тің бәсекеге қабілетін арттыруда тиімсіз. Батыс компаниялары қолданатын әдістер, көп жағдайда, жабық сипатқа ие және қазақстандық серіктестер үшін барынша тиімділікті олар мақсат етпейді.

Озық жоғары оқу орындары арқылы, сол сияқты жобалық менеджерлердің біліктілігін арттыру үшін арнайы ашылған орталықтар арқылы елде жобалық менеджерлерді көптеп дайындауды ұйымдастыру бойынша нақты әрекеттер жасау талабы туындауда.

Халықаралық жобалық менеджмент орталықтары жобалық басқару саласында мамандар дайындауға қатысты қазақстандық оқу бағдарламаларын аккредиттеу процесін ҚР Білім және ғылым министрлігі бақылауға алуы тиіс.

Сөйтіп, Қазақстанда жобалық менеджментті кеңінен дамыту үшін бастапқы алғышарттардың болуына жасалған талдауды қорыта отырып, мұндай алғышарттар елімізде бар деуге болады. Алайда, жобалық менеджментті одан әрі дамытудың міндеттері аясында оларды қайта ой елегінен өткізу қажет. Шындап келсек, бұл іс елді индустриализациялаудың жоспарланған қарқынынан әлдеқайда кенже қалуда.

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В данной статье рассматриваются особенности проектного менеджмента. Предложены пути развития проектного менеджмента в Республике Казахстан.

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This article discusses the features of project management. The ways of development of project management in the Republic of Kazakhstan.

K.O. Shayakhmetova

PRIORITIES OF RISK-MANAGEMENT ORGANIZATION IN KAZAKHSTAN COMMERCIAL BANKS

The organization of the risk management in commercial banks under the market economy is especially relevant. The credit portfolio is the set of requirements on bank credits, which is classified on criteria related to the various forms of credit risk analysis.

The importance of the credit portfolio analysis is defined by the following issues [1]:

- As a factor of resources' efficient using;
- As a factor of potentially reducing of bank risks through diversifying the loans (statistical principle known as the law of large numbers);
- As a part of the commercial bank's liquidity management.

After an overview of the loan, based on approved criteria, it must be assessed. The assessment of all factors including security, if there is any, should be taken into account as well. The usual scheme of assessment used in many countries includes four assessments of credit quality: standard (or current), subprime, doubtful and loss-making. The first category includes not soured loans. Loans from other three categories contain different levels of well-defined weaknesses and are called as classified loans. In many countries, the criteria for classification are based on subjective judgments. Because of the inefficiency of regulatory authorities, in some countries it was decided to introduce some elements of objectivity, which automatically could be applied to loans that meet the criteria for classification.

When the set of all classified loans represent a large share of bank capital, let us say 50% or more, it affects the paying capacity and profitability of the bank. Soured loans could be loans that do not bring profits. Realistic assessment can reduce their net present value and increase the required rates of reserves and capital. For these reasons, banking supervisors will consider the bank as soured. But it could be noted that the problems associated with a 90-day loans are usually quite predictable. Such short-term loans are generally issued for seasonal needs to support accounts receivable and considered as self-liquidating, since after the collection of appropriate receivables the credit is paid off. Analysis of a short-term loan is aimed primarily at identifying risk factors in the borrower's current assets. In such circumstances, the loan refinancing does not mean the weakness of the loan. [2]

As longer the borrower owns bank funds, as higher the risk of adverse scenario. Term loan repayment is due to previous activities and future operations forecasting. Inability to generate sufficient cash flow to serve debt is a well-defined weakness, which calls into question the elimination of debt and, in most cases, requires classification.

Even the standard and secured credit can be judged. Conversely, not all delinquent loans should be classified. The original source of repayment and the borrower's ability to use it should be the determining assessment factor. Keeping the secondary sources on certain loans in view must be checked, and banking policies permitting such a practice must be considered.

In 1938, the U.S. bank regulatory authorities have agreed to unify the approach to the classification. While the experts of U.S. banks using a specialized category, known as the “Other Loans Especially Mentioned” (OLEM), a common practice used in most countries, includes four components: standard, subprime, doubtful, loss-making [3].

Standard credits are not the subject to judgment. In general, profitable loans and loans that are fully secured are excluded from classification in spite of the debt or other adverse credit factors.

Subprime loans include:

- Term loans to borrowers whose cash flows are insufficient to pay off the debt at the repayment period;
- Short-term loans to borrowers whose cycle “assets – cash” is insufficient to pay off the debt at the repayment period.

In other words, the primary source of repayment is insufficient for debt servicing and therefore the bank must take care of the secondary sources of repayment. The secondary sources include collateral, the sale of fixed assets, refinancing or new capital.

Subprime loans also include loans that carry higher than normal level of risk as a result of the lack of current and satisfactory financial information, or because of insufficient collateral documents. Unrecovered loans overdue by at least 90 days, classified as subprime. Doubtful loans contain all the weaknesses of the subprime loans and in addition are not secured. All these aspects put the collection into question and make it impossible. The probability of loss is very high, but there are still some factors that can strengthen and improve the credit.

Unrecovered loans overdue by at least 180 days, usually classified as doubtful. Loss loans are considered as not-repayable. This classification does not mean that the asset has no residual or resale value. Moreover, it is undesirable to delay with worthless asset’s writing off even though partial repayment can be received in the future. Banks should not hold the loans in their reports, while trying to get long-term recovery. Losses should be recognized in the period when they are determined as unrecovered.

Unrecovered loans that are overdue by at least one year are classified as unprofitable. Once the problem is defined, bank administration should provide adequate reserves to cover potential losses. Reserve policy often dictates the general provisioning for the entire portfolio, and reserves associated with certain soured loans in addition.

Provisioning for loan losses is required to maintain a minimum reserve balance in an amount equal to [4]:

Standard assets	1%	of unpaid balance.
Subprime assets	20%	of unpaid balance.
Doubtful assets	50%	of unpaid balance.
Loss-making assets	100%	of unpaid balance.

After determining the classification, weighted results are summarized, and these weighted results represent the minimum amount of reserves for bad debts, which should be supported by the bank.

Depending on the banking system, credit losses and write-offs provision policy may be mandatory or advisory. Supervisors may require it or not. Taxation of both general and specific reserves vary from country to country, as well as the write-off policy. In most cases, the write-off of bad and doubtful debts is voluntary, although in some countries it is required. In order not to bring the situation to such extremes, measures to detect problems and develop a way out plan should be applied as soon as possible. It should be noted that the bank's losses are not only the principal's and interest's default of payment. They are much more and may be due to circumstances such as:

- Suffering the bank reputation;
- Administrative costs' increasing;
- Freezing of funds in unproductive assets, etc.

All these losses can be expensive for the bank, and they could exceed the direct loss of debt's non-repayment. Monitoring the progress of the loan and interest payments is an important step in the lending process. Once issued credit goes to the bank books, it should be actively managed in order to ascertain that it will be repaid. Credit management in the second stage is one of the most important obligations of credit officer. Bank checks and controls the activities of the borrower to convince the borrower is still in a position to meet loan conditions and to identify opportunities to develop new business and expand his links. Many good loans become problematic because of disregarding the warning signs.

Soured loans are overdue payment on loans and compensation arising from the client's financial crisis, and in some cases from the evasion of his obligations. Although sometimes crises are unexpected, usually they tend to develop gradually with the appearance of both internal and external crisis signs. Credit officers are in the first line of defending the bank from credit losses. They should be able to notice the signs of client's financial difficulties, and to take steps to rectify the situation and protect the interests of the bank. The main causes of loans default in domestic practice – collateral's overvaluation, inappropriate use of credit, financial problems of borrowers or stakeholders. The most of soared loans are loans issued under the "kickback", i.e. when a certain amount of the loan goes to the banker as the "carried interest", usually not to the credit officer, but to his superior. In these cases, of course, an individual borrower or his credit analysis is not taken into account, and credit risk is not the subject to any calculation.

Establishing of special departments to manage soared loans is a very important step in the credit management to date. Systems of early warning for potentially soared loans are very difficult to develop, and it should be noted that the human factor is often a major obstacle to early detection. There were are cases when credit officers responsible for the administration of the certain loan intentionally delayed announcement of danger signals, as they did not want to incur the possible criticism for the involvement of the bank's to the problem situation. Moreover, it is shown that even when they are defined, deteriorating loans usually look worse than they are estimated by the credit officer. And, therefore, valuable time is lost during the reaction. There is even more serious situation, when the bank's administration, already have learned about the problems of the loan portfolio, try to conceal the problem, and meanwhile, "stimulates" the profitability of the bank through taking the excessive risk and speculation. [5]

To prevent such situations, bank departments for the loan review and internal audit periodically conduct independent, objective reviews to detect warning signs that were ignored or even concealed by the credit officer. Bank checks conducted by supervisors, and often reveal unidentified and undefined problem loans. In accordance with an effective process of credit risk management, bank internal control system should first identify problem loans. For the most banks, the internal detection of problem loans is an important goal, and credit officers are punished if deteriorating loans found out by the external or internal check.

Non-financial warning signs are unusual delays in the financial reports, especially if the loan agreement contained a condition requiring them to provide a certain time frame. Concocting an excuses by the customer for such delays are signs warning themselves. For example, if the client blames for the delay the auditors of the company, it probably means the discrepancy between the client and the auditor on whether a certain article will be provided on the balance sheet or on the company's accounting practice. And if this discrepancy continues, the auditor's statement may include some proviso. As a result, the company can change the auditor, selecting those that are more flexible in meeting the requirements of the company; such changes could also mean some problems.

Other non-financial factors that drive loan officer to get an explanation are sudden changes in client's business plan, unexpected changes in the management or board, and adverse trends in the borrower's market. Reluctance to provide a detailed explanation of the borrower's financial statements may also be interpreted as a nonfeasance and a breach of trust that should not exist in a relationship between the bank and the client. If the things go in adverse scenario, this reluctance may be a client's attempting to conceal unpleasant facts. Or, conversely, the customer can justify his actions: for example, requested information could negatively affect client's competitive position. However, it is important for credit officer to determine when client taking refuge by the commercial confidentiality is abusing by concocts. In interpreting the situation and determining the extent to which the bank must insist on its demand for information, credit officers should use their own opinion. Therefore, a credit officer, upon employment, must meet high standards.

Financial warning signs may become apparent when analyzing the financial statements. At this point, however, is usually too late to avoid difficulties. Financial warnings may occur due to the modified practice of borrowing. For example, seasonal or short-term loans which are usually repayable may be overwritten indefinitely until becoming "evergreen" loans. Excessively frequent requests to extend the termination of loans and temporary overdrafts, which exceed the approved credit line, often indicate an abnormal situation with cash flow. Loan terms should be harmonized with the objective of credit. The borrower can use the short-term debt for capital goods purchasing for the reason that long-term debt is not available - the case typical for many developing countries. The reason for using inappropriate funding should be also considered by the credit officer.

Various activities for optimization of the soured loans could be undertaking as well, such as [6]:

- External management of the borrower's company;
- Development of models for debt restructuring;
- Search for potential investors;
- Debtor receivables management;
- Strengthening the collateral, guarantee base;
- Arranging with the shareholders of the borrowing company to develop schemes and sources of repayment.

In response to the potentially soured loans, regardless of whether the warning signs are financial or nonfinancial, the fact of their existence should make the credit officer to take an action. Early detection gives the time to gather facts and develop a strategy. Due to the fact that only a few rules acceptable to all cases, the action taken to handle soured loans must comply with each situation individually. Efficient companies often cope with their difficulties and problems. Conversely, inefficient companies are often faced with more astringent amortization problems. While determining deteriorating loans, the following steps must be undertaking:

- Analysis of the borrower's problems;
- Consulting with the departments of the bank, specializing on loan recovery or bank administration;
- Collecting the information on the borrower's total institutional aptitude;
- Review of the loan documents, guarantees, bills, mortgage and mortgage agreements;
- Developing the plan for the ways out.

Collection of the information is very crucial. Obviously the best source of such information is the client himself. However, it is usually necessary to consult additional sources, such as bankers, suppliers and major customers.

Looking back, it could be confidently saying that 1995 was a turning point in the development of the banking system of the Republic of Kazakhstan. National Bank turns to typical central bank functions, such as monetary and foreign exchange regulation, commercial banks' activity regulation, lending to the government. Second-tier banks are also engaged in lending at the expense of attracted foreign capital on an autonomous basis. In 1995 laws determining the legal status of banks have been enacted: the Presidential Statutory Order "About the National Bank of the Republic of Kazakhstan" dated by March 30, 1995 and the Presidential Statutory Order "About Banks and Banking in the Republic of Kazakhstan" dated by August 31, 1995. They deepen the National Bank's monetary regulation, which includes: regulation of the volume of loans provided by the National Bank for refinancing, the definition of the official refinancing rate, establishing reserve requirements, conducting open market operations and interventions on the foreign exchange market. Target-oriented loans are prohibited. Earlier this year, National Bank's credits for the second-tier banks were provided through auctions for up to 6 months, since September the system of Lombard loans was introduced. National Bank adjusted real value of the refinancing rate, thus, decreasing the rate of inflation the refinancing rate decreased and, consequently, on the contrary, increasing of the inflation rate raising the refinancing rate [7].

Thus, banks were required to submit to the National Bank recapitalization plan and show their willingness to pass to the international standards. For the banks, which are not able to follow these rules, restrictions were imposed, and their licenses to accept deposits were revoked. Their involvement in the equity in investment banks as well as the participation in primary auctions of refined precious metals, etc was also prohibited. Such restrictions are imposed to protect the public from high risk associated with the dealing with such banks.

Changes associated with the second-tier banks passing of to the international standards program, pursue a specific goal – in addition to the international standards reaching to strengthen and increase the sustainability of the banking system as a whole. Banks need to pass to a new quality of work: to improve the quality of assets, increase their own capital, develop professional capacity, learn to manage different types of risks. One should also notice that banks divided into 2 groups. The first group includs strong and big banks; they had to reach international standards by the end of 1998. In principle, the scope between mentioned groups is quite transparent - the first group has a permit for a variety of activities which are not available to the second group - that's why the National Bank may consider banks' switching from one group to another.

Banks not included in the above groups have already reached the international standards, among them such banks as HSBC, CITI, or the public and the investment banks that are in special treatment of operation, or banks-outsiders. The National Bank accepts certain sanctions for merging or liquidation. Of course, in the process of international standards reaching national interests should be taking into account, but there is a general formula for the banks transformation - they must meet standards established by the Committee on Banking Regulation and Supervisory Practices.

Thus, the main requirements of the international level's bank include [8]:

- Transparent bank statements;
- Reduction of non-performing assets of the bank;
- The formation of bank reserves by purchasing government-securities, especially long-term, and turning these reserves into working assets;
- Differentiation of the reserve ratio, the sum of deposits, types of depositor depending on the bank; more frequent adjustment of reserve accounts that allows to catch more precisely deposits' balance variations;
- The ability to properly assess credit risks;
- Development the system of incentives for banks in resource allocation in equities and loans;
- Ensuring the "norms of density" of banking services according to the international standards;

- Portfolio investments' expansion at the expense of the client without the risk of bank capital loss;
- In the tactics of banks' the role of reliable financial instruments using should increase;
- International branch networking;
- Consistency of the banking information and control on the branch network;
- Creating of additional mechanisms for protection against external risks, with the emphasis on the main source of bank income - the bank fee, but not on the work with the client;
- The main focus should be done on improving of the service quality and variety of banking products (credit cards, insurance, factoring, consulting on financial resources allocation, etc.), advertising;
- Depending on size, location, staff, client base, etc. bank should specialize in the carrying out of the operations and being engaged in a short-term lending and investment, to be a clearing center;
- Basis of bank information systems should include the flexible book of accounts, it should be possible to configure a flexible structure of operating and client accounts, working with any number of clients, different methods of charging fees;
- The lack of structural constraints for the development of the system.

In our country focus is on the reaching by banks the standards for capital adequacy, asset quality, management level, accounting and information transfer established by the National Bank. In total, this represents standards of a qualitative banking supervision. Such an approach would give a reasonable assessment of the bank's exposure to risk that improves the management.

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Қаржылық дағдарыстың шартындағы маңызды мағынасы ретінде және Қазақстанның коммерциялық банктеріндегі басты орын алатын, қаржылық институтарындағы тәуекелдерінің белгілерін алады.

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В условиях финансового кризиса особое значение и очертания приобретают риски в финансовых институтах, среди которых основное место занимают коммерческие банки Казахстана

Л.Н. Оразбекова

ЫҚТИМАЛДЫҚТАР ТЕОРИЯСЫ МЕН МАТЕМАТИКАЛЫҚ СТАТИСТИКА МАЗМҰНЫНЫҢ ЭКОНОМИКАЛЫҚ БАҒЫТТА МОДУЛЬДІК ЖОБАЛАНУЫ

Қазақстан Республикасының білім беру саласын дамытудың 2011-2020 жылдарға арналған Мемлекеттік бағдарламасында 12 жылдық білім беру моделіне көшу, техникалық және кәсіптік білім беруді жандандырудағы міндеттер алдымен тұлғаның жан-жақты