

ANNOTATION

to the dissertation work of the doctoral student of the Academy of Public Administration under the President of the Republic of Kazakhstan Zholdybayev Yerlan Satybaldyevich on the topic «Public administration based on project management in the field of digitalization of the Republic of Kazakhstan», submitted for the degree of doctor in the profile of the educational program «8D04113 – Public Administration»

The relevance of the topic of the dissertation research.

The need for transforming Kazakhstan's economy from a resource-based model to an innovation-driven one is evident across all levels of public administration. This transformation is reflected in political declarations, regulatory changes, and managerial decisions aimed at fostering innovation-driven growth. Amidst these innovations in economics and governance, improving the quality and efficiency of managerial decisions has become crucial. Global best practices demonstrate that these challenges can be addressed effectively through project-based management and digitalization.

The main goals of state policy include accelerating the economic development of Kazakhstan and improving the quality of life through digital technologies. Additionally, Kazakhstan is creating the foundations for a fundamentally new trajectory of long-term digital economic development. As a result, in 2024, Kazakhstan ranked 24th in the United Nations e-Government Development Index.

The Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030 outlines the need for a service-oriented government model, changing approaches to public service delivery. It emphasizes proactive service provision based on the one request principle through the integration of various information systems and databases.

However, the current stage of Kazakhstan's public administration requires the development of effective mechanisms for implementing agile technologies in digitalization to ensure sustainable development.

The object of the research is the government bodies of the Republic of Kazakhstan implementing projects in the field of economic digitalization.

The subject of the research: processes that enhance the effectiveness of public administration in Kazakhstan based on project management in the digital economy.

The purpose of the dissertation research is to improve public administration through the analysis of ongoing digitalization projects and the development of recommendations based on these findings.

To achieve the purpose, the following research tasks were set in the dissertation:

- to provide a detailed organizational and methodological characterization of project management and digitalization in public administration;
- to systematize the drivers of project management development in Kazakhstan's digital public administration and assess their effectiveness;

- to summarize methods and technologies of project management in digitalization using domestic and international experience;
- to study practices and current challenges in implementing digital economy projects;
- to substantiate proposals for implementing a prospective Data-Driven Government model through project management;
- to develop recommendations for enhancing the efficiency of public administration in Kazakhstan based on digitalization projects.

Research methods. During the study, a set of research methods was used. A formalized method of analyzing scientific literature on the research problem, general scientific methods of analysis and synthesis, definitional analysis, and system analysis were made. The components of national programs for digitalization of the economy were also analyzed.

The results of the focus group of NJSC «State Corporation «Government for Citizens» were used as an empirical research base.

Empirical methods included meta-analysis of expert evaluations, expert assessments, and correlation-regression analysis. For result generalization, PEST analysis, stakeholder analysis, SNW, SWOT, and cause-effect diagrams were used.

Scientific novelty and importance of the obtained results:

- generalized and structured the goals of stakeholders of state projects in the field of digitalization;
- developed the structure for stakeholder requirements and expectations regarding digitalization project outcomes;
- identified key success factors for improving project management in digitalization;
- demonstrated correlations between project popularity and public digital trust;
- substantiated a Data-Driven Government model based on project management principles;
- proposed a practical classification of digital trust risks in the Data-Driven Government model.

Scientific provisions of the dissertation submitted for defense:

1. The presented results of the analysis of the project stakeholders implemented in the government agency will improve the efficiency of project management in the field of digitalization in government agencies. Rational use of PM in government digitalization projects allows increasing the effectiveness and efficiency of resource use, as well as improving the flexibility of public administration.

Digital transformation of public administration allows forcing management processes, helps to improve the quality of public administration through automation and provision of remote access for users, expanding the opportunities for interaction between citizens and businesses with the state.

2. The Republic of Kazakhstan possesses the necessary drivers for the successful development of project management and digitalization. Government engagement and growing interest from top managers support PM adoption. Strategic goals increase the relevance of PM in executing state digitalization projects.

3. Digital trust is closely linked to risk management. A society's willingness to adopt data-driven governance depends on citizens' and businesses' readiness to share data. The correlation between e-government project popularity and public trust confirms that trust is essential for digitalization success. In addition, there is a disproportion in the use of electronic government services in the country due to the low level of digital trust in some regions to state policy in the field of digitalization.

4. Nowadays rich theoretical and methodological knowledge base has been accumulated for the successful implementation of projects in the field of digitalization at all stages of project implementation. A promising model of project-based digital public administration is Data-Driven Government, which operates on Big Data technologies. Technologies based on Big Data are among the most popular in the digitalization of the economy. Both international and Kazakhstani experts recognize «Data Driven» approaches as critical to state digital transformation.

5. Recommendations have been developed for the authorities of the Republic of Kazakhstan to minimize the risks caused by the lack of digital trust in the Data-Driven Government model. Digital trust is an important element for ensuring the functioning of Data-Driven Government. It is important for government agencies implementing the policy in the field of digitalization to use the presented classification of digital trust risks in order to reduce the vulnerability of the Data-Driven Government model. The consequences of such risks affect the trust of the population and businesses to the state as its operator.

Compliance with scientific development directions or government programs.

The scientific research corresponds to the Concept for the development of public administration in the Republic of Kazakhstan until 2030 (Decree of the President of the Republic of Kazakhstan dated February 26, 2021 No. 522), and the Concept of digital transformation, information and communication technology development, and cybersecurity for 2023–2029 (Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 269).

The theoretical and practical significance of the research lies in the development of a profile of effective project management principles under digitalization. This profile can guide improvements in PM and internal management systems to enhance performance in public bodies.

Recommendations have been made to improve digital trust as the key to the success of Data-Driven Government projects.

A roadmap for implementing the Data-Driven Government model has also been developed.

Practical outcomes and proposals may be used by national and local government agencies in the design and implementation of digital economy projects.

Some theoretical findings may also support academic instruction in courses on public administration and project management.

Approbation of research results and description of the doctoral student's contribution to the preparation of each publication.

On the topic of the dissertation, 4 scientific papers have been published: 1 article in a journal in the Scopus database, 3 articles in journals recommended by The

Science and Higher Education Quality Assurance Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan.

In addition, an implementation act was received from the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan based on the proposed recommendations for the draft Concept for the development of digital literacy of the population of the Republic of Kazakhstan.

1. «Features of the Project Office of the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan» // Bulletin of Turan University, 2022 (1), pp. 182–191, DOI: <https://doi.org/10.46914/1562-2959-2022-1-1-182-191>. Doctoral contribution – 50%.

2. «Digitalization as a Tool for Interaction Between the Government Apparatus and Civil Society» // Bulletin of Karaganda University, Economics Series, 2023 (2), pp. 199–207, DOI: <https://doi.org/10.31489/2023ec2/199-207>. Doctoral contribution – 50%.

3. «Project Approach in Public Administration: Risks and Opportunities» // Bulletin of Turan University, 2022 (3), pp. 201–211, DOI: <https://doi.org/10.46914/1562-2959-2022-1-3-201-211>. Doctoral contribution – 35%.

4. «Project management as a way to increase the efficiency of civil servants» // Res Militaris. Revue europeenne d etudes European journal of military studies, 2022 (2), C.3146-3154, DOI: 10.48047/resmil.v12i2.218. Doctoral contribution – 35%.