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«ХАЛЫҚ» ЖҚ

# Х А Б А Р Ш Ы С Ы

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**ВЕСТНИК**

РОО «НАЦИОНАЛЬНОЙ  
АКАДЕМИИ НАУК  
РЕСПУБЛИКИ КАЗАХСТАН»  
ЧФ «Халық»

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В 2016 году для развития и улучшения качества жизни казахстанцев был создан частный Благотворительный фонд «Халык». За годы своей деятельности на реализацию благотворительных проектов в областях образования и науки, социальной защиты, культуры, здравоохранения и спорта, Фонд выделил более 45 миллиардов тенге.

Особое внимание Благотворительный фонд «Халык» уделяет образовательным программам, считая это направление одним из ключевых в своей деятельности. Оказывая поддержку отечественному образованию, Фонд вносит свой посильный вклад в развитие качественного образования в Казахстане. Тем самым способствуя росту числа людей, способных менять жизнь в стране к лучшему – профессионалов в различных сферах, потенциальных лидеров и «великих умов». Одной из значимых инициатив фонда «Халык» в образовательной сфере стал проект *Ozgeris powered by Halyk Fund* – первый в стране бизнес-инкубатор для учащихся 9-11 классов, который помогает развивать необходимые в современном мире предпринимательские навыки. Так, на содействие малому бизнесу школьников было выделено более 200 грантов. Для поддержки талантливых и мотивированных детей Фонд неоднократно выделял гранты на обучение в Международной школе «Мирас» и в *Astana IT University*, а также помог казахстанским школьникам принять участие в престижном конкурсе «*USTEM Robotics*» в США. Авторские работы в рамках проекта «Тәлімгер», которому Фонд оказал поддержку, легли в основу учебной программы, учебников и учебно-методических книг по предмету «Основы предпринимательства и бизнеса», преподаваемого в 10-11 классах казахстанских школ и колледжей.

Помимо помощи школьникам, учащимся колледжей и студентам Фонд считает важным внести свой вклад в повышение квалификации педагогов, совершенствование их знаний и навыков, поскольку именно они являются проводниками знаний будущих поколений казахстанцев. При поддержке Фонда «Халык» в южной столице был организован ежегодный городской конкурс педагогов «*Almaty Digital Ustaz*».

Важной инициативой стал реализуемый проект по обучению основам финансовой грамотности преподавателей из восьми областей Казахстана, что должно оказать существенное влияние на воспитание финансовой

грамотности и предпринимательского мышления у нового поколения граждан страны.

Необходимую помощь Фонд «Халык» оказывает и тем, кто особенно остро в ней нуждается. В рамках социальной защиты населения активно проводится работа по поддержке детей, оставшихся без родителей, детей и взрослых из социально уязвимых слоев населения, людей с ограниченными возможностями, а также обеспечению нуждающихся социальным жильем, строительству социально важных объектов, таких как детские сады, детские площадки и физкультурно-оздоровительные комплексы.

В копилку добрых дел Фонда «Халык» можно добавить оказание помощи детскому спорту, куда относится поддержка в развитии детского футбола и карате в нашей стране. Жизненно важную помощь Благотворительный фонд «Халык» оказал нашим соотечественникам во время недавней пандемии COVID-19. Тогда, в разгар тяжелой борьбы с коронавирусной инфекцией Фонд выделил свыше 11 миллиардов тенге на приобретение необходимого медицинского оборудования и дорогостоящих медицинских препаратов, автомобилей скорой медицинской помощи и средств защиты, адресную материальную помощь социально уязвимым слоям населения и денежные выплаты медицинским работникам.

В 2023 году наряду с другими проектами, нацеленными на повышение благосостояния казахстанских граждан Фонд решил уделить особое внимание науке, поскольку она является частью общественной культуры, а уровень ее развития определяет уровень развития государства.

Поддержка Фондом выпуска журналов Национальной Академии наук Республики Казахстан, которые входят в международные фонды Scopus и WoS и в которых публикуются статьи отечественных ученых, докторантов и магистрантов, а также научных сотрудников высших учебных заведений и научно-исследовательских институтов нашей страны является не менее значимым вкладом Фонда в развитие казахстанского общества.

С уважением, Благотворительный Фонд «Халык»!

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## METHODOLOGY FOR EVALUATION OF STATE REGIONAL DEVELOPMENT PROGRAMS

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**Abstract.** In order to stimulate the economic development of the country's regions and to support the well-being of citizens, it is necessary to provide an efficient regulation of public sector resources, based on the evaluation of the state programs efficiency in the controlling system. In this connection, the development of methods for evaluation of the state programs efficiency (as exemplified in “Employment roadmap – 2020” program) is a relevant task for the theory and practice of the regional economic development. Set of the methods used for it aimed at defining the value of public benefits produced by the program and public sector resources spent for it is the evaluation methodology. The methodology reflects the scientific understandings

dominating the country and the world science on the state purpose in the context of producing public benefits and services and evaluation methods of its activities from positions of compliance of the received results with the public interests.

**Keywords:** region, state controlling, state program, population employment, Republic of Kazakhstan

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## ӨНІРЛЕРДІ ДАМУ МЕМЛЕКЕТТІК БАҒДАРЛАМАЛАРЫН БАҒАЛАУ ӘДІСТЕМЕСІ

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**Аннотация.** Ел аймақтарының экономикалық дамуын ынталандыру және азаматтардың әл-ауқатын қолдау үшін контроллинг жүйесінде жүзеге асырылып жатқан мемлекеттік бағдарламалардың тиімділігін бағалау негізінде мемлекеттік сектордың ресурстарын тиімді реттеу қажет. Осыған байланысты мемлекеттік бағдарламалардың тиімділігін бағалау әдістемесін әзірлеу (Жұмыспен қамтудың жол картасы-2020 бағдарламасының мысалында) өңірлік экономикалық даму теориясы мен тәжірибесінің кезек күттірмейтін міндеті болып табылады. Бағалау әдістемесі — бұл бағдарламаны іске асыру нәтижесінде алынған қоғамдық өнімнің құнын және оған жұмсалған мемлекеттік сектор ресурстарын анықтауға бағытталған осы мақсатта қолданылатын әдістердің



жиынтығы. Әдістеме отандық және әлемдік ғылымда мемлекеттің қоғамдық тауарлар мен қызметтерді өндіру контекстіндегі мақсаттары және алынған нәтижелердің қоғамдық мүдделерге сәйкестігі тұрғысынан оның қызметін бағалау әдістері туралы басым ғылыми идеяларды көрсетеді.

**Түйін сөздер:** облыс, мемлекеттік бақылау, мемлекеттік бағдарлама, халықты жұмыспен қамту, Қазақстан Республикасы

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## МЕТОДОЛОГИЯ ОЦЕНКИ ГОСУДАРСТВЕННЫХ ПРОГРАММ РЕГИОНАЛЬНОГО РАЗВИТИЯ

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**Аннотация.** Для стимулирования экономического развития регионов страны и поддержки благосостояния граждан необходимо эффективное регулирование ресурсов общественного сектора, основывающегося на оценке эффективности государственных программ в системе контроллинга. В связи с этим, разработка методов оценки эффективности государственных программ

(на примере программы «Дорожная карта занятости – 2020») представляет собой актуальную задачу для теории и практики регионального экономического развития. Методологией оценки является совокупность используемых для этого методов, направленных на определение стоимости общественных благ, получаемых в результате реализации программы, и затраченных на нее ресурсов государственного сектора. Методика отражает доминирующие в отечественной и мировой науке научные представления о целях государства в контексте производства общественных благ и услуг и методы оценки его деятельности с позиций соответствия полученных результатов общественным интересам.

**Ключевые слова:** регион, государственный контроль, государственная программа, занятость населения, Республика Казахстан

### **Introduction**

The system of original understandings on the state program evaluation, developed in the world science and practice of regulation of social and economic processes in the country shall define it as the systematic analysis of content and types of activities within the state program, as well as its results.

Set of the methods used for it aimed at defining the value of public benefits produced by the program and public sector resources spent for it is the evaluation methodology. The methodology reflects the scientific understandings dominating the country and the world science on the state purpose in the context of producing public benefits and services and evaluation methods of its activities from positions of compliance of the received results with the public interests.

The significance of the methodology is to catch the appropriate quality and evaluates the quantity of these results, explains their value for the society and defines the directions to adjust the activities within the state strategic plans and programs.

The basic methodological positions of the modern understandings on evaluation is the combination of the quality and quantity methods, the use of the institute of independent experts, application of the methods of audit and adjustment of plans and programs by the results of such complex evaluation.

In the most general meaning the “program” is defined as prescription or preliminary description of the upcoming actions undertaken in order to achieve the established aim. The program implementation is connected with the application of the selected algorithm of actions. The program is a set of planned interconnected actions aimed at the resolution of some identified problem.

According to such understanding, the program development and implementation methodology in traditions of the modern economic science is represented by the program-oriented and goal-oriented approach.

The systematization of the initial views about the program makes it possible to determine the following. The program is a strategic document, the content of which is aimed at achieving the goal through planned and time-coordinated activities/projects.

In order to implement the program, budget or financial resources shall be defined for its activities/projects. The term of the program implementation shall be controlled by its monitoring, which is aimed at collecting information on the course of the program and at recording the delays, resources, achieved by the interim and final results. The program evaluation is based on the content of the program itself, monitoring data, specially collected data, expert evaluations of the processes and is designed to provide conclusion on interim results and achievement of the program goal. International organization “World bank” shall define that evaluation is the expertise of programs and projects aimed at: their quality analysis, their effect, comparison of these results with certain criteria. By the definition of the UN, evaluation is “as systematic and impartial as possible studying of any activity, project, program, strategy, policy, theme, sector, field of activity, work of the organization, etc.”. Considering the evaluation stages in the controlling system, the evaluation accompanies the process of creating and implementing the program at almost all its levels:

- 1) at the stage of the program creation (writing), forming its activities and projects;
- 2) at the stage of the program implementation (from the position of effectiveness and use of resources, complying with the regulation and standards of the service quality, direct results of the program efficiency);
- 3) at the stage of the interim results evaluation itself for the program adjustment;
- 4) at the stage of the program termination, its final results shall be evaluated and the decision shall be made on the program cancellation or continuation.

In connection with the need for a variety of such evaluations, each of them has its own methodology or a set of methods by which it is implemented, i.e. there are several different approaches to the evaluation. All types of estimates are presented in figure

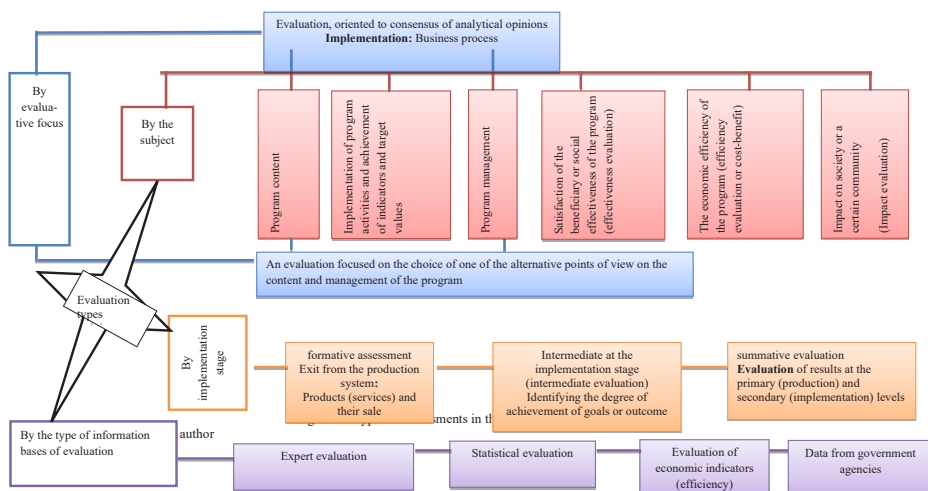


Figure 1 - Types of assessments in the system of state controlling  
 Note - Compiled by the author

Classification of evaluations can be made by evaluation subjects for the object.

1) Program content.

The program content is evaluated on the basis of the principles which will be disclosed below. Evaluation shall be made from the position of system approach, system dynamism, the logic of interrelation of the purpose, target indicators, tasks, parameters, objectives etc. Within the framework of such evaluation, the following elements are defined:

- target: examination of the quality of the program preparation (evaluation of socio-economic conditions that prove the need for the creation and implementation of the program, evaluation of the composition and competence of developers, analysis of methodological materials used in the development, program logic, expertise of the content and resource availability of the program). The logic and mutual adequacy of the goals, target indicators, tasks (taken to resolve them, actions), indicators of results.

- results: diagnostics of the program from the viewpoint of the systemic nature of the programmed phenomenon and its integration into a higher level system, identification of various inconsistencies between the planned actions and tasks, tasks and task indicators, target indicators and tasks, goals and objectives, etc.

- features: it is desirable to evaluate the programs prior to the implementation of the program or at intermediate stages in order to timely eliminate inconsistencies and timely refuse or reduce inefficient state expenditures.

2) Implementation of program activities and achievement of indicators and target indicators of the program.

- the purpose of the evaluation is to find out to what extent the tasks of the program are fulfilled on the basis of establishing deviations of the achieved values from the planned ones.

- evaluation results: measuring the achievement of direct and final results of the program, adjusting its tasks, if necessary, taking into account the pros and cons of the program when other programs are launched.

- features: a key type of evaluation - evaluation of the effectiveness of program actions.

3) Program management.

In this case, the quality of the programs is evaluated:

- the purpose of the evaluation is to develop and propose options for the program management, that is, the institutional standards of the program (for example, the quality of the entrance barrier or its absence, etc.), its organizational arrangements (the procedure for using the services of the program, the terms of decision-making in the program, etc.).

- evaluation results: conclusions about the degree of the program success through the prism of management decisions, adjustment of procedures and management decisions.

- features: an intermediate evaluation, implemented in the process of the program implementation; all sections of the evaluation report should contain

recommendations for the adoption of further management decisions (for example, as the author will show later, adequate monitoring of the client's stay in the program for timely identification of its difficulties and making corrective decisions).

- satisfaction of the user or beneficiary of the program, or the social effectiveness of the program (effectiveness evaluation).

In this case, it can be noted the following features:

- goal: to evaluate the program in terms of the opportunities and prospects that it offers to the beneficiary. It is also possible to measure the positive results and other benefits provided by the program, per recipient (the beneficiary of the program), which is called the program effectiveness.

- results: measuring the product of the program (the quality of the product or service), the impact or influence of the program on the beneficiary and comparing with the plan.

- features: the evaluation is carried out only after the beneficiary's participation in the program is completed and is aimed at identifying the medium and long-term results of the program.

The main and the only information source is the beneficiaries of the program. The evaluation process reveals the effectiveness of participation in the program from the time of entering to the time of leave, including the subsequent period of 2–3 years.

4) The economic efficiency of the program, its cost side (efficiency evaluation or cost-benefit analysis).

- goal: to compare the results of the program with the resources expended during its implementation.

- results: determination of the most economy version of the program solution; identification of deviations from the planned indicators for costs, clarification of the reasons for such deviations.

- features: the evaluation can be performed at the stage of program development (search for the most cost-effective problem solution), and at the stage of completion of a separate stage of the program or the program as a whole.

5) Effects for the public or the secondary effect of assigning the program results to the whole public or some community (impact evaluation).

Impact evaluation, the purpose of which is the impact of the program on beneficiaries and society as a whole, is a kind of social effect of assigning the program results:

- goal: to evaluate the program in terms of its effect for society and long-term consequences;

- results: identification of the comparative effect of the program for the life path of those who took part in it or did not participate;

- features: it is necessary to examine 2 groups (those who participated and did not participate in the program) for a sufficiently long period after the end of the program.

These five types of evaluation are basic, and all other species are actually derived from them.

For example, the need for evaluation can arise even during the development of the program content, and then the evaluation has a specific narrow purpose. If there is a need to choose between two or more points of view on the content, the further course of the program implementation, managerial decisions in the program, within this the points of view are incompatible with each other, it becomes necessary to choose one of the proposed alternatives. Such an assessment can be defined as an assessment focused on the choice of one of the alternative options.

The main elements of evaluation in this case will be:

- goal: choosing one of the points of view on the content of the program as having the best characteristics and as the greatest probability of the program success.

- results: choosing one of the alternative points of view of the groups relevant to the program. These groups are the program managers, heads of individual program projects, beneficiaries of the program, program sponsors, residents of the city or region, and others.

- features: the selection of the group of appraisers selected from independent, "neutral" experts. They should use information sources abstracted from interested parties, objective methods of analyzing the obtained data, justify the conclusions and, on the basis of this, prove the relevance and effectiveness of the proposed solution to the problem.

If the program is rather complicated and involves taking into account the multitude of interests of different social groups, economic mechanisms, organizational structures, but the evaluation conclusions should be the result of consensus of all interested program participants, the evaluation will be aimed at finding not the only objective optimal solution, but identifying the entire range of admissible solutions. Among these admissible solutions, a search will be made and a choice of a solution will be made that will be permissible for all.

The peculiarities of such an assessment will be the organization of several alternative assessment groups and synthesis of their findings, as well as the involvement of independent experts with a "fresh" view of the program.

M. Patton also considers an evaluation focused on a specific user, meaning that it is necessary to understand who and how will use the evaluation results.

There is also a classification of program evaluations by the time of their conduct:

- preliminary evaluation performed prior to the start of the program. The purpose of this assessment is to determine the need for the program implementation for the country (region, city), analyze the quality of the program, the resources involved in the program and the projected evaluation of its results and effectiveness.

- intermediate evaluation carried out at the stage of the program implementation and intended to analyze the program, to assess the quality of the results already obtained. In fact, at this stage, the process of implementing the program is checked, which in the business controlling system is identical to the process of producing goods or services. At this stage, the system of state controlling is evaluating the implementation of the standard and the service regulations for the provision of the resource service. In the mid-term evaluation, the goal is to identify weaknesses, and

threats of not achieving the intended results, deviation from the set indicators and other discrepancies of the desired and valid during the program implementation. All these issues are identified for the adjustment and subsequent successful completion of the program, i.e. achievement of its target indicators and targets.

- summary assessment is conducted after the program completion to obtain adequate conclusions about the achieved results, the reasons for not achieving or exceeding the planned indicators, economic and social efficiency, conclusions on administrative decisions.

From controlling positions, all these three evaluation steps are necessary steps to control the process of service delivery, the result of this process for both the beneficiary and the society from the perspective of the costs of providing these services. At the same time, the correlation of control functions and the acquisition of new knowledge about the program, its methods, possibilities and limitations in using the evaluation institution is the most approximate to the scientific results giving new knowledge.

For the program evaluation, monitoring data is needed, which provides an information base for assessing.

Monitoring is the continuous and systematic collection of information on the values of pre-selected indicators to provide managers, implementers and other stakeholders with information on:

- how the program is implemented,
- how its tasks are resolved,
- how much the services provided by the program correspond to the standards and regulations,
- to what extent the obtained results correspond to the selected target indicators,
- how the resources allocated to this program are used.

Types of information base of the programs that appears as a result of monitoring are: the opinion of the pool of experts, surveys of respondents, analysis of the statistical base of processes (if there are indicators of official statistics), quantitative data of state authorities.

If the monitoring system is imperfect (wrong indicators are chosen, the values of the indicators are not collected on time or collected using incorrect sources), then it is quite possible that it will be difficult subsequently or impossible to fill in the missing information.

It should be noted that the monitoring system (including its indicators) and evaluation is developed for each program separately, as the specificity of the programs and the reliance on the system approach in the evaluation involves the separate development of evaluation methodology for each program or strategic plan.

Summarizing the system of initial views on evaluation or the methodological positions of evaluation in the controlling system, it can be said that:

- 1) Evaluation considers expected and received results, results chains, processes, context and cause-effect relationships to understand what has been achieved and what is not.

2) Evaluation task is to determine how much the activities of the subjects implementing the program correspond to the situation, to what extent this activity is effective, efficient and sustainable, and what impact it has on beneficiaries and society as a whole.

3) Conclusions and recommendations of the program evaluation are based on reliable and true actual data. This allows you to quickly use the findings and recommendations of evaluation for decision-making.

4) There are empirically established rules for evaluating programs that need to be adhered to.

The evaluation principles are systematic, dynamic, objectivity, openness, efficiency, balance of client's interests and programs, professionalism of appraisers.

Systematic evaluation of programs involves considering the object of the program (for example, the region, the city or the employment phenomenon) as a system taking into account its characteristics: openness, autonomy, limitation, interconnectedness, emergence (systemic effect). Systematicity involves the consideration of an object or an economic phenomenon as part of an open socio-economic system. The properties of an open system assume the consideration of cause-effect relationships and influencing factors not only within the system, but also within the framework of its contact with others. For example, when considering the phenomenon of employment of the population, this involves taking into account the influence of factors not only on the part of the economy, but also on the features of the functioning of the vocational education system.

Dynamism involves the consideration of a phenomenon or object within a certain period of time, i.e. accounting not only direct, but also more remote results. So, for example, does the vocational training within the employment support program provide a long-term contract for work (minimum annual)? How sustainable is the knowledge and skills obtained through training? Will they be relevant for at least five years?

The objectivity of the evaluation is considered in two options. The first option involves reliance on true and verifiable data obtained from independent sources (such as statistics) or their persistence in repetition, for example, questioning of target groups. The evaluation methods must be agreed before their implementation, and the impact that the methods used by the evaluators can have on the evaluation process, its results and conclusions can be justified. From another point of view, the principle of objectivity of the evaluation is also interpreted as the absence of a conflict of interests between the appraiser and the evaluated program or the organization that implements it.

The openness of the assessment implies the voluntary submission of information on the program and the awareness of the participants about what the consequences may be, and guarantees of anonymity, if the source of information insists on maintaining confidentiality. Each of the participants in the evaluation process must be guaranteed respect and impartial opinion. If, nevertheless, the appraisers believe that the "mysterious buyer" method is necessary, then the personnel providing the services within the program should be warned about this.



The evaluation promptness assumes its timely performance and submission by a certain period for the adoption of corrective measures.

The principle of parity of the balance of interests is to give the interests of the client and the interests of the program equal importance in the evaluation process. In the event that the interests of the client contradict the principles of objectivity, disinterestedness, respect for other people, competence, these circumstances should be taken into account when deciding on the adequacy of the evaluation.

Perhaps, in this case it is necessary to take into account this client as the client who has not determined his evaluation of the program services.

An important principle is the professionalism of appraisers, which is determined not only by their professional skills and competences, but also by professional responsibility, which is the priority of public interests and the public well-being. From point of view of the author, it is necessary to divide the principles of evaluation as requirements to its content and principles of evaluation from the positions of controlling (figures 2 and 3).

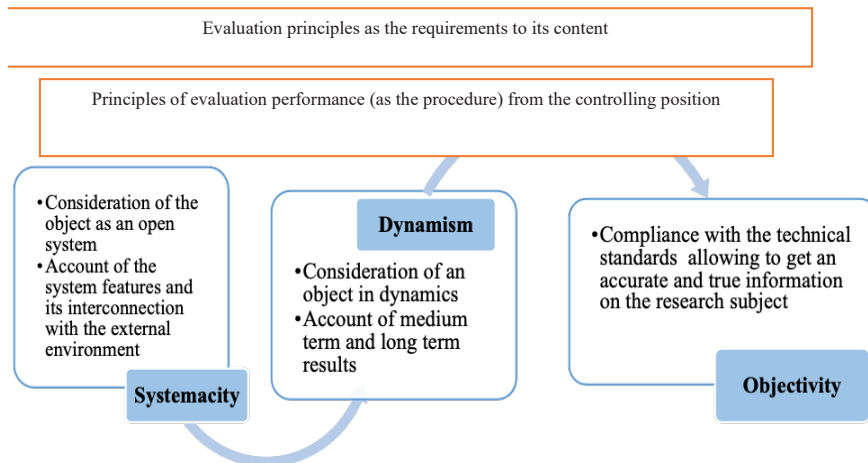


Figure 2 – Methodological basis of the evaluation content

Note – Compiled by the author

<b>Openness</b>	<ul style="list-style-type: none"> <li>•Voluntariness of data submission</li> <li>•Anonymity</li> </ul>
<b>Objectivity</b>	<ul style="list-style-type: none"> <li>•Respect for each informer</li> <li>•Absence of conflict of interests between the appraiser and the program or organization that implements it</li> </ul>
<b>Promptness</b>	<ul style="list-style-type: none"> <li>•Timely implementation for conducting corrective actions</li> </ul>
<b>Balance of interests</b>	<ul style="list-style-type: none"> <li>•The interests of the client and the interests of the program have equal significance</li> </ul>
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>•Professional worth</li> <li>•Responsibility of appraisers</li> </ul>

Fig. 3 – Methodological basis for conducting evaluation in terms of controlling

Note – Compiled by the author

State programs evaluation methods are traditionally divided into the quantity and quality.

*Quality methods* of research, as a rule, are presented by deep and expert interviews.

As usual, they have small coverage and cannot qualify for statistic representativeness.

But they are very important for elaboration of hypothesis, evaluation of procedures and results of the program “from the inside” (if this is the program participant) or “from the outside” (if this is the expert from the community).

The first method provides “multistage analysis”, when the interviewer firstly identifies general issues and then transits to the personal experience of the questioned respondent. The program beneficiaries as well as its managers may be the respondents. Within the deep interview, the method of “identifying hidden problems” (personal emotions of respondent) and “symbolic analysis” method (opinion of the respondent on some alternative experience obtained outside the program) may be used.

Expert analysis provides detection of evaluations and opinions existing in the professional community, allows getting hypothesis and explanations of causal relationships based on the long-term professional experience in conducting scientific and applied scientific research in this field. Social effectiveness of the program or “effectiveness evaluation” may be evaluated only by this method. Within this, in getting sufficient selection of respondents, it is possible to use statistical processing by the methods applied in sociological studies (figure 2.2.). Thus, the evaluation of the program content, impact (social effect) is performed with the use of mainly quality methods.

*Quantity methods* are applied in formation of the program indicators (specific weight, different indices) and in evaluating the economic effectiveness and program productivity.

Even at the stage of determining the final results of the program, various indicators (statistical or calculated) are proposed, which can characterize the effectiveness of the program in the future.

The direct indicators of the program include, for example, the number of participants in the program, the amount of benefits they receive etc.,

The productivity of the program is understood as its ability to pass through the beneficiaries per unit of costs, formula (1).

$$E_{prod} = L_i / V_i \quad (1)$$

where

$E_{prod}$  - program productivity;

$V_i$  - costs for  $i$  direction in the program;

$L_i$  – number of the program participants.

The economic efficiency of the program, as a rule, is understood as the specific costs for obtaining a unit of the final result, formula (2).

$$E_{\text{cost-benefit}} = V_i / K_i \quad (2)$$

where

$E_{\text{cost-benefit}}$  - economic efficiency of the program;

$V_i$  - costs for  $i$  direction in the program;

$K_i$  - number of the program beneficiaries, who obtained its final result.

Quantity methods are applied for evaluation of the program and its participants. If all monitoring data are collected, general set of the program participants may be evaluated with the traditional statistical methods (to find simple average, variation coefficient, to define social groups of the program participants and their ratio etc.). Defining the modal characteristics of the program participant will allow to get an objective view of the factors influencing the final program results or to justify economic and social effectiveness of the program.

In addition, when evaluating programs, it is possible to use more complex qualitative and quantitative methods that combine qualitative analysis of the phenomenon and use various scales for typing outcomes. And in the future, on this basis, quantitative characteristics of possible outcomes are made and modal (outcomes dominant in this sample), outsider (single outcomes) and intermediate variants of outcomes that have some probability of occurrence in the program are selected. In this case, the result of the program is determined separately for each of its participants and is identified as socially-effective and socially-inefficient. And also allows to identify the factors that influence the socially inefficient outcome. This version of the qualitative and quantitative method will be justified by us, tested and presented in paragraph 3.2 on the materials of the study of the direction of youth practice in “Employment roadmap – 2020” program. Thus, the methodological bases for evaluation of state programs in the controlling system are as follows:

- Multiple types of evaluation to meet the different needs of the controlling process in the state regulation of social and economic processes: at the stage of program formation (similar to the development of a business plan); at the stage of the program implementation in terms of performance of task indicators, management of its projects, satisfaction of beneficiaries from participation in the program (business process analogue), after the end of the program (economic, social effectiveness and impact assessment). There are types of program evaluation that reflect the fourth stage in the development of state regulation of social and economic processes with its support for multi-subjectness and the need to take into account the interests of different social groups of civil society. This is an evaluation focused on the choice of one of the alternatives or an evaluation oriented on the search for agreement between the stakeholders of the program.

- Each type of the program evaluation relies on its information base, determined depending on the features of the program and its business process. It is possible to use several alternative information bases simultaneously to confirm the hypotheses of the program evaluation.

- The evaluation uses not only qualitative and quantitative methods of processing and interpreting the results of the program, but also joint qualitative and quantitative methods, if they allow to provide a multifaceted assessment of the implementation of the program and its results.

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