

**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 - Public and local administration”**

№ 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>According to the Strategy “Kazakhstan-2050”, the National Priorities of the Republic of Kazakhstan until 2025, the National Development Plan of the Republic of Kazakhstan until 2025, as well as the Concept of the Public Administration System Development until 2030, the direction of the doctoral dissertation and the subject of the study correspond to the priorities of the long-term development of the civil service system for the effective service of the state apparatus to the people of Kazakhstan.</p> <p>The topic of the dissertation “Management of transformation processes towards an innovative civil service of Kazakhstan (case-study of remuneration by results project)” fully reflects the current issues of transformation of the civil service system in the new reality.</p>
2.	Importance for science	The work <b>makes</b> / does not make a significant contribution to science, and its importance is <b>well disclosed</b> /not disclosed	The dissertation makes a significant contribution to science, and its importance is well disclosed. The doctoral student conducted an in-depth and

			<p>comprehensive study on the issue of innovative transformation of state bodies on the example of several pilot bodies of new remuneration project involving a wide range of literature, statistical data, foreign experience, and survey data.</p> <p>The results obtained and the conclusions formulated based on the results of the study not only substantiate the scientific novelty and theoretical significance of the work, but can also be used in the activities of government agencies, thereby representing an undoubted scientific and practical interest for a wide range of stakeholders.</p>
3.	The principle of independence	<p>Self-reliance level:</p> <ol style="list-style-type: none"> <li>1) <b>High;</b></li> <li>2) Medium;</li> <li>3) Low;</li> <li>4) No independence</li> </ol>	<p>The self-reliance of the research is confirmed by the utilization of contemporary analytical methods, including PEST, SWOT analysis, cost-effectiveness analysis, and forecasting. The reliability and validity of the author's conceptual model is confirmed by a survey and regression analysis. In turn, proposed methodology of organizational diagnostics of state for launching transformational processes has significant practical potential.</p> <p>Thus, theoretically and practically sound scientific statements submitted for defense reflect the high level of independence of this dissertation.</p>
4.	The principle of inner unity	<p>4.1 Justification of the relevance of the thesis:</p> <ol style="list-style-type: none"> <li>1) <b>Substantiated;</b></li> <li>2) Partially justified;</li> <li>3) Not substantiated.</li> </ol>	<p>The relevance of the dissertation is determined by the priority directions of the civil service and public administration systems development disclosed in the strategic and program documents of the country.</p>
		<p>4.2 The content of the thesis reflects the topic of the thesis:</p> <ol style="list-style-type: none"> <li>1) <b>Reflects;</b></li> <li>2) Partially reflects;</li> <li>3) Does not reflect</li> </ol>	<p>The content of this dissertation fully reflects the research topic. The research work is characterized by a logical presentation of the material and a structured approach to set goals and tasks, thus fully disclose the research issues.</p>
		<p>4.3. The purpose and objectives correspond to the topic of the thesis:</p> <ol style="list-style-type: none"> <li>1) <b>correspond;</b></li> </ol>	<p>The purpose and objectives of the dissertation correspond to the research topic and provide the basis for a logically structured study. Based on an in-depth literature review,</p>

		<p>2) partially comply; 3) do not match</p>	<p>advanced foreign experience and a retrospective analysis of the Kazakhstani practice of civil service transformation, a stable foundation has been built for subsequent analysis and diagnostics of the effectiveness of the pilot bodies. These results allowed developing practically significant recommendations of a systematic and targeted nature on the transfer of the state apparatus's activities to "innovative rails".</p>
		<p>4.4 All sections and provisions of the thesis are logically interconnected: <b>1) fully interconnected;</b> 2) the relationship is partial; 3) there is no relationship</p>	<p>The dissertation has an internal unity, all sections and provisions of the dissertation are logically interconnected.</p>
		<p>4.5 New solutions (principles, methods) proposed by the author are reasoned and evaluated in comparison with known solutions: <b>1) there is a critical analysis;</b> 2) partial analysis; 3) the analysis does not represent one's own opinions, but quotes from other authors</p>	<p>The new solutions proposed by the author are reasoned and critically evaluated. In particular, the proposed author's transformation model was tested by conducting an expert interview and survey using the regression analysis method. In turn, the proposed methodological recommendations on organizational diagnostics of state bodies for launching innovative changes are also tested on the example of research objects.</p>
5.	Scientific novelty principle	<p>5.1 Are the scientific results and provisions new? 1) completely new; <b>2) partially new (25-75% are new);</b> 3) not new (less than 25% are new)</p>	<p>The scientific results and provisions submitted for defense are mostly new (75%), as they are formulated based on the scientific works of both Kazakhstani and foreign authors. The doctoral student proposed the author's conceptual model and methodological recommendations for organizational diagnostics of state bodies to launch innovative transformations. At the same time, in contrast to existing theoretical approaches and practice, these results are new in terms of consistency and conceptuality.</p>
		<p>5.2 Are the dissertation findings new? <b>1) completely new;</b></p>	<p>The conclusions of the dissertation are completely new, since they are based on the results of expert interviews</p>

		2) partially new (25-75% are new); 3) not new (less than 25% are new)	and a two-stage survey of civil servants of pilot bodies and residents of the capital of the country.
		5.3 Technical, technological, economic or management decisions are new and reasonable: <b>1) completely new;</b> 2) partially new (25-75% are new); 3) not new (less than 25% are new)	Management decisions are new and justified. The organizational changes recommended by the author in the pilot bodies are unique in terms of the involvement of key stakeholders in their development of the project of a new remuneration system.
6.	Validity of key findings	All main findings <b>are</b> / are not <b>based on</b> scientifically significant evidence or well-grounded (for qualitative research and areas of training in the arts and humanities)	All key conclusions are based on an in-depth study of theoretical approaches to the issue of innovation and transformation in the public sector, as well as a comprehensive analysis of strategic and program documents of the country with a comparison of the tasks set and the results achieved. The validity of the conclusions is confirmed by the official statistical and departmental data, as well as by conducting expert interviews, opinion polls, forecasting the potential effect of the introduction of changes. Thus, the conclusions presented in the final part of the dissertation are sufficiently substantiated and scientifically proven.
7.	The main provisions for the defense	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;	<b>Provision No. 1 - proved to be non-trivial, new, with an average level of application, proved in the author's article</b> , where she gives the author's interpretation of the concept of "innovation in the civil service system". While developing a definition based on the studied research papers the author proposed to consider innovation in the civil service system as a multifaceted aspect of constant efforts to introduce new approaches or programs in order to significantly improve the activities of state bodies.  <b>Provision No. 2 - proved, is nontrivial, new, with a wide level of application, proved in the article.</b> The position is fully proved, since on the basis of the research of domestic and foreign authors, the doctoral

		<p>2) medium; 3) wide 7.5 Is it proven in the article? 1) yes; 2) no</p>	<p>student identified the key characteristics of the innovative civil service.</p> <p><b>Provision No. 3 - proved, is nontrivial, new, with a wide level of application, proved in the article.</b> The proposed conceptual research model for launching transformational changes in the state apparatus is justified through the use of SPSS. In particular, this model was tested in the State Institution “Akim’s Office of Nur-Sultan” and the Agency for Civil Service Affairs.</p> <p><b>Provision No. 4 - proved, is nontrivial, new, with a wide level of application, proved in the article.</b> The comprehensive analysis and organizational diagnostics carried out by the dissertation allowed to identify a number of shortcomings in the work of the analyzed state bodies and draw conclusions about their inefficient work (Agency for Civil Service Affairs, State Institution “Akim’s Office of Nur-Sultan”) during the pilot testing of the project of a new remuneration system for civil servants.</p> <p><b>Provision No. 5 - proved, is nontrivial, new, with a wide level of application, proved in the article.</b> This provision is new, since the author has proposed recommendations for improving the principles of the state apparatus based on studying the current state of transformation of the civil service of Kazakhstan, taking into account the results of previous reforms.</p> <p><b>Provision No. 6 - proved, is nontrivial, new, with a wide level of application, proved in the article.</b> The provision is new, since on the basis of the results of surveys, expert interviews and organizational diagnostics, the author identified issues in the pilot</p>
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8.	The principle of reliability Reliability of sources and information provided	8.1 Choice of methodology - justified or methodology described in sufficient detail <b>1) yes;</b> 2) no	The choice of methodology is justified. Along with a detailed description of the methodology in Chapter 1.3 of the dissertation, the methodological recommendations developed as a hand book and supported by the authorized body in the field of civil service are attached to the dissertation.
		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: <b>1) yes;</b> 2) no	The results of the dissertation were obtained using such contemporary research methods as PEST and SWOT analysis of civil service reform in Kazakhstan, regression analysis of the factor model for the transformation of state bodies, cost-effectiveness analysis, and method of organizational diagnostics of pilot bodies of the project of a new remuneration system for civil servants.
		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): <b>1) yes;</b> 2) no	Theoretical conclusions, models, identified relationships and patterns have been proven by using the expert interview, survey, forecasting and other research methods.
		8.4 Important statements <b>are confirmed</b> / partially confirmed / not confirmed by	Important statements are confirmed by references to relevant and reliable scientific literature in the field of

		<p>references to current and reliable scientific literature</p>	<p>innovation in the public sector and transformational management.</p> <p>There are technical errors in the text of the dissertation (on pages 45 and 79, the “Concept for the development of the public administration system until 2025” is indicated, while in other places the document until 2030 is indicated), also on page 63, the Nur-Sultan Development Program for 2016-2020 is indicated as one of the documents for the development of the capital, whereas today the Program for 2021-2025 is in effect. However, these remarks are not principled and generally do not affect the essence of the dissertation.</p>
		<p>8.5 Used literature sources <b>are sufficient</b> / not sufficient for a literature review</p>	<p>The literature sources used are sufficient for a literary review. The author comprehensively covers aspects of the subject under study, based on the fundamental theoretical and practical research of experts in the field of innovation and transformational management.</p>
9.	Practical value principle	<p>9.1 The thesis has theoretical value:  <b>1) yes;</b>  2) no</p>	<p>The dissertation has sufficient theoretical significance. The studied materials can serve as a basis for the future research on the issue of the civil service transformation in Kazakhstan.</p>
		<p>9.2 The thesis is of practical importance and there is a high probability of applying the results obtained in practice:  <b>1) yes;</b>  2) no</p>	<p>The dissertation has practical significance, which follows from the attached acts of implementation of the research results in the activities of state bodies.</p>
		<p>9.3 Are the suggestions for practice new?  <b>1) completely new;</b>  2) partially new (25-75% are new);  3) not new (less than 25% are new)</p>	<p>The proposals for practice are completely new from the point of view of the absence of similar methodological recommendations not only in domestic practice, but also in the experience of foreign authorized bodies in the field of civil service.</p>
10.	The quality of writing and design	<p>Academic writing quality:  <b>1) high;</b></p>	<p>The presented dissertation was done at a fairly high level of academic writing. The scientific style of presentation</p>

		2) average; 3) below average; 4) low.	of the material is sustained.
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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)» meets the requirements of the Rules for awarding degrees of the Ministry of Education and Science and the author deserves a degree of doctor in the profile in the specialty «6D051000 - Public and local administration».

**Official reviewer:**

**PhD, Deputy Head of the Center for Applied  
Research and International Partnership  
of the Academy of Public Administration  
under the President of the Republic of Kazakhstan**

*Mussatayeva*

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