposed, taking into account the global experience and the results of past reforms in the country, including avoiding multidirectional actions within the framework of one institution and eliminating duplication of functionality between institutions. The proposed recommendations will increase the efficiency of interaction between government agencies and exporters, as well as, ultimately, achieve the set micro- and macroeconomic indicators in the field of export promotion.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДА ЭКСПОРТТЫ МЕМЛЕКЕТТІК ҚОЛДАУДЫҢ ИНСТИТУЦИОНАЛДЫҚ МЕХАНИЗМІ

Андатпа

Осы мақаланың мақсаты экспортты қолдаудың мемлекеттік жүйесінің қазіргі заманғы институционалдық тетігін, оның ішінде оның нормативтік аспектілері мен құралдарын сипаттау және құрылымдау, сондай-ақ қазіргі жағдайда жетілдіруді талап ететін салаларды айқындау болып табылады. Бұл зерттеудің мақсаты-экспортқа жәрдемдесудің мемлекеттік стратегияларын ағымдағы экономикалық жағдайлар мен сын-қатерлерге жақсырақ сәйкестендіру үшін оңтайландыру туралы түсінік беру.

Танымның жалпы ғылыми әдістерін қолданды: құрылымдық-функционалдық, жүйелік талдау, салыстырулар мен ұқсастықтар, топтастыру әдісі, мазмұнды талдау.

Мақалада Қазақстандағы экспортты мемлекеттік қолдау институттарының жүйесі мен олардың тетіктерін сипаттады, мемлекеттік стратегияларды талдады, сондай-ақ институционалдық құрылым элементтерінің өзара іс-қимылын жетілдіру жолдарын ұсынылды. Талдау және алынған нәтижелер процесінде Қазақстанда экспортты мемлекеттік қолдаудың толыққанды экожүйесі үшін база құрылды, оған фрагментті қолдау көрсететін әртүрлі даму институттары кіреді. Институттардың бірыңғай экожүйесін құру жағына қарай қалыптасқан жағдайды жетілдіру құрылымдық өзгерістер жүргізу кезінде мүмкін болады. Жалпы әлемдік тәжірибе мен елдегі өткен реформалардың нәтижелерін ескере отырып, қалыптасқан жағдайды жақсарту жолдары ұсынылды.

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ИНСТИТУЦИОНАЛЬНЫЙ МЕХАНИЗМ ГОСУДАРСТВЕННОЙ ПОДДЕРЖКИ ЭКСПОРТА В РЕСПУБЛИКЕ КАЗАХСТАН

Аннотация

Целью данной статьи является описание и структурирование современного институционального механизма государственной системы поддержки экспорта, включая ее нормативные аспекты и инструменты, а также определение областей, требующих совершенствования в современных условиях. Цель данного исследования - дать представление об оптимизации государственных стратегий содействия экспорту, чтобы они лучше соответствовали текущим экономическим условиям и вызовам.

Были использованы общенаучные методы познания: структурно-функциональный, системный анализ, сравнения и аналогии, метод группировок, контент-анализ.

В статье была описана система институтов государственной поддержки экспорта в Казахстане и их механизмы, проанализированы государственные стратегии, а также предложены пути совершенствования взаимодействия элементов институциональной структуры. В процессе анализа и полученных результатов в Казахстане создана база для полноценной экосистемы государственной поддержки экспорта, которая включает различные институты развития, оказывающих фрагментарную поддержку. Совершенствование сложившейся ситуации в сторону создания единой экосистемы институтов возможно при проведении структурных изменений. Предложены пути улучшения сложившейся ситуации с учетом общемирового опыта и результатов прошлых реформ в стране.

