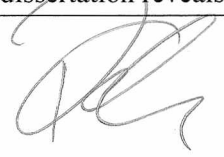


**The review of the official reviewer
for the dissertation of Amirova Aigerim Kairatovna on the topic: “Management of transformation processes towards an innovative civil service of Kazakhstan (case-study of remuneration by results project)”, submitted for a doctorate degree in the specialty “6D051000 - State and Local Government”**

№ p/p	Criteria	Eligibility (one of the answer options must be checked)	Justification of the position of the official reviewer
1.	The topic of the thesis (as of the date of its approval) corresponds to the directions of development of science and / or state programs	<p>1.1 Compliance with priority areas of science development or government programs:</p> <p>1) The thesis was completed within the framework of a project or target program financed from the state budget (indicate the name and number of the project or program)</p> <p>2) The thesis was completed within the framework of another state program (indicate the name of the program)</p> <p>3) The thesis corresponds to the priority direction of the development of science, approved by the Higher Scientific and Technical Commission under the Government of the Republic of Kazakhstan (indicate the direction)</p>	<p>1.1 The topic and direction of the research correspond to the priority directions of the key strategy and state programs of the country.</p> <p>The dissertation was completed in accordance with the Strategy “Kazakhstan-2050”, the Strategic Development Plan of the Republic of Kazakhstan until 2025. This study reflects the key direction of the development of the country’s science “Research in the field of social sciences and humanities”.</p>
2.	Importance for science	The work makes / does not make a significant contribution to science, and its importance is well disclosed/not disclosed	The dissertation makes a significant contribution. Theoretically, sound and empirically rich provides a wealth of previously unknown information on how the Kazakhstani civil service has been innovated so far and how it’d be innovated in the future.
3.	The principle of independence	Self-reliance level: 1) High;	High. The dissertation reveals



		<p>2) Medium; 3) Low; 4) No independence</p>	<p>a high level of self-reliance by the candidate. The research was conducted independently, collecting and analyzing original data, and producing original and interesting results</p>
4.	The principle of inner unity	<p>4.1 Justification of the relevance of the thesis: 1) Substantiated; 2) Partially justified; 3) Not substantiated.</p>	<p>Substantiated. The thesis is very interesting. It raises an interesting issues, formulates good research questions, which are then empirically explored. The thesis is internally coherent, it has a compelling narrative and the chapters flow logically.</p>
		<p>4.2 The content of the thesis reflects the topic of the thesis: 1) Reflects; 2) Partially reflects; 3) Does not reflect</p>	<p>Reflects. The thesis reflects the topic. There is a perfect match between the candidate proposes to do in the title of the dissertation and what it is actually done in the dissertation.</p>
		<p>4.3. The purpose and objectives correspond to the topic of the thesis: 1) correspond; 2) partially comply; 3) do not match</p>	<p>Correspond. The purpose and the objectives of the dissertation are masterfully aligned with the topic of the dissertation. The purpose of the thesis is to explore the drivers of and the possible obstacle to innovation in civil service reforms. These objectives are precisely what the topic of the thesis would require the</p>

			candidate/thesis to do.
		4.4 All sections and provisions of the thesis are logically interconnected: 1) fully interconnected; 2) the relationship is partial; 3) there is no relationship	Fully interconnected. As I noted above the various chapters are fully interconnected. They are logically organized and each chapters build on what the author said in the previous chapter and prepares the reader for what will be discussed in the following one.
		4.5 New solutions (principles, methods) proposed by the author are reasoned and evaluated in comparison with known solutions: 1) there is a critical analysis; 2) partial analysis; 3) the analysis does not represent one's own opinions, but quotes from other authors	New solutions are proposed and there is a critical analysis. The data collection was very comprehensive and, to the best of my knowledge, few studies have collected more and better data than the author of this thesis. More importantly the data are critically analyzed using a wide range of statistical tools (descriptive statistics, factor analysis, structural equation models). The claims advanced in the thesis and the policy recommendations that the candidate formulates are supported by the rich results of rigorous analysis
5.	Scientific novelty principle	5.1 Are the scientific results and provisions new? 1) completely new; 2) partially new (25-75% are new); 3) not new (less than 25% are new)	Completely new
		5.2 Are the dissertation findings new?	Completely new.

		<p>1) completely new; 2) partially new (25-75% are new); 3) not new (less than 25% are new)</p>	<p>The findings are new, original and innovative. They are based on the analysis of an original dataset.</p>
		<p>5.3 Technical, technological, economic or management decisions are new and reasonable: 1) completely new; 2) partially new (25-75% are new); 3) not new (less than 25% are new)</p>	<p>Completely new. The recommendations are evidence-based and in that respect they represent something completely new</p>
6.	Validity of key findings	<p>All main findings are / are not based on scientifically significant evidence or well-grounded (for qualitative research and areas of training in the arts and humanities)</p>	<p>All findings are well grounded and based on scientifically significant evidence</p>
7.	The main provisions for the defense	<p>It is necessary to answer the following questions for each provision separately: 7.1 Is the position proven? 1) proven; 2) rather proven; 3) rather not proven; 4) not proven 7.2 Is it trivial? 1) yes; 2) no 7.3 Is it new? 1) yes; 2) no 7.4 Application level: 1) narrow; 2) medium; 3) wide 7.5 Is it proven in the article? 1) yes; 2) no</p>	<p>7.1: proven. The thesis formulated some hypotheses that were eventually subjected to rigorous analyses. The findings, summarized in table 13 (page 53) show that each of the hypotheses formulated by the candidate were supported by empirical evidence.</p> <p>7.2: not trivial. The findings are not trivial in the sense that they do provide guidance for action but also advance our scholarly knowledge of such issue in the Kazakhstani/Central Asian context</p> <p>7.3: new (as I have suggested in nearly</p>



			<p>all my previous comments)</p> <p>7.4: wide. These findings can guide action and reform at various levels and across sectors – which is why their applicability is wide</p> <p>7.5: yes</p>
8.	<p>The principle of reliability</p> <p>Reliability of sources and information provided</p>	<p>8.1 Choice of methodology - justified or methodology described in sufficient detail</p> <p>1) yes; 2) no</p>	<p>Yes. The author used a wide range of methodological tools and the thesis, as a result, is methodologically rich. It is fairly impressive to see the range of analytical tools that were employed in the course of study</p>
		<p>8.2 The results of the thesis were obtained using modern methods of scientific research and methods of processing and interpreting data using computer technologies:</p> <p>1) yes; 2) no</p>	<p>Yes, by all means. The dissertation used descriptive statistics, various types of analytical tools usually employed in business studies, and several advanced statistical techniques</p>
		<p>8.3 Theoretical conclusions, models, identified relationships and patterns have been proven and confirmed by experimental research (for areas of training in pedagogical sciences, the results have been proven on the basis of a pedagogical experiment):</p> <p>1) yes; 2) no</p>	<p>Yes, the conclusions reflect the findings of the empirical analyses</p>
		<p>8.4 Important statements are confirmed / partially confirmed / not confirmed by references to current and reliable scientific literature</p>	<p>Yes, the dissertation is consistent with the current and reliable scientific literature</p>
		<p>8.5 Used literature sources are sufficient / not sufficient for a literature review</p>	<p>Sufficient. The author engaged and discussed a substantial body of</p>

			research, from classic studies in public administration (weber) to the most recent contributions to this field of inquiry
9	Practical value principle	9.1 The thesis has theoretical value: 1) yes; 2) no	Yes, because it advances our knowledge of such issues in the Kazakhstani/central Asian context
		9.2 The thesis is of practical importance and there is a high probability of applying the results obtained in practice: 1) yes; 2) no	Yes, the findings of this research can provide very useful guidance to institutional reformers
		9.3 Are the suggestions for practice new? 1) completely new; 2) partially new (25-75% are new); 3) not new (less than 25% are new)	Completely new because no such study had previously been conducted in the region
10.	The quality of writing and design	Academic writing quality: 1) high; 2) average; 3) below average; 4) low.	High. One of the impressive features of this thesis is that it is incredibly well written

Vice Dean for Research, Graduate School of Public Policy,
Nazarbayev University, PhD

Prof. Riccardo Pelizzo, Ph.D.



Verified by Nurgul Tuyebayeva

