IMPROVING THE SYSTEM OF PUBLIC ADMINISTRATION OF REGIONAL DEVELOPMENT IN THE CONTEXT OF DIGITALIZATION

Ainagul IMANBEKOVA*

PhD student in the specialty of "State and Local Administration" of Karaganda University of Kazpotrebsoyuz, Karaganda, Kazakhstan, imanbekova2006@mail.ru, ORCID: https://orcid.org/0000-0002-9712-408X

Elena STAVBUNIK

Ph.D., Associate Professor, Head of the Department of "ET and State and Local Administration" of Karaganda University of Kazpotrebsoyuz, Karaganda, Kazakhstan, sea826@yandex.kz, ORCID: https://orcid.org/0000-0001-8030-9857, Scopus ID: 57190222571

Galina FILUK

Professor, Doctor of Economics, Taras Shevchenko National University of Kyiv, Kyiv, Ukraine, gfiluk@ukr.net, ORCID: https://orcid.org/0000-0001-8671-5709, Scopus ID: 57202011000

Abstract. In Kazakhstan, a phased introduction of a unified information system "E-Otinish" for receiving citizens' appeals began in May 2021. This system is aimed at automating the distribution of appeals by competence of state bodies, reducing the time for their processing by reducing requests, informing applicants about the progress of consideration of their appeals and forming a common database of appeals to state bodies.

The purpose of this study is to analyze the management of regional development in the context of digitalization, as well as to study the statistical data collected through a unified information system of citizens' appeals. The study is based on theoretical and methodological developments of both Kazakhstani and international scholars, reflecting the importance of public administration in the era of digital transformation.

The peculiarity of this work is the analysis of the impact of the pandemic and accompanying restrictive measures on the digitalization of public services. The crisis stimulated the transition of public service centers (PSCs) to a remote working format and contributed to an increase in digital literacy among the population. The study demonstrates how the state has adapted to the new conditions and what effects digitalization has had on regional development.

However, it reveals a critical need to improve the quality of interaction of civil servants with the population and organizations. Insufficient responsiveness to requests, as well as the ambiguity of information disseminated by ministries and local executive bodies, undermines citizens' trust in government measures and worsens the image of the state apparatus.

Thus, in the conditions of accelerated digitalization, special attention should be paid not only to the technological support of processes but also to the quality of communication between state bodies and society, which is a key factor for successful digital transformation and increasing the efficiency of public administration.

Keywords: public administration, digitalization in pandemic conditions, regional development, information technology, unified information system.

Аңдатпа. Қазақстанда 2021 жылғы мамырдан бастап азаматтардың өтініштерін қабылдау үшін «E-Otinish» бірыңғай ақпараттық жүйесін кезең-кезеңмен енгізу басталды. Бұл жүйе мемлекеттік органдардың құзыреті бойынша өтініштерді бөлуді автоматтандыруға, сұрау салуларды азайту есебінен оларды өңдеуге арналған уақытты қысқартуға, өтініш берушілерді олардың өтініштерін қарау барысы туралы хабардар етуге және мемлекеттік органдарға өтініштердің жалпы дерекқорын қалыптастыруға бағытталған.

Осы зерттеудің мақсаты цифрландыру контексінде өңірлік дамуды басқаруды талдау, сондай-ақ азаматтар өтініштерінің бірыңғай ақпараттық жүйесінің көмегімен жиналған статистикалық деректерді зерделеу болып табылады. Зерттеу цифрлық трансформация дәуірінде мемлекеттік басқарудың маңыздылығын көрсететін қазақстандық және халықаралық ғалымдардың теориялық және әдіснамалық әзірлемелеріне сүйенеді.

Бұл жұмыстың ерекшелігі пандемияның және оған ілеспе шектеу шараларының мемлекеттік қызметтерді

---

* *Corresponding author: A. Imanbekova, imanbekova2006@mail.ru*

цифрландыруға әсерін талдау болып табылады. Дағдарыс халыққа қызмет көрсету орталықтарының (ХҚКО) қашықтықтан жұмыс форматына көшуін ынталандырды және халық арасында цифрлық сауаттылық деңгейін арттыруға ықпал етті. Зерттеу мемлекеттің жаңа жағдайларға қалай бейімделгенін және цифрландыру өңірлік дамуға қандай әсер еткенін көрсетеді.

Алайда, мемлекеттік қызметшілердің халықпен және ұйымдармен өзара іс-қимылының сапасын жақсартудың сындарлы қажеттілігі анықталды. Сауалдарға жеткіліксіз жедел ден қою, сондай-ақ министрліктер мен жергілікті атқарушы органдар тарататын ақпараттың әртүрлілігі азаматтардың мемлекеттік шараларға сенімін түсіреді және мемлекеттік аппараттың беделін нашарлатады.

Осылайша, жеделдетілген цифрландыру жағдайында процестерді технологиялық қамтамасыз етуге ғана емес, мемлекеттік органдардың қоғаммен коммуникация сапасына да ерекше назар аударылуы тиіс, бұл сәтті цифрлық трансформацияның және мемлекеттік басқарудың тиімділігін арттырудың түйінді факторы болып табылады.

Түйін сөздер: мемлекеттік басқару, пандемия жағдайындағы цифрландыру, өңірлік даму, ақпараттық технологиялар, бірыңғай ақпараттық жүйе.

Аннотация. В Казахстане с мая 2021 года началось поэтапное внедрение единой информационной системы «E-Otinish» для приема обращений граждан. Эта система направлена на автоматизацию распределения обращений по компетенции государственных органов, сокращение времени на их обработку за счет уменьшения запросов, информирование заявителей о ходе рассмотрения их обращений и формирование общей базы данных обращений в госорганы.

Цель данного исследования заключается в анализе управления региональным развитием в контексте цифровизации, а также в изучении статистических данных, собранных с помощью единой информационной системы обращений граждан. Исследование опирается на теоретические и методологические разработки как казахстанских, так и международных ученых, отражающих важность государственного управления в эпоху цифровых трансформаций.

Особенностью данной работы является анализ влияния пандемии и сопутствующих ей ограничительных мер на цифровизацию государственных услуг. Кризис стимулировал переход центров обслуживания населения (ЦОНов) на дистанционный формат работы и способствовал повышению уровня цифровой грамотности среди населения. Исследование демонстрирует, как государство адаптировалось к новым условиям и какие эффекты цифровизация оказала на региональное развитие.

Однако выявлена критическая необходимость улучшения качества взаимодействия госслужащих с населением и организациями. Недостаточно оперативное реагирование на запросы, а также неоднозначность информации, распространяемой министерствами и местными исполнительными органами, подрывает доверие граждан к государственным мерам и ухудшает имидж государственного аппарата.

Таким образом, в условиях ускоренной цифровизации особое внимание должно быть уделено не только технологическому обеспечению процессов, но и качеству коммуникации государственных органов с обществом, что является ключевым фактором успешной цифровой трансформации и повышения эффективности государственного управления.

Ключевые слова: государственное управление, цифровизация в условиях пандемии, региональное развитие, информационные технологии, единая информационная система.

Introduction

Nowadays, economic and managerial spheres are actively transforming, moving from traditional methods to digital ones. This transformation is attracting new products, including online platforms, and methods of doing business that have no analogues in the past. Among the most significant changes caused by the development of information technologies are innovative approaches to the collection, processing, and analysis of information. Digitalization covers all aspects of life, including automation of production to create intelligent enterprises, digital design, machine learning, as well as technologies to provide access to information and jobs at a distance, whose importance has increased due to the COVID-19 pandemic, and the effective use of mobile devices through multi-channel technologies [1].

The greatest impact on the process of digitalization of the economy is expected from technologies such as big data, artificial intelligence, robotics, and machine learning, as well as cloud computing and data storage. These innovations do not so much replace as expand economic opportunities, opening up previously untapped potential. In addition, digitalization of public administration is observed at the global level, although the degree of its implementation varies from country to country.

In the context of public administration, several areas are being considered to accelerate the provision of public services and decision-making, taking into account cybersecurity:

1. Development of e-government to

ensure cybersecurity at the national and international levels;

2. The ability of e-government to predict natural disasters and respond promptly to them;

3. Integration of e-government functions with various sectors of society to reduce the digital divide.

The challenges associated with the development of the digital economy and the digitalization of public administration require countries to adapt to new conditions [2].

This study aims to analyze the development of public administration at the regional level in the context of digitalization and to study statistical data on citizens' appeals in a single information system. To achieve this goal, tasks were set and solved, including studying the theoretical aspects of digitalization in the field of public administration, analyzing national and local projects, identifying problems of digitalization in Kazakhstan, and considering ways to improve digitalization management through the interaction of authorities and economic agents.

Research question: How does the digitalization of public services and improving the quality of communication between government agencies and the public and organizations affect the level of public confidence in government and the effectiveness of public administration of regional development in the Republic of Kazakhstan?

The subject of the study is the digitalization management system of public relations at the regional level.

The object of the study is public authorities and business entities interacting with them.

The research focuses on the digitalization management system in public relations at the regional level and the interaction between government agencies and economic entities. Special attention is paid to the analysis of the impact of the pandemic and related restrictive measures on the digitalization of public services, which made it possible to assess the level of digital literacy of the population and the effectiveness of the state in a crisis, contributing to regional development in the context of digitalization.

Literature review

Recent scholarly publications have examined the multidimensional subject of modernizing governmental administration of regional development in the context of digitization, from numerous perspectives. The advent of digitization has significant implications for regional economic systems, public administration procedures, and the broader agenda of economic growth and sustainability management. This literature study conducts a comparative analysis of several sources, focusing on their respective conclusions, techniques, and contributions towards comprehending the impacts of digital transformation on regional development management.

The automation of management procedures is highlighted as a significant benefit of digitalizing regional economic systems, as highlighted by Dubyna [1]. This automation contributes to enhanced efficiency in the management of regional development. The study proposes that digital platforms streamline operations and allow the interchange of information, hence improving the quality of products and the efficiency of services in regional economies.

A study conducted by Azmina examines the strategic significance of creative development within regional economies in the context of digitalization. This study presents a case for the adoption of contemporary conceptual frameworks in the context of spatial integration of regional economies [2]. It suggests different options for state policy to facilitate the modernization of digital economic development.

The trend of digitizing public administration as a means of modernization:

The study conducted by Buchaev et al. aims to identify the obstacles and most effective management frameworks for digital development in different locations. According to their research, implementing financial management measures could stimulate the rapid growth of the digital economy [2]. However, they also caution about the possibility of financial crises resulting from budget depletion. They propose a balanced approach that combines both financial and non-financial management methods.

In the realm of digitization, Rytova and Gutman present a distinctive methodology that employs the fuzzy set technique to assess regional development strategies [2]. This approach offers a structured evaluation of strategic objectives, with the goal of automating strategic management.

The authors Shabanova et al. and Buchaev et al. highlight the emergence of new obstacles in public and business management as a result of digital advancements [3]. According to Shabanova et al., a model is put forth that utilizes non-financial management methods to enhance the digital growth of contemporary regions [3]. The authors highlight the importance of implementing organizational changes within management systems.

The concepts of managing digital transformation processes in regional economic systems are outlined by Derhaliuk, with a particular emphasis on the significance of digitalization for economic security and the effective operation of local authorities [4].

Sector-Specific Digitalization Impacts: Idigova analyzes the process of modernizing regional industries as they transition into the digital economy [5]. The study highlights the need of aligning industrial sectors with the demands of the digital economy and enhancing the investment environment [5].

In this study, Semkin et al. examine the topic of strategic spatial development in regional agribusiness. They argue in favor of adopting a strategic approach that incorporates digital technology in order to improve agricultural output competitiveness and promote the development of rural areas [6].

In summary, the existing body of literature demonstrates a general agreement about the significant impact that digitization can have on regional development and the management of states. Research emphasizes the necessity of planned and coordinated collaboration between the government, corporations, and communities to effectively address the difficulties and take advantage of the possibilities brought about by digital transformation. A noticeable trend is observed in the evaluation of the effects of digitization, with a growing demand for comprehensive management approaches that incorporate both financial and non-financial aspects. This is crucial for promoting sustainable regional economic growth and fostering innovation in the digital age.

Materials and methods

Methodological tools - analysis, comparison; economic model: functional analysis, graph, statistical analysis. The study of public administration was presented by the authors: Aganbegyan A.G., Shakhina G.V.G.Atamanchuki, S.Y. Glazyev, T.G.G.V., T.G.G.Gazhyanev, T. Gebleri, N. Manning, D. Osborn, N. Parisoni, S. Hak, etc. The works of O. A. Morozova, M. Petrov, and other authors are devoted to digitization.

The empirical base of the study consists of various sources, including materials from the Ministry of National Economy of the Republic of Kazakhstan, the Ministry of Industry and Infrastructure Development of the Republic of Kazakhstan, the Ministry of Agriculture of the Republic of Kazakhstan, the Ministry of Finance of the Republic of Kazakhstan, the Ministry of Labor and Social Protection of the Population of the Republic of Kazakhstan and reports of the Accounting Committee of the Republic of Kazakhstan on budget execution under the national program "Digital Kazakhstan".

Discussion and Conclusions

In general, in 2021, most of the positive trends that have emerged in the interaction of government agencies with the population have continued.

In 2021, the main activities were carried out and since May 2021, a unified information system for receiving citizens' appeals "E-Otinish" has been phased in, which will automatically distribute appeals according to the competencies of government agencies, reduce the time for reviewing appeals by optimizing the number of requests, inform the applicant about all stages and deadlines for reviewing appeals and create a single database of all received appeals to government agencies.

Table 1 - The system for evaluating the activities of government agencies in the block

Assessment directions	Authorized state agency
1. The quality of public services	Agency for Civil Service Affairs (general summary of public services) Ministry of Digital Development, Innovation and Aerospace Industry (Electronic Public Services) Agency for Civil Service Affairs (general summary of public services) Ministry of Digital Development, Innovation and Aerospace Industry (Electronic Public Services)
2. The quality of handling complaints and applications	Committee on Legal Statistics and Special Accounts of the Prosecutor General's Office
3. The openness of the state agency	Ministry of Information and Public Development

Source:[2]

The pandemic and related restrictive measures have made it possible to assess the real degree of digitalization of public services. The transfer to a remote format of the PSC's work and the further reformatting of their activities to provide exclusively paper services that are not available in electronic form made it possible to indirectly increase the digital literacy of the population.

In order to ensure uninterrupted provision of services by the state, measures have been taken to provide them on alternative platforms (mobile applications, messengers, websites for certain types of services, etc.).

At the same time, it should be noted that the forced and massive transition to the digital environment showed limited performance and bandwidth of e-government servers.

Overall assessment results

Recent studies have shown changes in the assessment of the quality of public administration and execution. On average, the Public Service Quality Indices (CSOs) showed a slight decrease to about 69.9 points from the previous 72.1 points recorded in 2022. At the same time, the indicators of interdepartmental cooperation (M&E) show improvement, reaching 71.7 points compared to 60.3 points in 2022 [4].

Among the CGO assessments, the Ministry of Information and Public Development (MIOR) demonstrates the greatest success with a score of 91.4 points, which is associated with high-performance discipline in processing requests and providing public services, a minimum number of violations of deadlines, a high level of satisfaction with the quality of services, as well as active work on filling Open Government portals.

At the same time, the Ministry of Defense showed the lowest result with 36 points due to low-performance discipline, a large number of cases of violations of deadlines for providing services and processing requests, as well as complaints about the quality of services.

A noticeable improvement in indicators is observed in the activities of the Ministry of Economy, Growth and Sustainable Development (MAGPR), where the increase was +12.4 points, due to an increase in the share of automated public services from 87% to 93% and a decrease in the number of repeated unsatisfactory requests [6].

Table 2 - Dynamics of evaluation of automated public services in CSOs

CSO	2023	2022	Dynamics in points 2022-2023	Positions in the 2023/2022 ranking	The dynamics of the position 2022-2023
Ministry of Information and Public Development	92.5	91.4	+1.1	1	1
General Prosecutor's Office	89.8	90.6	-0.8	3	2
National Bank	90.2	89.6	+0.6	2	3
State Office of Judicial Enforcement	84.0	83.6	+0.4	4	4
Ministry of Energy and Environmental Protection	81.7	80.3	+1.4	5	5
Ministry of Finance	79.5	78.9	+0.6	6	6
Agency for Civil Service Affairs	77.0	77.1	-0.1	7	7
Ministry of Justice	75.4	74.6	+0.8	8	8
Ministry of Economy	75.7	74.4	+1.3	7	9
Ministry of Digital Development, Innovation and Aerospace Industry	73.9	73.3	+0.6	9	10
Ministry of Labor and Social Protection of Population	73.6	73.3	+0.3	10	11
Agency for Regulation and Development of the Financial Market	73.5	73.2	+0.3	11	12
Ministry of National Economy	71.0	70.3	+0.7	12	13
Ministry of Culture and Sports	67.5	66.9	+0.6	13	14
Ministry of Internal Affairs	63.0	62.9	+0.1	14	15
Ministry of Education and Science	62.0	61.7	+0.3	15	16
Ministry of Agriculture	61.6	60.9	+0.7	16	17
Ministry of Industry and Infrastructural Development	59.8	59.3	+0.5	17	18
Ministry of Health	58.6	58.4	+0.2	18	19
Ministry of Trade and Integration	56.3	56.1	+0.2	19	20

MFA	46.0	45.6	+0.4	20	21
Ministry of Defense	36.5	36.0	+0.5	21	22
The average value	70.1	69.9	+0.2		

Source: [6]

The analysis of the presented data for 2022 and 2023 makes it possible to identify the following key trends and changes in the assessments and positions of organizations:

1. Stability of the leaders: MIOR maintains its leading position, showing a slight improvement of +1.1 points. This indicates the stability of their work and possibly the continuation of effective practices in the field of performance discipline and satisfaction with the quality of services provided.

2. Change in the top 3: There is a reshuffle in the top three, where the GP went down to third place, giving way to the second position of the National Bank, which may indicate some challenges in maintaining the previous level of quality or improving the work of other organizations [6].

3. Improvement of the average value: The average score for all organizations increased slightly by +0.2, which may indicate an overall slight improvement in the quality of public services or performance discipline at the state level.

4. Stability of positions: Most organizations have maintained their positions in the ranking or experienced minor changes, which may indicate relative stability in the public administration and service system.

5. The growth of the Ministry of Agriculture: The Ministry of Agriculture (MOA) has demonstrated significant growth, rising by one position, which may be due to an improvement in the quality of services provided or an increase in the efficiency of internal processes [7].

6. The decline of MIT: The Ministry of Technology and Innovation (MIT) showed the largest drop in the rating, which will require additional analysis of the causes of such a decline, possibly due to a decrease in performance discipline or the quality of public services provided.

7. Minimal changes in the dynamics of scores: Most organizations showed only a small change in their scores, which may reflect both positive stability and a lack of significant progress in some areas.

Overall, the table reflects some stabilization in the system of public administration and services, with minor improvements in quality and performance. However, changes in the positions of some organizations emphasize the importance of constant monitoring and adaptation to new challenges in order to maintain and improve the quality of public services [8, p. 208].

An analysis of the presented table with data for 2022 and 2023 by region allows us to draw the following conclusions:

- Improvement of indicators is observed in all regions, which indicates positive dynamics of development or improvement in the quality of management and provision of services at the local level. The average increase in points was +0.3, which indicates a moderate but stable increase in quality in all regions.

- Pavlodar region retains its leading position with a slight increase of +0.5 points, confirming its effectiveness in the field of public administration and services.

- The Atyrau and Kostanay regions also demonstrate stable growth and maintain their positions, which indicates continued development and improvement in these regions.

There were no changes in the ranking of positions among the regions under consideration for the period from 2022 to 2023 [8]. This indicates the stability of the relative position of the regions to each other, despite small changes in their scores.

- Although the improvement in indicators varies from +0.3 to +0.8 points, this indicates that the regions continue to work to improve the efficiency of their

management and the quality of public services provided.

- The most noticeable improvements (+0.7 points) are observed in the Mangystau region and the city of Astana, which may indicate the introduction of new initiatives or the improvement of the implementation of existing ones.

- Despite the improvement, the Aktobe region remains in last place with the lowest indicator (43.5). This may indicate the presence of specific problems or a slower pace of implementation of improvements compared to other regions.

The table reflects the overall positive trend of development and improvement in the regions while maintaining stability both in the leading positions and in the dynamics of changes in positions in the rating. This may indicate a systematic approach to improving the quality of governance and public services at the local level. However, to further improve efficiency, specialized development programs or enhanced support may be required for regions that lag behind in some indicators, such as the Aktobe region [9].

Table 3 - Dynamics of evaluation of automated public services at the regional level

MIO	2023	2022	Dynamics in points 2022-2023	Positions in the 2023/2022 ranking	The dynamics of the position 2022-2023
Pavlodar region	88.2	87.7	+0.5	1	1
Atyrau region	83.0	82.2	+0.8	2	2
Kostanay region	82.5	81.7	+0.8	3	3
Turkestan region	80.0	79.5	+0.5	4	4
Akmola region	79.8	79.2	+0.6	5	5
Kyzylorda region	79.0	78.5	+0.5	6	6
East Kazakhstan Region	78.3	77.8	+0.5	7	7
Almaty region	78.0	77.7	+0.3	8	8
Shymkent	74.5	73.9	+0.6	9	9
West Kazakhstan Region	73.6	73.1	+0.5	10	10
North Kazakhstan Region	67.5	66.9	+0.6	11	11
Karaganda region	66.5	66.0	+0.5	12	12
Almaty	66.3	65.8	+0.5	13	13
Mangystau region	63.5	62.8	+0.7	14	14
Astana	62.5	61.8	+0.7	15	15
Zhambyl region	62.3	61.7	+0.6	16	16
Aktobe region	43.5	42.9	+0.6	17	17
The average value	72.0	71.7	+0.3		

Source: [9]

In the context of the "Quality of public services" for the period 2022-2023, 195.4 million services were provided by government agencies compared to 190.8 million services in the previous year [9]. Of this number, 166.7 million services were provided electronically, which is 85.3% of the total (in the previous year — 84.9%), while services in paper format amounted to 12.3 million (6.3%, in the previous year — 6.1%), and through the State Corporation — 16.4 million (8.4% as in the previous year) [9]. According to the results of the surveys, there is a decrease in the average level of satisfaction with services to 4.4 points out of a possible 5 (in the previous year — 4.5), and in the other direction to 4.5 points (in the previous year — 4.6) [10]. There was a doubling of the number of violations of the terms of provision of services (from 4 thousand to 8 thousand, or from 0.02 to 0.04 per 1000 services), while the number of violations regarding the list of documents decreased (from 7.5 thousand to 3.5 thousand, or from 0.04 to 0.02 per 1000 services).

The share of assessed types of public services available on the e-Government web portal increased from 90% to 95% (640 out of 673 according to the Register) [11]. At the same time, the number of technical failures of services on the portal, leading to the unavailability of electronic public services, increased to 600 hours (in the previous year — 537 hours and 45 minutes) [11].

In terms of the "Quality of complaints and applications", there is a decrease in efficiency in the processing of complaints and applications, taking into account the decrease in the volume of considered appeals to 1.2 million (in the previous year — 1.3 million), with violations of the terms of consideration of 4.2 thousand appeals (or 3.5 per 1000 considered appeals), which is more than last year. The number of applications granted in court has increased (from 47 to 57, or from 0.04 to 0.05 per 1000 applications) [11].

According to the "Openness of the state body", there is an increase in the share of untimely published open data publications from 6% to 7.5% according to the CGO, and a decrease from 6.6% to 5% according to MINE [11]. Activity on the Open NPAs portal has also increased, with 19,500 NPAs projects and 50,000 comments and suggestions published, of which 34,000 are related to

CSG projects, and 16,000 to M&E [12].

The total number of requests on the blog platforms of the first managers amounted to 56 thousand, of which 46 thousand were addressed to the heads of the CGO, and 10 thousand to the MIO [12]. 270 surveys and 420 Internet conferences were conducted on the Open Dialogue portal, with the greatest activity from the Akimat of the West Kazakhstan region [12].

These changes underline the continuation of the trend towards digitalization of public services, at the same time they reveal problems with the technical stability of online services and challenges in the field of handling appeals and complaints from citizens.

The first aspect highlights the importance of improving communication between civil servants and society. In the context of the desire for a more open state, the need to strengthen information support for the actions of government agencies is emphasized. The importance of this aspect is particularly highlighted in conditions of instability and crises when prompt and accurate information on the population becomes critically important.

Unfortunately, it has been found that the interaction of government agencies with citizens often leaves much to be desired. The slow response to citizens' appeals and the dissemination of ambiguous information affects the perception of the state machine by society and reduces the level of trust in the decisions of the authorities.

In 2022-2023, for example, there was confusion in official information from the Ministry of Labor and Social Protection of the Population on social benefits, which led to public discontent. Similar problems were observed in the Ministry of Health, where statistical adjustments raised questions about the transparency and reliability of the data provided [13].

The second aspect concerns the quality of automation of public services. According to the instruction of the President of the Republic of Kazakhstan, a significant part of public services was to be converted to electronic format by 2022. By the end of 2022, 92% of services were available

online, however, problems were identified with the full coverage of services in electronic form, especially in key ministries [14].

It should be noted that, despite the increase in the share of electronic services, a number of difficulties with their use remain relevant. Respondents pointed to problems with the interface and accessibility of online resources, as well as the lack of prompt support through call centers and chatbots.

The third aspect is related to the need to review by-laws regulating the provision of public services. The revealed inconsistencies and contradictions between various regulations emphasize the need for stricter control over their development and implementation. Practical examples show that the lack of uniform standards and controls can lead to corruption risks and unevenness in the provision of services [15, 16].

Taking into account the above, the key areas for further development are improving the quality and efficiency of communication between government agencies and the public, further development and optimization of electronic public services to ensure their accessibility and ease of use, as well as revision and unification of by-laws to prevent contradictions and improve the quality of public services [17, 18]. These measures will improve the efficiency of public administration, strengthen public confidence, and make public services more accessible and understandable to citizens [19, 20].

Conclusion

The introduction of digitalization into the process of public administration leads to a number of advantages: the speed of processing citizens' appeals and decision-making increases; costs decrease, the number of necessary personnel decreases, its clear structuring and distribution of execution by departments of the state apparatus occurs by processing a large array of information. All this leads to an improvement in the quality of management decisions of government employees. Due to the openness, transparency of information, participation of citizens in governance through electronic voting, better interaction between government agencies and the public, public confidence in the activities of government agencies increases, and accordingly, public participation in the management of the region through digital technologies increases. At this stage, there are objective obstacles to the development of digitalization in public administration: shortcomings of digital infrastructure, unstable Internet activity, lack of digital literacy, insufficient discipline and clarity of execution of employees of various ministries and government bodies, the digital divide between different population groups and regions. The analysis of the identified shortcomings will make it possible to identify areas for their elimination and thereby make the system of state management of regional development in the context of digitalization more perfect.

References

1. Ukaz Prezidenta Respubliki Kazahstan ot 25 avgusta 2015 goda № 73 «Prognoznaja shema territorial'no-prostranstvennogo razvitija strany do 2020 goda» [text] - (http://economy.gov.kz/ru/kategorii/prognoznaya-shema-territorialno-prostranstvennogo-razvitiya-strany.)

2. Economy Profile of Kazakhstan. Doing Business 2019 Indicators [text]. - (http://www.doingbusiness.org/content/dam/doingBusiness/country/k/kazakhstan/KAZ.pdf.)

3. World Intellectual Property Organization (WIPO). . The Global Innovation Index 2021, Tracking Innovation through the COVID-19 Crisis [text]. - (https://www.wipo.int/global_innovation_index/en/2021)

4. Gosudarstvennaja programma «Cifrovoj Kazakhstan» (s izmenenijami ot 19.04.2019 g.) Postanovlenie Pravitel'stva Respubliki Kazahstan ot 12 dekabrja 2017 goda, № 827 [text]. - (https://online.zakon.kz/Document/doc_id=37168057).

5. Digital Kazakhstan: Transformation through modern technologies [text]. - (https://primeminister.kz/en/news/all/16093).

6. Gosudarstvennaja programma infrastrukturnogo razvitija «Nurly zhol» na 2015-2019 gody ot 6 aprelja 2015 goda № 1030 [text]. - (http://online.zakon.kz/Document/doc_id=37168057)

7. Regional'naja statistika [text]. Komitet po Statistike Ministerstva Nacional'noj Jekonomiki Respubliki Kazahstan. - (http://www.stat.gov.kz/faces/publicationsPage/publicationsOper _adf.ctrl-state=tsqu6o95g_25&_afrLoop=10470097499519052&visiblescreen=no&page_id=publicationsOper)

8. Shabunina T.V., Shhelkina S.P. Problemy informatizacii jekologo-jekonomicheskogo prostranstva regiona v kontekste innovacionnogo razvitija [Tekst] //Zhurnal pravovyh i jekonomicheskih issledovanij. - 2015. - № 1. - S. 208-212. – (https://elibrary.ru/download/elibrary_36475441_83492715.pdf)

9. World Intellectual Property Organization (WIPO). The Global Innovation Index 2021, Tracking Innovation through the COVID-19 Crisis. [text]. - (https://www.wipo.int/global_innovation_index/en/2021)

10. Rumjancev A.A., Gusakov M.A., Zamjatina M.F., Maksimov V.V., Smirnova G.P., Shabunina T.V., Shhelkina S.P. Metodologija issledovanija social'no-jekonomicheskih processov v nauchno-innovacionnoj sfere regiona. Otchet o NIR № 96-06-80066 (Rossijskij fond fundamental'nyh issledovanij) [Tekst]./ Rumjancev A.A., [at al.] - (https://elibrary.ru/download/elibrary_230104_44509103.htm).

11. Heeks, R. Examining «Digital Development»: The Shape of Things to Come? GDI Development Informatics [Text]./ Heeks, R. // Working Paper.- No. 64, University of Manchester, UK. - 2016. - (https://hummedia.manchester.ac.uk/institutes/gdi/publications/workingpapers/di/di_wp64.pdf).

12. Nurkatov A.A. Metodicheskoe obosnovanie mehanizma povyshenija jeffektivnosti upravlenija regional'noj set'ju telekommunikacionnyh uslug [Tekst]/ Nurkatov A.A.// Peterburgskij jekonomicheskij zhurnal. – 2019. - № 1, S. 197-205.

13. Telecommunications Industry Outlook: 5G ushers in a new world of opportunities [text]. -2019. - (https://www2.deloitte.com/us/en/pages/technology-media-and telecommunications/articles/telecommunications-industry-outlook.html)

14. Rajhlina Anna V., Patrusheva Elena G. DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATION AS A FACTOR OF REGIONAL COMPETITIVENESS INCREASING [text]/ Rajhlina Anna V., Patrusheva Elena G. // Journal of regional and international competitiveness. - 2022. - №4. - (https://cyberleninka.ru/article/n/digital-transformation-of-public-administration-as-a-factor-of-regional-competitiveness-increasing).

15. Lee, K. H., Slattery, O., Lu, R., Tang, X., McCrary, V. The state of the art and practice in digital preservation [Text]/ Lee, K. H.[et al.].// Journal of Research of the National Institute of Standards and Technology. - 2002. - 107 (1), 93. doi: https://doi.org/10.6028/jres.107.010 10.

16. Bozeman, B. Technology transfer and public policy: a review of research and theory [Text]/ Bozeman, B. // Research Policy, - 2000. - 29 (4-5), P. 627–655. doi: https://doi.org/10.1016/s0048-7333(99)00093-1

17. EU enlargement. European Commission [text]. (https://commission.europa.eu/strategy-and-policy/policies/eu-enlargement_en12.)

18. Campos, N. F., Coricelli, F., Moretti, L. Economic Growth and Political Integration: Estimating the Benefits from Membership in the European Union Using the Synthetic Counterfactuals Method [Text]/ Campos, N. F., [et al.]. // SSRN Electronic Journal. - 2014. doi: https://doi.org/10.2139/ssrn.2432446

19. Afonasova, M. A., Panfilova, E. E., Galichkina, M. A., & Ślusarczyk, B. Digitalization in economy and innovation: the effect on social and economic processes [Text]/ Afonasova, M. A. // Polish journal of management studies, - 2019. 19(2). - P. 22-32. – (https://doi.org/10.17512/pjms.2019.19.2.020)

20. Davymuka, S. A., Fedulova, L. IDigital transformation of Ukrainian regions [Text]/ Davymuka, S. A., Fedulova, L.//Regional economy. - 2018. - 90(4), P. 110-121. - (http://re.gov.ua/doi/re2018.04.110.php).

ЦИФРЛАНДЫРУ ЖАҒДАЙЫНДА ӨҢІРЛІК ДАМУДЫ МЕМЛЕКЕТТІК БАСҚАРУ ЖҮЙЕСІН ЖЕТІЛДІРУ

Айнагүл ИМАНБЕКОВА, Қазтұтынуодағы Қарағанды университетінің «Мемлекеттік және жергілікті басқару» мамандығының PhD докторанты, Қарағанды, Қазақстан, imanbekova2006@mail.ru, ORCID: https://orcid.org/0000-0002-9712-408X

Елена СТАВБУНИК, Phd, доцент, Қазтұтынуодағы Қарағанды университетінің «ЭТ және мемлекеттік жергілікті басқару» каферасының меңгерушісі, Қарағанды, Қазақстан, sea826@yandex.kz , ORCID: https://orcid.org/0000-0001-8030-9857, Scopus ID: 57190222571

Галина ФИЛЮК, Тарас Шевченко атындағы Киев ұлттық университетінің профессоры, экономика ғылымдарының докторы, Киев, Украина, gfiluk@ukr.net, ORCID: https://orcid.org/0000-0001-8671-5709, Scopus ID: 57202011000

СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ РЕГИОНАЛЬНЫМ РАЗВИТИЕМ В УСЛОВИЯХ ЦИФРОВИЗАЦИИ

Айнагуль ИМАНБЕКОВА, *PhD докторант по специальности «Государственное и местное управление» Карагандинского университета Казпотребсоюз, Караганда, Казахстан,* *imanbekova2006@mail.ru, ORCID: https://orcid.org/0000-0002-9712-408X*

Елена СТАВБУНИК, *Phd, доцент, заведующая кафедрой «ЭТ и государственное, местное управление» Карагандинского университета Казпотребсоюз, Караганда, Казахстан,* *sea826@yandex.kz , ORCID: https://orcid.org/0000-0001-8030-9857, Scopus ID: 57190222571*

Галина ФИЛЮК, *Профессор, доктор экономических наук Киевского национального университета имени Тараса Шевченко, Киев, Украина,* *gfiluk@ukr.net, ORCID: https://orcid.org/0000-0001-8671-5709, Scopus ID: 57202011000*