Sh.A. Yessimova*1 , S.A. Danyshbayev2 , D.N. Yergaliyev3

¹Taraz Regional University named after M.Kh. Dulaty, Kazakhstan, Taraz
²International Kazakh-Turkish University named after Khoja Akhmet Yassawi, Kazakhstan, Turkistan
³Sakarya University, Türkiye, Sakarya province
*e-mail: sh.yessimova@dulaty.kz

NAVIGATING THE FUTURE: RESILIENT SCENARIOS FOR DEVELOPMENT IN PUBLIC ADMINISTRATION

As the world around us changes, the field of public administration is no exception. The public sector in many developed countries feels the need to move beyond the static and machine bureaucratic paradigm, the public sector in the third world countries and developing countries is also experiencing difficulties in adjusting to polycrisis and wider changes that are taking place in society, economy and technological development.

This article's goal is to examine to what extent public administration has developed globally and to highlight th current trends and potential future directions for both the Republic of Kazakhstan and public administration worldwide.

As part of the scientific and practical significance of the work, the authors reveal questions about what changes are taking place in public administration and what development scenarios are possible there to improve the efficiency of the entire public administration system, which required transformations and changes. The authors of the paper reveal modern and highly developed trends in the field of public administration and do compare existing world experience with the Kazakh reality. Models of interaction between the public sector and the business community and civil institutions are presented in this research, which reveal the underlying problems of interaction, consisted in their size and scope, allowing to effectively manage the state, influence processes, improve the quality of life, balancing public policy, powers and responsibilities of each sector.

The value of this study lies in the fact that the authors identified systemic and structural problems in the development of public administration in the Republic of Kazakhstan and gave specific recommendations for changing approaches to the further development of public administration system in the Republic of Kazakhstan.

Key words: public administration, efficiency, models of sectors of society, scenario for the development of public administration, digitalization.

Ш.А. Есімова¹*, С.Б. Данышбаев², Д.Н. Ерғалиев³
¹М.Х. Дулати атындағы Тараз өңірлік университеті, Қазақстан, Тараз қ.
²Қожа Ахмет Ясауи атындағы Халықаралық қазақ – түрік университеті, Қазақстан, Түркістан қ.
³Сакария университеті, Түркия, Сакария обл.
*e-mail: sh.yessimova@dulaty.kz

Келешекке бағдарлану: мемлекеттік басқару дамуының орнықты сценарийлері

Бізді қоршаған әлем күннен-күнге өзгеруде, ол өзгерістер мемлекеттік басқару саласын да айналып өткен жоқ. Көптеген дамыған елдердің мемлекеттік секторы статикалық және машиналық бюрократиялық парадигмадан шығу қажеттілігін сезінуде, сонымен қатар үшінші әлем елдері мен дамушы елдердегі мемлекеттік сектор да қоғам мен экономикада және технологиялық дамуда орын алып жатқан көпқырлы дағдарыс пен кең ауқымды өзгерістерге бейімделуде қиындықтарды бастан кешіруде.

Бұл мақаланы жазудағы мақсат – Қазақстан Республикасындағы және әлемдегі мемлекеттік басқару дамуының аралық нәтижелерін қорытындылау.

Жұмыстың ғылыми және тәжірибелік маңыздылығы аясында авторлар мемлекеттік басқаруда қандай өзгерістер орын алып жатқандығын және бүкіл мемлекеттік басқару жүйесінің тиімділігін арттыру үшін түрлі даму сценарийлерін, қажетті түрлендірулер мен өзгерістерді қолдану мүмкіндігін ашып көрсетеді. Мақала авторлары мемлекеттік басқару саласындағы жоғары дамыған заманауи үрдістерді талдап, әлемдік тәжірибе мен Қазақстандағы жағдайдың ара қатынасын пайымдайды. Сонымен қатар мақалада мемлекеттік сектордың бизнес қоғамдастығы және азаматтық институттармен өзара әрекеттестік үлгілері ұсынылып, олардың көлемі мен ауқымынан туындайтын терең проблемалары атап көрсетіліп, мемлекеттік саясаттың және әрбір

өкілеттіктері мен міндеттерін теңгерімге келтіру арқылы мемлекетті тиімді басқаруға, түрлі үде-рістерге ықпал етуге, өмір сүру сапасын жақсартуға болатыны аталып өткен.

Бұл зерттеудің құндылығы авторлардың Қазақстан Республикасындағы мемлекеттік басқа-руды дамытудағы жүйелік және құрылымдық проблемаларды анықтап, Қазақстан Республика-сындағы мемлекеттік басқаруды одан әрі дамытудың амал-тәсілдерін өзгерту бойынша нақты ұсыныстар беруінде.

Түйін сөздер: мемлекеттік басқару, тиімділік, қоғам секторларының үлгілері, мемлекеттік басқаруды дамыту сценарийі, цифрландыру.

Ш.А. Есимова[1]*, С.Б. Данышбаев[2], Д.Н. Ергалиев[3]
[1]Таразский региональный университет им. М.Х. Дулати, Казахстан, г. Тараз
[2]Международный казахско-турецкий университет им. Ходжи Ахмеда Ясави, Казахстан, г. Туркестан
[3]Университет Сакарья, Турция, Сакарья обл.
*e-mail: sh.yessimova@dulaty.kz

Навигация в будущее: устойчивые сценарии развития государственного управления

Мир вокруг нас быстро меняется, и область государственного управления не является исклю-чением. Государственный сектор во многих развитых странах ощущает необходимость выйти за рамки статической и машинной бюрократической парадигмы, государственный сектор в странах третьего мира и развивающихся странах также испытывает трудности адаптации к поликризису и более широким изменениям, происходящим в обществе, экономике и в технологическом раз-витии.

Целью написания данной статьи является обзор эволюции госуправления в мире, раскрыть существующие фазы и сценарии развития государственного управления в Республике Казахстан и мире.

В рамках научной и практической значимости работы авторы раскрывают вопросы о том, какие изменения происходят в государственном управлении и какие сценарии развития возмож-ны для повышения эффективности всей системы государственного управления, требующиеся трансформации и изменения. Авторы статьи анализируют современные высокоразвитые тренды в области госуправления и соотносят существующий мировой опыт с казахстанской действитель-ностью. Приведены модели взаимодействия государственного сектора с бизнес-сообществом и гражданскими институтами, которые выявляют глубинные проблемы взаимодействия, заклю-чающиеся в их размерах и объемах, позволяющие эффективно управлять государством, влиять на процессы, улучшать качество жизни, балансируя государственную политику, полномочия и ответственность каждого из секторов. В последнем предложении неразбериха.

Ценность данного исследования заключается в том, что авторами выявлены системные и структурные проблемы развития госуправления в Республике Казахстан и даны конкретные ре-комендации по изменению подходов к дальнейшему развитию госуправления в Республике Ка-захстан.

Ключевые слова: государственное управление, эффективность, модели секторов общества, сценарий развития государственного управления, цифровизация.

Introduction

A report on global risks (WEF, 2023) was pre-sented at the World Economic Forum in Davos. It outlined the risks that the world faces in the follow-ing years to come, including a crisis in the cost of living, natural disasters, geopolitical conflict, the inability to mitigate the effects of climate change, the breakdown of social cohesion, and polarization of society. The term *"polycrisis"* which describes a situation in which numerous risks collide and their interdependencies are all felt extremely keen, is rec-ognised as a new to this report.

The research gives the authors of this paper the opportunity to evaluate the progress toward the in-termediate and final goals in public administration, as well as areas that still require reform and transfor-mation. For instance, the theory of *"Move Between the Balcony and the Dance Floor,"* which was put forth by Harvard University professors Ronald Heif-etz, Marty Linsky, and Alexander Grashow in 2009, enables a thorough analysis of issues and the discov-ery of patterns in the field of public administration, making it perfect for the purposes of this study. This viewpoint makes it possible to comprehend, accept, and even shape reality. The authors' first goal is to make public and evident the theories that are cur-rently in use in the field of public administration. Second, researchers sought to identify current issues and characteristics in Kazakh public administration

to be taken into account by applying international models of public administration.

Literature Review

The originators of the theory of public administration, which is seen from the viewpoint of the separation into politics and management, include Woodrow Wilson, F. Goodnew (1900), and other scientists.

Scholars in the field of global public administration provide their own definitions and methods for studying public administration. Public administration, for instance, would become *"the heart of the problem of modern government,"* according to Leonard D. White (1926), who saw it as a *"single process"* and *"the study of government from the principles of management rather than from the principles of law"* (Storing, 1965).

According to White, there have been numerous theories of public administration developed in the field of public administration research since Frederick Taylor's (1911) theory of scientific management and Max Weber's (1923) bureaucratic theory. The rules of job specialization, the executive role, and Luther Gulick's (1937) management principles have all had a significant influence on the field of public administration research. Efficiency and effectiveness were the ultimate goals of classical public administration theory.

Marc Holzer and Chengxin Xu put forth five excellent ideas, which are as follows: 1) fair, impartial, and businesslike government, which serve as basic principles for establishing the field; 2) Weber's bureaucracy model and Taylor's scientific management are two examples of classical management models that concentrated on organizational efficiency with little energy loss; 3) politics and policy making challenge business government's assumption that politics and management are mutually exclusive and emphasize the idea that *"bureaucrats are necessarily politicians as much as any other participants in the process"*; 4) human behavior, a significant branch of organizational management theory that highlights the significance of interpersonal connections and individual objectives; 5) program effectiveness, which defines the field of public administration as a synthesis, *"one that has to balance competing, often contradicting, values and which is open to continuous adaptation and improvement in pursuit of productive performance"* (Holzer and Gabrielian, 1998)" (Marc Holzer, Janice Flug, Seth J. Meyer, Chengxin Xu, Leanne McAuliffe).

The public administration theories of all the generations are complementary to one another rather than antagonistic. Burke (1989) states *"public administration may have to be redefined by each generation depending on current definitions of what is to be considered private and what public"* so he does not give readers a precise definition of the term. The seven theoretical blocks that George Frederickson and Kevin Smith distinguish between the field of public administration. Among these are the following: postmodern theory, decision theory, rational choice theory, bureaucratic politics, public institutional theory, public administration, Frederickson and Smith, 2003; Holzer and Gabrielian, 1998; Marc Holzer, Janice Flug, Seth J. Meyer, Chengxin Xu, Leanne McAuliffe; and theories of political control of bureaucracy.

An overview of all the above theories is given in tabular form (Table 1).

Table 1 – Theories of Public Administration

Theory	Content	Examples
The Theory of Political Control over Bureaucracy	Dichotomy of politics – administration, separation of powers, bureaucratic accountability and efficiency, bureaucratic discretion	Wilson (1887) Goodnow (1900) Lispky (1980)
Theory of Bureaucratic Politics	The political role of the administration and bureaucracy	Dwight Waldo: The Administrative State, Allison's model of bureaucratic politics, theories of representative bureaucracy
Public Institutional Theory	Organization and management of closed and limited government institutions, interdepartmental relations	Rainey (1997), Powell and DiMaggio (1991)

Theory	Content	Examples
Public Administration Theory	Scientific management theory, POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting), leadership, human resource management, contract management	Principles of scientific management, Gulick (1937); The Hawthorne Studies, McGregor's, Theory X and Theory Y (1960)
Postmodern Theory	Organizational humanism and post-positivism	Particularism, Feminist perspective in public administration
Decision Theory	Logic of organizational decision making	Simon: Administrative Behaviour (1947), bounded. rationality, Garbage cans model
Rational Choice Theory	Neoclassical economic theory applied to the public sector, the rational, self-maximizing bureaucrat	Gordon Tullock: The Politics of Bureaucracy (1965), Anthony Downs: Inside Bureaucracy (1967), William Niskanen: Bureaucracy and Representative Government (1971), Tiebout's model
Theories of Democratic Government (Governance)	An expanded concept of public administration, not limited to bureaucracy, Governance and	Governance framework (Hill and Lynn, 2004), New Public Management
Note – compiled by the author based on the source [Frederickson, H. G., & Smith, K. B. (2003). The Public Administration Theory Primer. Colorado: Westview Press; Research Resources in Public Administration A Companion Guide to the Public Administration Gateway. Edited by: Marc Holzer, Janice Flug, Seth J. Meyer, Chengxin Xu, Leanne McAuliffe – https://www.aspanet.org/PAGateway]		

The widely read book on public administration, written by Nicolas Henry, separates public administration into six periods of development: 1) the political-administrative dichotomy, put forth by Woodrow Wilson, Frank Goodnow, and Leonard White in 1900–1926; 2) public administration as a political science, 1950–1970; 3) public administration as management, 1950–1970, divisions and their understanding, 1965–1970; 4) public administration as public administration from 1970 to the present; 6) governance, from 1990 to the present (Holzer and Zhang, 2009).

The history of public administration should be presented in four periods, according to a similar book by Shafritz and Hyde titled Classics of Public Administration: 1) early voices and the first quarter of the century, 1880–1920; 2) New Deal to mid-century, 1930–1950; 3) John F. Kennedy's focus on civil service reform, 1960–1970; and 4) Ronald Reagan after reinvention, 1980–2000. (Zhang and Holzer, 2009) (Marc Holzer, Janice Flug, Chengxin Xu, Leanne McAuliffe, Seth J. Meyer).

The theories and stages of public administration development in various nations around the world that served as the basis for public administration theory are described and presented by the authors in the literature review.

Methodology

The scientific writings of the classics in public administration, public management, and governance, as well as the theory of interactions between various societal sectors, serve as the theoretical and methodological foundation for this study (the business community, the public sector and civil sector institutions). A generalized and systematic comparison between the Kazakh public administration system and other public administration approaches from around the world was conducted in the form of comparative analysis. An examination of the evolution of public administration is done in retrospect.

Researchers determined to use qualitative methods in collecting the data, namely using the secondary data collection approach. The very data has been obtained from reports of existing indices of the development of public administration efficiency, such as the GovTech Maturity Index, developed by the World Bank, and more static data on indicators of the economy, digitalization, etc., based on the current theories in the field of public administration.

The authors have used references from the works that have previously been presented to the

entire academic and scientific community and have also studied the issues related to the effectiveness of public administration and its impact on the quality of life for number of years.

Regarding the research and methodologies related to foresight, the scholars arrived at conclusions setting the future trends in the evolution of public administration.
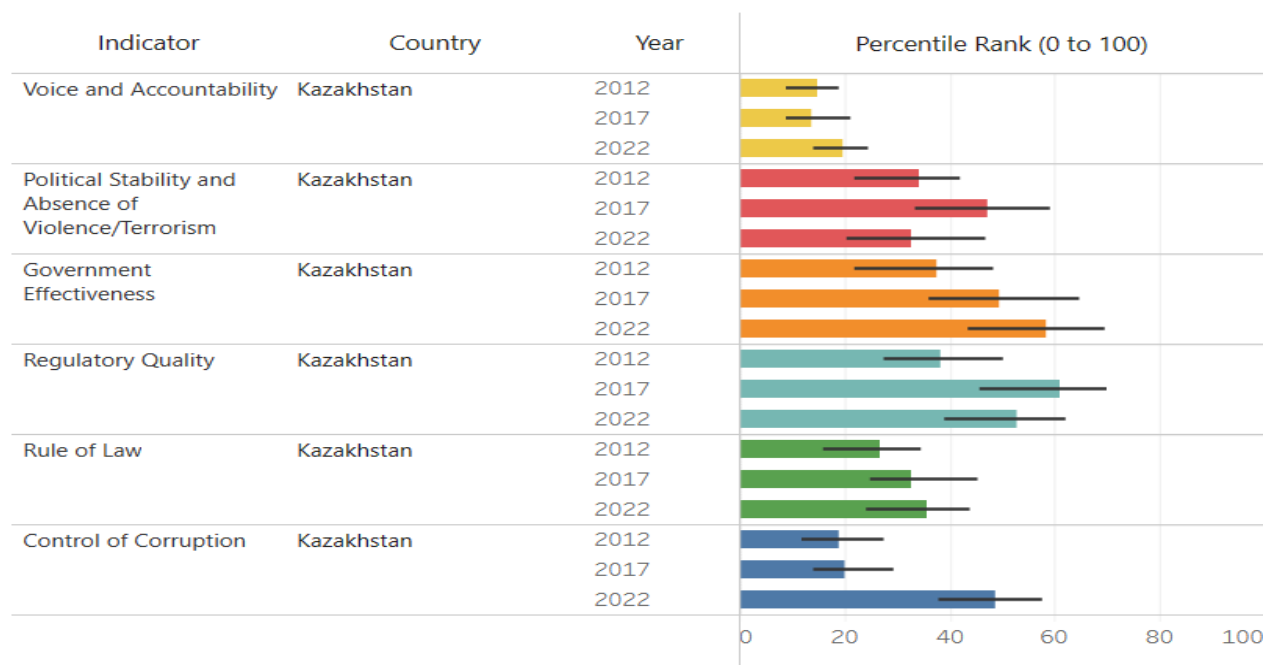
Figure 1 – Indicators of the quality of public administration in Kazakhstan
Note – Extracted from [http://info.worldbank.org/governance/wgi/; accessed: 4/11/2024]

Results and Discussion

The World Bank Governance Indicators (Figure 1) show six aggregate governance indicators: governance efficiency (57.21 percentile, 0.96 percentile deterioration); rule of law (34.13 percentile, 2.41 percentile worsening); voice and accountability (18.84 percentile, 2.9 percentile improvement); political stability and absence of violence/terrorism (37.74 percentile, 0.94 percentile worse); and anti-corruption (48.08 percentile, 5.77 percentile improvement).

The present approaches to the development of society and its sectors are what researchers would like to start with (Mustaghis-ur-Rahman, 2004; Noorjehan Bava, 1992; Richard Hollaway, 1995; L. D. Brown & David C. Korten, 1989). These approaches are divided into **three categories:** *the state (government organizations), the business sector (commercial organizations), and civil society (public organizations, local government institutions, etc.).* The role of the public sector, business sector, and civil society institutions and

what their dimensions are to effectively govern the state, improve the quality of life, and balance public policies, powers, and responsibilities of each sector are still being debated in academic, public, and government circles. What is the perfect balance between each sector and its boundaries of interaction so that each can coexist peacefully in a particular ecosystem and, above all, benefit the populace, satisfy them with the caliber of the services they receive, and involve them in the process of making decisions?

By applying this division to the Kazakh social sectors and their features—which are shown in Table 2 – the authors claim to have identified three models of the society's development.

The existence of a sizable public sector, which still refuses to give other sectors authority or engage them in collaboration and merely pretends to do so, is reflected in the first Model 1 of interactions between all societal sectors.

The researchers have found that considering the Model 2, the intended outcome is a situation in which the business sector and civil society
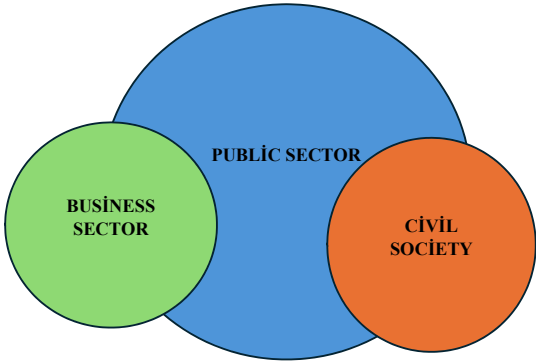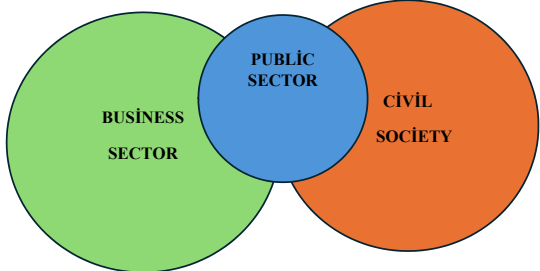
organizations surpass the size of the public sector in the near future. The effectiveness and transparency of public administration are demonstrated by the greater influence and participation of civil society and business structures in the decision-making process. This is evident in the existence of sophisticated local government, public sector, and business institutions.

The least developed nations are the subject of the third model, which is not displayed in the table and which the authors did not consider introducing it whilst designing the study's framework.

Table 2 – Scenarios for the Development of Sectoral Models of Society

№	Sectoral Integration Models	Features
	Model #1 – Kazakhstan Current Model	1. In the public sector, almost 47% of all large enterprises in Kazakhstan are owned by the state (Committee on Statistics of the Ministry of National Economy of the Republic of Kazakhstan, 2017); more than 50 thousand government functions (Analytical report, 2022) 2. Business sector: 97.9% (479,609) of organizations in Kazakhstan are small; 1.5% (7,158) – average; 0.6% (2,931) – large (Committee on Statistics of the Ministry of National Economy of the Republic of Kazakhstan, 2022). The share of SMEs in GDP is 17.3% (Financial climate in the Republic of Kazakhstan (2019). 3. Civil society: A. **NGOs are – 21,413 of which are active 17,044** (Civil Society, 2023) more than 30 thousand people work in this sector (0.2% of the population), almost all NGOs are government funded (Colin Knox & Sholpan Yessimova, 2015): i. Support for youth policy and children's initiatives – 8% ii. Support for socially vulnerable groups of the population – 15% iii. In the field of education, science, information, sports and physical education – 22% iv. Protection of rights and legitimate interests of citizens and organizations – 11% v. Protecting the health of citizens, promoting a healthy lifestyle – 4% vi. Assistance in resolving family, demographic and gender issues – 3% vii. Development of culture and art – 5% viii. Strengthening social harmony and national unity – 5% ix. Help for orphans, children from single-parent and large families – 2% x. Protection of historical and cultural heritage – 2% xi. Environmental protection – 3% xii. NGOs working in other socially significant areas – 20% B. The representation of the middle class in Kazakhstan varies between 14–20% according to various sources and studies (Colin Knox & Sholpan Yessimova, 2015).

№	Sectoral Integration Models	Features
	Model #2 – Desired Model for Kazakhstan **BUSİNESS SECTOR** **PUBLİC SECTOR** **CİVİL SOCİETY**	1. The share of state ownership in countries with developed economies ranges from 20 to 40% and higher (A. A. Adambekova., 2011). In Abu Dhabi – 165 government functions; New Zealand, Australia, Denmark, USA, Singapore all use the best world practices, and they have 500, 1000, maximum 2000 functions (Statistics Committee of the Ministry of National Economy of the Republic of Kazakhstan, 2022). 2. European small businesses range between 70% and 90% of all businesses. The contribution of small enterprises to the country's economy is almost ½ of the total GDP. More than ½ of the working-age population is provided with jobs by small businesses (Business Statistics, 2020). 3. The size of civil society is represented in developed countries: the middle class of society varies from 65–75% and on average 10–15% of the population is involved in public activities (Steven Pressman, 2015). Government funding is the source of income up to 50–60%, the rest comes from sponsorship, donations, membership fees, etc. Japan has developed a development plan "Society 5.0" (Carolina Narvaez Rojas, Gustavo Adolfo Alomia Peñafiel, Diego Fernando Loaiza Buitrago and Carlos Andrés Tavera Romero, 2021)
Note – Compiled by Authors based on the source Frederickson, H. G., & Smith, K. B. (2003)		

A radical rethinking of the strategies, procedures, and equipment are required to increase the effectiveness of public administration should be aided by the presented characteristics of the current and proposed model of interaction between all societal sectors. This includes altering the development paradigm and creating an entirely new organizational culture in both the public and private sectors. The Republic of Kazakhstan has a small and inadequate business community, civil society, and strong state, according to the authors of this work, who also note the presence of low comparative indicators and indicators that support constructive dialogue with the public sector.

Based on the strength of the two sectors – the business community and civil society – researchers feel that Model 2 is more appealing and essential for the advancement of public administration. As the next ten years are devoted to this goal, all joint forces should continue to work toward creating a strong state and all other spheres of society. When laws are upheld, top-notch services are rendered, and each individual develops into a deserving, self-assured citizen, the state is strong. Additionally, a robust and engaged society is a requirement to prevent distortions and excesses in a powerful state (Acemoglu D et al., 2021). A resilient civil society and state can be assessed not only by the number of participants, the number of institutions in place, and other economic metrics, but also by the high level of awareness and culture among various societal segments.

In Kazakhstan, thirty years of development experience have resulted in numerous reforms that have advanced various spheres of society's daily activities. It is always pertinent to consider whether the public administration system is up to date with the changes occurring in the nation's daily affairs. Large-scale administrative reforms were also implemented in developed nations in the 1980s and 1990s under the banner of a new concept of public administration. The truth is that their previous system questioned the efficiency of government agencies. Ineffective management is increasingly associated with the public sector (Yessimova Sh. A., 2008).

Researchers tried to identify the stages of development by analysing the theories of public administration. These stages included traditional public administration, new public management, and governance (democratic public administration), as well as "managerialism" (Pollitt, Christopher, 1993; Hood, Christopher, 1991); "market government" (Lan, Zhiyong and Rosenbloom, David H., 1992); "post-

bureaucratic paradigm" (Barzelay, Michael, 1992); or "entrepreneurial government" (Osborne, David and Gaebler, Ted, 1992).

The above information allows the authors to comprehend the existing categories, approaches and models of public administration development (Yessimova Sh.A., 2022).

Furthermore, scholars have focused on Kazakhstan's public administration's strategic planning for the following ten years; the selection of one development scenario over another will determine the course of our society. A methodical, structured approach to addressing uncertainty and complexity that goes beyond the predicted course of events is known as a foresight approach. This is just one of many methods that can assist decision-makers in developing better strategies and policies to deal with

erratic evolution and change. The practical use of foresight is not new; for many years, governments, businesses, and nonprofit organizations have employed it in developed nations (Report of Government Office for Science of the UK, 2021), but Kazakhstan has not. As authors look forward to putting forth several strategic scenarios for the evolution of public administration in Kazakhstani nation as part of this work.

Referring to the CEPA Strategy Guidance Note on Strategic Planning and Foresight (2021), researchers have identified performance and efficiency indicators that enable the identification of two development scenarios (see Fig. 2), or two pairs of the most significant trend variables that determine the primary direction of the ecosystem. These indicators are used to build the main scenarios.
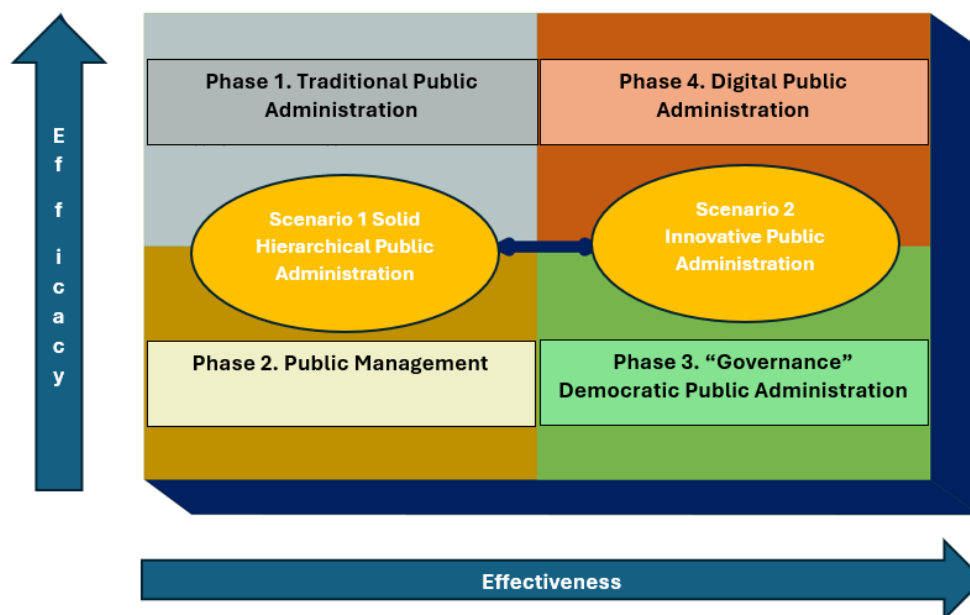
Figure 2 – Matrix of Scenario Development of Public Administration
Note – Compiled by the author based on the source Yessimova Sh.A. (2022).

Through the complete digital transformation of the economy and society, the modern world has entered a new phase of the information age. Highly developed countries have long since transitioned from purely hierarchical public administration to the innovative phase of growth

and development, which our nation will enter in the decades to come.

Additionally, two more scenarios arise from the existing phases of public administration development, which have their own characteristics, features and problems (see Table 3).

Table 3 – Characteristics and development criteria of three phases of public administration development

№	Development Phases	Characteristics	Kazakhstan Experience
1	Traditional Public Administration	- Fragmentary execution of tasks - Lack of flexibility - Focus on compliance with established rules and guidelines; - The central role of bureaucracy in policy development and implementation; - The "politics – management" split in the public sector; - Commitment to incremental budgeting; - Hierarchical management structure - Uncoordinated business processes - Low stakeholder involvement	- Country still experiencing the issue of uncoordinated work of all government bodies, lack of integration and unity, interdepartmental communication and connections, lack of cooperation and cooperation between levels of government. - The work plans of each government agency, both at the central and local levels, are not integrated and each works according to its own adopted plan, which is not coordinated with each other. - The budget system does not meet the needs and goals of a market economy. - Low informatization and integration of digital platforms.
2	New Public Management	- Reducing the role of government; - Management techniques that are used in the private sector are used; - Value for money – ratio of price and quality; - Efficiency of public services; - Introduction of quantitative and qualitative indicators for assessing public administration - Focuses on measuring both individual and organizational results; - Organic (flexible) management structures;	- National projects have a system of indicators and indicators that allows to evaluate the results of government programs, but at the same time the quality of life of the population does not improve. - A system for providing services to the population has been built, but all processes and work of government agencies, civil society institutions and business are not integrated. - There are no flexible management structures, and many initiatives are not working at the proper level.
3	Governance (Democratic Governance): corporate governance, "good" governance, public governance. Public governance: socio-political governance; public policy governance; administrative governance; contract governance; network governance	- Responsible for how government organizations work with partners, stakeholders and their environment, responsible for public policy; - Collective activity in the decision-making process with the participation of other institutions of society and sectors of the economy; - Focus on the interaction of all sectors of society and their institutions to achieve joint effective results; - Decentralized management and involvement of everyone; - Monitoring the parameters and managing the regulators of all subsystems simultaneously to achieve one common goal (for example, its effective functioning) at the level of the entire system; - "Whole-of-Government" and the development of a unified plan and cooperation of all government bodies and stakeholders (interested participants) into a single integrated management system; - Network, project management structures.	- Weak integration and cooperation of all stakeholders, although public councils and other civil society institutions are already being created and are involved in the work of the public sector, still their effectiveness is not yet high enough. - There is no holistic "Whole-of-Government" approach and the development of a unified plan and cooperation of all government bodies and stakeholders (interested parties) into a single integrated management system. - There is still a centralized management system and a hierarchical management structure. - Weak policy in the field of integration of all information platforms of government agencies into a single portal. - Weak data management and analysis policies.
Note – Compiled by the Author based on the source Yessimova Sh.A. (2022)			

The public administration phases and a few of its performance results, which have had an impact on the overall system's development are discussed above. Kazakhstan continues to face challenges that make it more difficult to increase the effectiveness of public administration. The aforementioned studies provide compelling evidence for the need for additional reform, as the current system has long been evolving in order to serve its own interests rather than having any obstacle to improving the efficiency of its operations. It is immediately inevitable that the Republic of Kazakhstan will move into an innovative public administration phase that will transform every aspect of the economy and society.

The digitalization of every aspect of society is a powerful tool and direction for the creation of an efficient public administration system. Undoubtedly, digital technologies acting as engines in times of world crisis.

Figure 3 – Trends in Public Sector
Note – Compiled by Authors based on the source Yessimova Sh.A. (2022).

Kazakhstan has high aspirations for the development of digital technologies, pertaining to the results of the World Development Bank's annual GovTech Maturity Index study. A major obstacle to the establishment of a "digital government" is the lack of skilled professionals with knowledge of Big Data, Artificial Intelligence, the Internet of Things, and Information Technology respectively. In order to assist practitioners in creating new digital transformation projects, the GovTech Maturity Index was created as part of a World Bank initiative that focused *on four main areas*: *enabling GovTech, integrating citizen participation, enhancing service delivery, and supporting core government systems.* GovTech is the most complete indicator of the digital transformation of the public sector, designed for 198 countries.

The following areas should be the main focuses of digital government activity:

- *Analytics and citizen/customer insights:* assisting public sector organizations in better defining their target audiences, mission, etc. Citizen/ Customer Lifetime Value (CLV) models and analytics algorithms, along with experience-based insights to be used by industry sectors like health and human services to help governments better anticipate citizen needs, track customer and citizen engagement, and report accurate outcome measures.

- *Citizen-centered service design:* feasible approaches for attaining objectives-centered service

design, minimize redundancies, and seal off service delivery gaps. Assist governments in providing citizens with a "no false doors" method of service access and in their ability to properly weigh the urgency, complexity, and risk of services for vulnerable populations. Services that are inclusive, flexible, and intelligent must be the public sector's hallmark.

- *Providing intelligent and connected services:* Assisting the public sector in providing proactive, individualized services that are catered to the needs of businesses and citizens. This service line offers the fundamental services and technologies required to assess how citizens are currently interacting with programs and services, recognize and anticipate their needs, and recommend the best course of action.

- *Mission-Driven Staff:* Public sector organizations need to have a clear mission that directs management, operations, and interactions, as well as a clear understanding of the citizens/clients they serve, why they are doing it, and what the expected outcomes are. Strategies, systems, and procedures that: (i) attract and develop talent that aligns with the organization's culture and goals; (ii) retain and develop talent; and (iii) enable the workforce to make decisions and provide services that advance the mission are to be counted as all necessity to support a mission-driven workforce. Results and engagement are the key indicators of productivity.

- *Government as a Platform:* To enable omnichannel access for citizens and businesses, public sector organizations require a streamlined, unified, and shared network of government digital services, infrastructure, resources, and systems. To facilitate the seamless connection between customers and authorized service providers, the government must act as an intermediary. The nerve center for citizen- and customer-centric services and a workforce with a mission-focused mindset will be this very shared platform of components, services, processes, data, and infrastructure.

- *Citizen-driven digital ecosystem:* By offering co-creation opportunities, the public sector can help citizens co-design services and gain insight into digital innovation. The following activities require citizen participation: (i) ongoing process improvement in business; (ii) real-time trusted transactions (contracting, voting); and (iii) policy reform. Businesses and citizens alike must contribute to the advancement of technology and data on the government platform.

Above were discussed and demonstrated the existing approaches to public administration and some of its results. Kazakhstan continues to face issues that make it more difficult to increase the effectiveness of public administration. In order to meet the new challenges within the digital age and digitize all facets of public administration, our (Kazakhstani) government needs to develop a completely new program/policy. If not, the nation will not advance. Scholars believe that coordinating regional policy and emphasizing local and regional self-government are essential to reach prosperity.

Conclusion

This article's goal is to examine to what extent public administration has developed globally and to highlight the current trends and potential future directions for both the Republic of Kazakhstan and public administration worldwide. The authors of have reached the aim of current paper by stressing the significance of described existing phases and designed future scenarios of public administration development in Kazakhstan and beyond. Since it is important for public administration to undergo a significant improvement over the next ten years, the conditions for a continuous, self-sustaining process of improving its efficiency must be established, in line with the government's development review that is being given.

The primary goal of first-stage initiatives is to strengthen society's legal foundation for influence over the public administration system.

1 – The establishment of a system and mechanisms for introducing the idea of a "Listening State" into a common practice. This can be done by keeping a close eye on public opinion regarding important matters pertaining to the nation's development and by setting up a distinct structural unit dedicated to researching citizens' needs, interests, and opinions about the state of the nation or region.

2 – To support the necessity and public utility of adopted strategic (at the very least) decisions, national projects, and formulated public administration goals, procedures and criteria must be carefully crafted. This also applies to decisions or programs that entail significant financial outlays. Legislation must be passed in for the purpose of establishing a certain justification that can only be conducted by researching public opinion on the topics being discussed. In addition, it is important to guarantee unrestricted access to collected primary data and research programs.

3 – The introduction of regulations for a profound reorganization of the entire system, including the budget system, and the importance of making the most crucial decisions regarding the

composition of public administration will widen the sense of the governance overall. A shift toward an interconnected government structural model is also required. This model should emphasize horizontal connections, agency integration, the one-stop-shop principle, joined-up, networking, shared services, and an entrepreneurial approach to government agency use of new information technologies (based on e-governance).

4 – To ensure public trust in data use and to accelerate Kazakhstan towards the status of a global leader in the data economy, a National Data Governance Strategy is an essential requirement.

The activities of the second stage are intended to provide society with means of altering the public administration system.

1 – The implementation of a focused strategy in public administration and the corresponding reorganization of public administration bodies' operational protocols. The shift to a project-based approach to public administration, which has long been discussed by experts and reformers in our field.

2 – Further implementation of proactive public services. Digital transformation and integration of every process.

3 – To ascertain through via a functional analysis of the complete system, an audit of the public administration system's business processes hs to be carried out.

The third set of measures was designed to lower barriers between the public administration system and society and increase transparency among its personnel.

1 – A nation's ability to advance and prosper is greatly influenced by its public sector. An analysis of regional and global trends in the civil service's development revealed that advanced nations are now concentrating on raising the standard of civil service by implementing new recruitment and promotion procedures, boosting employee productivity, and further guaranteeing government agencies' transparency. This is all while taking disruptive technologies like blockchain and artificial intelligence into account. The following is demonstrated by the University of Oxford's review of the International Public Service Performance Index.

2 – The authors aspire to emphasize on the system of education and training for civil servants, which needs a radical overhaul. A training policy that focuses on the execution of managerial, strategic, and creative tasks in the operations of government bodies must be put forth for civil servants at all levels.

References

1. Acemoglu Daron, & James A. Robinson. (2021). Narrow corridor. AST Publishing House.
2. Adambekova, A. (2011). The public sector of the economy and its role in the development of the national economy of Kazakhstan. Finance and Credit, 35(467), 70-78.
3. Barzelay, M. (1992). Breaking through bureaucracy: A new vision for managing in government. University of California Press.
4. Bovaird, T., & Loffler, E. (2015). Public management and governance. Routledge.
5. Brown, L. D., & David C Korten. (1989). Understanding voluntary organizations. Unpublished manuscript.
6. Burke, C. G. (1989). Themes from the history of American public administration: Rethinking our Past. Marcel Dekker.
7. Colin Knox, & Sholpan Yessimova. (2015). State-Society relations: NGOs in Kazakhstan. Journal of Civil Society, 11(3), 300-316.
8. Deloitte. (2019). Financial Climate in the Republic of Kazakhstan. https://i.forbes.kz/pdf/KZ_finance_deloitte.pdf
9. Downs, A. (1967). Inside bureaucracy. Little, Brown and Company.
10. F. W. Taylor, & Harper & Brothers. (1911). The principles of scientific management
11. Frederickson, H. G., & Smith, K. B. (2003). The public administration theory primer. Westview Press.
12. Goodnow, F. (1990). Politics and administration: A study in government. Russell and Russell.
13. Gov.kz. (2023). Civil Society. www.gov.kz. Retrieved 05/01/2024, from https://www.gov.kz/memleket/entities/qogam/activities/142?lang=ru
14. Government Office for Science of the, U K. (2021). Features of effective systemic foresight in governments around the world. UK: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/985279/effective-systemic-foresight-governments-report .pdf
15. Gulick, L. (1937). Notes on the theory of organization. Institute of Public Administration.
16. Hill, C. J., & Lynn, L. E. (2004). Governance and public management, an introduction. Journal of Policy Analysis and Management, 23(1), 3-11.
17. Holzer, M., & Gabrielian, V. (1998). Five great ideas in american public administration (2nd ed.). Marcel Dekker.

18. Holzer, M., & Zhang, M. (2009). Introduction to the special issue on comparative chinese/american public administration. Public Administration Review, 69(1), 5-12.

19. Hood, C. (1991). A Public Management for all Seasons? Public Administration, 69(1), 3-19.

20. Kursiv Media. (2017). About 47% of all large enterprises in Kazakhstan belong to the state. https://kz.kursiv.media/2017-10-12/okolo-47-vsekh-krupnykh-predpriyatiy-kazakhstana-prinadlezhat/

21. Lan, Z., & Rosenbloom, D. H. (1992). Editorial. Public Administration Review, 52(6)

22. Leonard Dupee White. (1926). Introduction to the study of public administration. Macmillan.

23. Lipsky, M. (1980). Street-level bureaucracy. Russell Sage Foundation.

24. Mustaghis-ur-Rahman. (2004). Govts-NGOs working together as partners. Economic Outlook, 37(3), 11.

25. Narvaez Rojas, C., Alomia Peñafiel, G. A., Loaiza Buitrago, D. F., & Tavera Romero, C. A. (2021). Society 5.0: A japanese concept for a super intelligent society. Sustainability, 13, 65.

26. Noorjehan Bava. (1992). Introduction, 'Non-Governmental Organizations in Development. B. R. Publishing Corporation.

27. Norman Uphoff. (1995). Why NGOs are not a third sector: A sectoral analysis with some thoughts on accountability, sustainability, and evaluation. Earthscan Publications Ltd.

28. Osborne, D., & Gaebler, T. (1992). Reinventing government: How the entrepreneurial spirit is transforming the public sector.

29. Osborne, S. (2010). The new public governance? Routledge.

30. Pollitt, C. (1993). Managerialism and the public services: Cuts or cultural change in the 1990s (2nd ed.). Basil Blackwell.

31. Powell, W. W., & DiMaggio, P. (1991). The new institutionalism in organizational analysis. University of Chicago Press.

32. QazStat. (2023). Monitoring of small and medium-sized businesses in the republic of kazakhstan. Astana: QazStat. https://stat.gov.kz/upload/iblock/4f0/j2y1f4rvuyfrcasf05sr0773iusxgx2t/%D0%9C%D0%A1%D0%9F%20%D0%BA%D0%B2%20(1).pdf

33. Rainy, H. (1997). Understanding and managing public organizations. Jossey-Bass.

34. Richard Hollaway. (1995). Civil society – the nonprofit private sector: Trying to categorize in bangladesh. Institutional Development Journal PRIA, 2(1), 40.

35. Ronald Heifetz, Alexander Grashow, & Marty Linksy. (2009). The practice of adaptive leadership. Harvard Business Press.

36. Rosenbloom, D. H. (1983). Public administrative theory and the separation of powers. Public Administration Review, 43(3), 219-227.

37. Simon, H. (1947). Administrative behavior. The Free Press.

38. Steven Pressman. (2015). Defining and measuring the middle class [Abstract]. AIER, https://www.aier.org/wp-content/uploads/2016/10/WP007-Middle-Class.pdf

39. Storing, H. J., & Leonard, D. (1965). White and the study of public administration. Public Administration Review, 25(1), 38-51.

40. Tullock, G. (1965). The politics of bureaucracy. Public Affairs Press.

41. UN Department of Economic and Social Affairs. (2021). CEPA strategy guidance note on strategic planning and foresight. UN. https://publicadministration.un.org/Portals/1/Strategy%20note%20%20strategic%20foresight%20Mar%202021_1.pdf

42. Vawilon. (2020,). Business statistics. https://vawilon.ru/statistika-biznesa/?ysclid=ldu6t0ejej651399835

43. Weber, M. (1923). History of the economy: Essay on general social and economic history. Science and School.

44. Wilson, W. (1887). The study of administration. Political Science Quarterly, 2(2), 197-222.

45. World Economic Forum. (2023). The global risks report. WEF. https://www3.weforum.org/docs/WEF_Global_Risks_Report_2023.pdf

46. Yessimova Sh.A. (2008). Efficiency of public administration of the republic of kazakhstan: Theory and practice. Khmelnitsky: Publishing House KHUP.

47. Yessimova Sh.A. (2022). Analysis and evaluation of Public and local administration educational programs of kazakhstani universities. Astana: Astana Civil Service Hub.

48. Zerde. (2022). Analytical report. Astana: Zerde.

Авторлар туралы мәліметтер

Есімова Шолпан Алтынбекқызы (корреспонденттік автор) – экономика ғылымдарының докторы, М.Х.Дулати атын-дағы Тараз өңірлік университетінің Басқарма мүшесі – стратегиялық даму және интернационалдандыру жөніндегі про-ректоры, (Қазақстан, Тараз қаласы, e-mail: sh.yessimova@dulaty.kz)

Данышбаев Серік Бауыржанұлы – Қожа Ахмет Яссауи атындағы Халықаралық қазақ-түрік университетінің докто-ранты, (Қазақстан, Түркістан қаласы, e-mail: serik.danyshbaev@gmail.com)

Ергалиев Ділжан Нұрсұлтанұлы – Сакария университетінің докторанты, (Түркия, Сакария облысы, e-mail: dilzhan.nursultan@ogr.sakarya.edu.tr)

Information about the authors

Yessimova Sholpan (corresponding author) – Doctor of Economic Sciences, Member of the Board – Vice Rector for Strategic Development and Internationalization Taraz Regional University named after M.Kh. Dulaty (Taraz city, Kazakhstan, e-mail: sh.yessimova@dulaty.kz)

Danyshbayev Serik – PhD Student, International Kazakh-Turkish University named after Khoja Akhmet Yassawi, Kazakhstan (Turkestan city, Kazakhstan, e-mail: serik.danyshbaev@gmail.com)

Nursutan (Yergaliyev) Dilzhan – PhD Candidate, Sakarya University, Türkiye (Sakarya province, e-mail: dilzhan.nursultan@ogr.sakarya.edu.tr)