ACCESSIBILITY OF SERVICES AS AN ELEMENT OF THE SERVICE MODEL OF THE STATE APPARATUS ON THE EXAMPLE OF THE WEST KAZAKHSTAN REGION

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Annotation. The transformation of public administration in the Republic of Kazakhstan is aimed at establishing a service-oriented model of the public sector focused on improving interaction between the state and citizens and ensuring the accessibility of public services. A key driver of these reforms is the development of digital technologies and the modernization of the organizational structure of public authorsities.

This article examines the accessibility of public services at the national and regional levels, with particular attention to the West Kazakhstan Region. Based on an analysis of the regulatory and institutional framework, the study identifies the institutional conditions necessary for the transition to a service-oriented model of governance. The empirical basis includes data on the dynamics of digitalization of public services, the structure and functioning of local executive bodies, and indicators of violations, citizen complaints, and mechanisms of internal and public oversight.

The methodological framework incorporates SWOT and PEST analyses, comparative and statistical methods, and an assessment of citizen feedback. These tools made it possible to identify the strengths and weaknesses of the service delivery system, as well as the external factors influencing its development.

The study results indicate steady progress in digitalization, alongside persistent regional challenges related to service quality, procedural violations, and low citizen satisfaction.

The scientific novelty of the study lies in a comprehensive strategic assessment of regional public service delivery practices, which confirmed that service accessibility is a key indicator of the effectiveness of digital transformation and a foundation of a human-centered model of public administration in Kazakhstan.

Keywords: public services; accessibility; service model; digitalization; human-centered governance; public administration; West Kazakhstan Region.

Аңдатпа. Қазақстан Республикасындағы мемлекеттік басқаруды трансформациялау азаматтармен өзара іс-қимылдың сапасын арттыруға және мемлекеттік қызметтердің қолжетімділігін қамтамасыз етуге бағытталған сервистік модельді қалыптастыруды көздейді. Бұл өзгерістердің негізгі факторларының бірі – цифрлық технологияларды дамыту және мемлекеттік билік органдарының ұйымдық құрылымын жетілдіру.

Мақалада мемлекеттік қызметтердің ұлттық және өңірлік деңгейлердегі қолжетімділік ерекшеліктері, соның ішінде Батыс Қазақстан облысының жағдайы қарастырылады. Нормативтік-құқықтық базаға жасалған талдау сервистік модельге көшу процесінің институционалдық алғышарттарын айқындауға мүмкіндік берді. Зерттеудің эмпирикалық базасын мемлекеттік қызметтердің цифрландыру динамикасы, жергілікті атқарушы органдардың құрылымы мен қызмет етуі, көрсетілетін қызметтер сапасына қатысты бұзушылықтар, шағымдар, қоғамдық және ішкі бақылау көрсеткіштері жөніндегі деректер құрады.

Әдіснамалық аппаратқа SWOT және PEST талдаулары, салыстырмалы және статистикалық талдау, сондай-ақ азаматтардың кері байланысын зерттеу әдістері енгізілді. Бұл қызмет көрсету жүйесінің күшті және әлсіз жақтарын, сондай-ақ оның дамуына әсер ететін сыртқы факторларды анықтауға мүмкіндік берді.

Зерттеу нәтижелері цифрландыруда тұрақты прогресті көрсетсе де, өңірлерде қызмет сапасы, бұзушылық деңгейі және азаматтардың қанағаттанбауы сияқты мәселелер сақталуда.

Зерттеудің ғылыми жаңалығы мемлекеттік қызметтерді ұсынудың өңірлік тәжірибелеріне кешенді стратегиялық баға беру арқылы олардың қолжетімділігі Қазақстандағы цифрлық трансформацияның тиімділігін айқындайтын негізгі көрсеткіш әрі адамға бағдарланған мемлекеттік басқару моделінің негізі екенін растауында көрініс табады.

Түйін сөздер: мемлекеттік қызметтер, қолжетімділік, сервистік модель, цифрландыру, адамға бағытталғандық, мемлекеттік басқару, Батыс Қазақстан облысы.

Аннотация. Трансформация государственного управления в Республике Казахстан направлена на формирование сервисной модели государственного аппарата, ориентированной на повышение качества взаимодействия государства с гражданами и обеспечение доступности государственных услуг. Одним из ключевых факторов этих преобразований является развитие цифровых технологий и совершенствование организационной структуры органов государственной власти.

В статье рассматриваются особенности доступности государственных услуг на национальном и региональном уровнях, с акцентом на Западно-Казахстанскую область. На основе анализа нормативно-правовой базы определены институциональные условия перехода к сервисной модели государственного управления. Эмпирическую базу исследования составили данные о динамике цифровизации государственных услуг, структуре и функционировании местных исполнительных органов, показателях нарушений, жалоб, общественного и внутреннего контроля.

Методологический аппарат включает SWOT- и PEST-анализ, сравнительный и статистический анализы, а также изучение обратной связи граждан. Это позволило выявить сильные и слабые стороны системы предоставления услуг, а также внешние факторы, влияющие на ее развитие.

Результаты исследования свидетельствуют об устойчивом прогрессе цифровизации при одновременном сохранении региональных проблем, связанных с качеством услуг, уровнем нарушений и недостаточной удовлетворённостью граждан.

Научная новизна исследования заключается в комплексной стратегической оценке региональных практик предоставления государственных услуг, подтвердившей, что их доступность является ключевым показателем эффективности цифровой трансформации и основой человекоцентричной модели государственного управления в Казахстане.

Ключевые слова: государственные услуги, доступность, сервисная модель, цифровизация, человекоцентричность, государственное управление, Западно-Казахстанская область.

Introduction

In the context of global digitalisation and growing public demand for high-quality and accessible services, the state apparatus of the Republic of Kazakhstan is undergoing a period of large-scale institutional transformation. The transition from a traditional bureaucratic system to a service model is enshrined in strategic documents, including the National Development Plan until 2029 (National Plan, 2024), the Concept for the Development of Public Administration until 2030 (Concept for Development of Public Administration, 2021), the Concept for the Development of Public Service for 2024–2029 (Concept for Public Service, 2024), and the Rules for Digital Transformation (Rules for Digital Transformation, 2024). The relevance of this study is determined by the fact that the accessibility of public services constitutes one of the key indicators of the effective implementation of the service-oriented model of public administration. In recent years, this model has increasingly been associated with improving citizen satisfaction, reducing administrative barriers, and enhancing institutional responsiveness.

At the regional level, however, the successful implementation of service-oriented reforms remains uneven and highly dependent on contextual factors, including the institutional capacity of local executive bodies (LEBs), the quality of human resources, inter-institutional coordination, and the level of digitalisation (Dunleavy, 2009; Peters, 2010; Narenova & Iskendir, 2024). Despite the growing body of literature on public service delivery and digital governance, empirical assessments that comprehensively examine administrative systems' service accessibility at the regional level remain limited.

The West Kazakhstan Region (WKR) represents a representative and analytically relevant case, as it comprises 21 regional akimat administrations, 12 district akimats, and more than 150 rural districts. Such administrative diversity requires a differentiated and systematic approach to public service organisation and provides an opportunity to examine variations in service accessibility across institutional and territorial levels (World Bank, 2022; United Nations, 2022).

The aim of this study is to assess the accessibility of public services in the Republic of Kazakhstan through a regional-level analysis of the West Kazakhstan Region within the framework of a service-oriented model of public administration.

To achieve this goal, the following tasks were set:

– to study the regulatory framework governing the sphere of public services (National Plan, 2024; Concept for Development of Public Administration, 2021; Concept for Public Service, 2024; Rules for Digital Transformation, 2024);

– to analyse the dynamics of digitalisation for 2019–2024 (Gallup, 2023; OECD, 2020; World Bank, 2022; United Nations, 2022; Narenova & Iskendir, 2024);

– to identify the institutional features of the organisation of the activities of the Ministry of Internal Affairs in the West Kazakhstan Region (Narenova & Iskendir, 2024; Peters, 2010);

– conduct SWOT and PEST analyses of factors affecting the quality of public services (Dunleavy, 2009; Peters, 2010; Narenova & Iskendir, 2024);

– assess the level of public control and citizen involvement (Gallup, 2023; OECD, 2020);

– develop recommendations for improving the efficiency and human-centredness of public service delivery (Dunleavy, 2009; Peters, 2010; North, 1990; Narenova & Iskendir, 2024).

The scientific novelty of the study lies in the application of strategic analysis methods (SWOT, PEST) and statistical data to assess regional characteristics of public service delivery (Dunleavy, 2009; Narenova & Iskendir, 2024; OECD, 2020). The study compares national digitalisation trends with the institutional specifics of the West Kazakhstan Region, which provides a deeper understanding of regional differences and factors determining the effectiveness of reforms (World Bank, 2022; United Nations, 2022).

The theoretical significance of the study lies in the development of methodological approaches to studying the service model of public administration in the context of digital transformation (Dunleavy, 2009; Peters, 2010; North, 1990).

The practical significance is due to the possibility of using the results obtained by public authorsies to improve the accessibility and quality of services, as well as in educational programmes on public administration (Narenova & Iskendir, 2024; OECD, 2020; United Nations, 2022).

The research hypothesis is based on the assumption that the effectiveness of the service-oriented model of public administration is directly dependent on the level of digitalisation of public services and the degree of involvement and readiness of local executive bodies to implement transformation processes (National Plan, 2024; Concept for Development of Public Administration, 2021; Gallup, 2023; Narenova & Iskendir, 2024). Regional differences in organisational structures, human resource capacity, and digital literacy levels of the population contribute to heterogeneous reform outcomes (World Bank, 2022; United Nations, 2022).

Contemporary theories of public management (New Public Management, Good Governance, concepts of e-government and human-centred government) emphasise the need to move from an administrative-control paradigm to a service orientation, partnership, and interaction with citizens (Dunleavy, 2009; Peters, 2010; North, 1990). Despite the existence of a significant body of research by foreign authorss, regional aspects of digital transformation and service models remain insufficiently explored in domestic scientific literature (Narenova & Iskendir, 2024; OECD, 2020).

Thus, this study fills the existing scientific gap and contributes to the development of public administration, economics, and public policy in the Republic of Kazakhstan (National Plan, 2024; Concept for Public Service, 2024; Narenova & Iskendir, 2024; OECD, 2020; World Bank, 2022; United Nations, 2022).

Methodology

The methodological framework of this study is based on a mixed-methods approach combining quantitative and qualitative methods to ensure a comprehensive assessment of public service accessibility. This approach enables the analysis of both measurable service delivery indicators and institutional factors influencing their effectiveness, while data triangulation enhances the reliability of the findings.

The empirical basis includes official statistical, administrative, regulatory, and analytical data for 2019–2024, allowing the examination of medium-term trends in public service delivery and digital transformation in the Republic of Kazakhstan, with a particular focus on the West Kazakhstan Region. Key sources comprise the national and regional registers of public services; data from the e-government portal, sectoral information systems, and the State Corporation "Government for Citizens"; administrative data of local executive bodies; staffing and structural indicators of regional administrations; citizen complaints and identified violations; regulatory and strategic documents on public administration reform; and international analytical reports and rankings (OECD, 2020; World Bank, 2022; United Nations, 2022).

Statistical analysis served as the core method for examining service provision dynamics, digitalization trends, and service delivery formats. On this basis, workload coefficients were calculated to assess the distribution and capacity of human resources within local executive bodies.

Comparative analysis of these indicators made it possible to identify areas of staff overload and underutilization.

SWOT analysis was applied to systematize internal strengths and weaknesses and external opportunities and threats affecting regional service delivery, while PEST analysis was used to examine political, economic, social, and technological factors shaping digital transformation. Content analysis of regulatory documents allowed the identification of strategic priorities and their alignment with empirical findings. Comparative benchmarking with OECD and UN standards and analysis of citizen feedback and public control mechanisms were used to assess service quality, institutional responsiveness, and the degree of service orientation in public administration.

Methodological validity

The integrated application of quantitative and qualitative methods ensured a multidimensional analysis of public service accessibility in the West Kazakhstan Region. The combination of statistical indicators, strategic analytical tools and qualitative assessment of regulatory frameworks enhanced the validity and reliability of the research results. This methodological approach made it possible to identify key institutional constraints, human resource challenges and external factors affecting the implementation of a service-oriented model of public administration at the regional level.

Results

General characteristics of the public services system. The Republic of Kazakhstan has developed one of the most advanced public services systems in Central Asia, which is being consistently adapted to the tasks of digital transformation and the strategic goals set out in the National Development Plan until 2029 and the Concept for the Development of Public Administration until 2030 (IPS "Adilet", 2024c; IPS "Adilet", 2021).

In the West Kazakhstan region, local executive bodies provide 176 services, of which 125 are provided through electronic channels and 17 in paper form. The overall structure of service provision formats at the national level is illustrated in Diagram 1.

Diagram 1. Formats for the provision of public services in the Republic of Kazakhstan
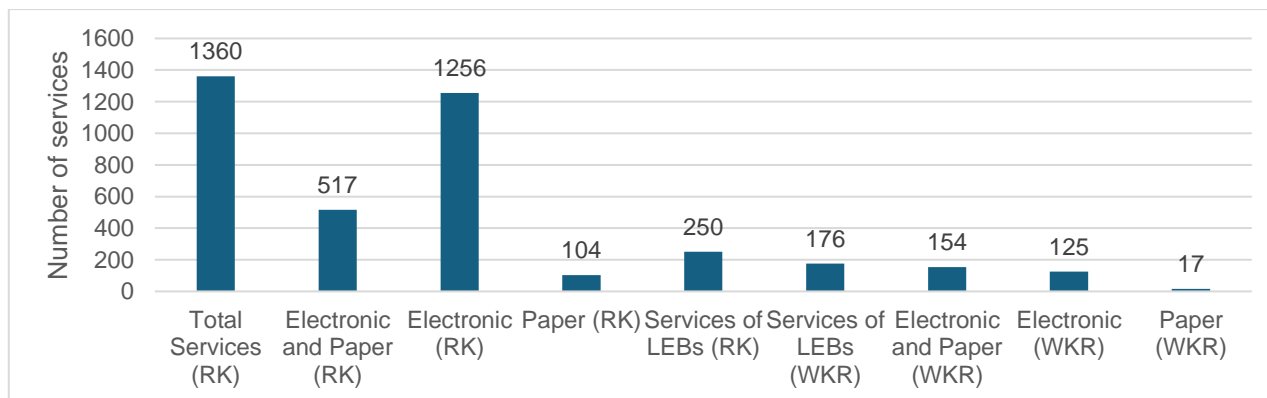
Note. The diagram is compiled by the authors based on the Public Services Register of the Republic of Kazakhstan and West Kazakhstan Region (2019–2024)

According to the Public Services Register (see **Diagram 1**):

– a total of 1,360 public services are provided;

– 1,256 services (92.3%) are provided in electronic format, which indicates a fairly high level of digitalisation and a move towards a 'paperless state' model (eGov.kz, 2024–2025; Narenova & Iskendir, 202);

– 517 services are available in a mixed format (online and offline), providing flexibility for different categories of the population;

– 104 services remain exclusively paper-based and are mainly related to procedures requiring personal presence and documentary verification.

The high proportion of electronic services is in line with the provisions of the Rules for the Digital Transformation of Public Administration, according to which digitalisation should not replace

legally significant procedures, but should be integrated with them, ensuring a balance between convenience and legal reliability. It is worth noting the multi-level organisational structure of the local executive bodies (LEBs) of the West Kazakhstan Region:

– the regional akimat comprises 12 structural divisions (77 staff units) and 21 departments;
– the district level is represented by 12 district akimats and 146 rural districts;
– the city of Uralsk is managed by 13 departments, 6 structural units and 4 rural districts.

The West Kazakhstan Region Digital Technologies Department plays a key role in coordinating digitalisation, responsible for the implementation and development of electronic services, which is in line with the provisions of the 2024-2029 Civil Service Development Concept in terms of improving the digital skills of civil servants. Quantitative data on staffing levels, the number of services provided, and workload coefficients for regional departments are presented in Table 1.

Table 1. **Composition of local executive bodies in the West Kazakhstan Region and workload coefficient**

№	Name of the Department	Number of Employees	Number of Services Provided	Workload Coefficient
1	Department of Agriculture	29	15	0,52
2	Department of Education	33	34	1,03
3	Department of Veterinary Services	24	5	0,21
4	Department of Physical Culture and Sports	15	6	0,40
5	Department of Healthcare	36	19	0,53
6	Department for Religious Affairs	8	4	0,50
7	Department of Land Relations	12	12	1,00
8	Department of Passenger Transport and Highways	16	4	0,25
9	Department of Employment Coordination and Social Programs	29	3	0,10
10	Department of Entrepreneurship and Industrial–Innovative Development	21	3	0,14
11	Department of Culture, Language Development and Archival Affairs	22	4	0,18
12	Department of State Architectural and Construction Control	11	5	0,45
13	Department of Strategy and Economic Development	16	1	0,06
14	Department of Natural Resources and Environmental Regulation	16	3	0,19
15	Department of Energy and Housing and Utilities	19	1	0,05

Note. The table is compiled by the authorss based on official data from West Kazakhstan Region Local Executive Bodies (2019–2024).

The analysis of Table 1 demonstrates that the highest workload is observed in the Education Department (1.03) and the Land Relations Department (1.00). The average workload (0.4–0.5) is typical for the departments of agriculture, health, religion, and state architectural and construction control. The lowest workload coefficients are observed in strategic and analytical departments (energy and housing and communal services, strategy and economic development), which is explained by their planning and analytical functions (World Bank, 2022; eGov.kz, 2024–2025).

Further differentiation of workload at the district and city levels is reflected in Table 2.

Table 2 – **Load coefficient (services per employee) in districts and the city of Uralsk**

District / City	Employees	Services	Workload Coefficient (services per employee)
Akzhaik District	140	41	0,29
Baiterek District	182	42	0,23
Bokeiordyn District	77	44	0,57

Burlin District	136	44	0,32
Zhangan District	93	62	0,67
Zhanibek District	79	49	0,62
Kaztalov District	139	46	0,33
Karatub District	81	44	0,54
Syrym District	99	44	0,44
Taskalin District	83	53	0,64
Terekta District	148	49	0,33
Shingyrlau District	82	44	0,54
Uralsk City	192	49	0,26

Note. The table is compiled by the authorss based on official data from Uralsk City Administration (2019–2024).

Further differentiation of workload at the district and city levels is reflected in Table 2. Low workload coefficients are typical of Baiterek District (0.23), the city of Uralsk (0.26), and Akzhaik District (0.29), indicating relatively sufficient human resources. Increased workload levels are observed in Zhangalinsky (0.67), Taskalinsky (0.64), and Zhanibeksky (0.62) districts, which may indicate staff shortages or a high service volume per employee. Districts with fewer akimats (Bokeiordynsky, Zhanibeksky, Karatyubinsky) show higher workload values, reflecting the concentration of functions with limited resources (OECD, 2025). In the city of Uralsk, with a lower workload coefficient, a more developed organisational structure and better distribution of functions can be assumed.

A more detailed analysis of workload distribution within the Uralsk city administration is provided in Table 3.

Table 3 - Calculation of the workload coefficient (services per employee)

Department	Employees	Services	Workload ratio (services/employee)
Department of Physical Culture and Sport	3	1	0,33
Department of Land Relations	7	12	1,71
Department of Employment and Social Programmes	22	15	0,68
Department of Entrepreneurship and Agriculture	6	4	0,67
Department of Architecture and Urban Planning	7	10	1,43
Department of Housing and Utilities, Transport and Roads	28	7	0,25

Note. The table is compiled by the authors based on data from the West Kazakhstan Region Local Executive Bodies (2019–2024)

Table 3 shows the workload data for the departments of the Uralsk City Administration. The highest workload was recorded in the departments of Land Relations (1.71) and Architecture and Urban Planning (1.43), reflecting the high intensity of citizen requests and the complexity of procedures in these areas. Average workloads are typical for the departments of Employment and Social Programmes (0.68) and Entrepreneurship and Agriculture (0.67). Low workloads were noted in the departments of Physical Culture and Sports (0.33) and Housing, Transport and Roads (0.25), which may be due either to the specific nature of the work or to excess staffing in relation to the volume of services (Narenova & Iskendir, 2024; OECD, 2025).

The results obtained indicate an uneven distribution of workload between departments, the existence of areas of staff overload and reserves for optimisation in departments with low workload. Consequently, in order to optimise the distribution of workload, it would be advisable to provide for:

– expanded use of electronic services to reduce manual processing;
– improving the qualifications of employees to speed up the processing of complex services;
– redistributing functional responsibilities between departments in accordance with the level of workload.

An analysis of the state of public services provided by local executive bodies in the West Kazakhstan region shows their steady growth. From 2019 to 2021, 170 services were included in the register; in 2022, their number increased to 176, with an additional 296 support services added, reflecting the desire to expand services and increase the comprehensiveness of service provision.

The total number of services provided for the period 2019–2024 has almost doubled, which is due to both the expansion of the range of services and the active introduction of digital technologies. The share of paper-based services decreased from 21.6% to 0.1%, with a simultaneous increase in the volume of services provided through information systems without direct contact with citizens.

Individual indicators for specialised systems (egov.kz, elicense.kz, enbek.kz, Information services E-Sobes, labour market, E-akimat, etc.) show mixed dynamics, but overall confirm the trend towards expanding electronic channels for service delivery and shifting the focus to industry-specific digital platforms.

The dynamics of public service provision in the West Kazakhstan Region for 2019–2024 are presented in Table 4.

Table 4 - Dynamics of public service provision in the West Kazakhstan Region (2019–2024)

Year	Number of services	Paper	Paper Electronic via Information services	Share of paper
2019	2 110 910	456 682 (21,6%)	1 541 314 (73%)	21,6%
2020	1 964 727	15 892 (0,8%)	1 864 212 (94,8%)	0,8%
2021	3 304 894	6 686 (0,2%)	2 374 527 (71,8%)	0,2%
2022	3 958 089	55 430 (1,4%)	2 467 849 (62,3%)	1,4%
2023	3 943 012	2 888 (0,1%)	2 440 408 (61,9%)	0,1%
2024	4 018 049	5 229 (0,1%)	2 515 645 (62,6%)	0,1%

Note. The table is compiled by the authors based on data from the West Kazakhstan Region Local Executive Bodies (2019–2024).

As shown in Table 4, the total number of services provided almost doubled over the study period. At the same time, the share of paper-based services decreased sharply from 21.6% in 2019 to 0.1% in 2024, confirming the rapid transition to digital formats. This process was accelerated not only by infrastructure development but also by external factors, including the COVID-19 pandemic.

Data on violations in the provision of public services for 2023–2024 are illustrated in Diagram 2.

Diagram 2 – Violations by sector (2023–2024)
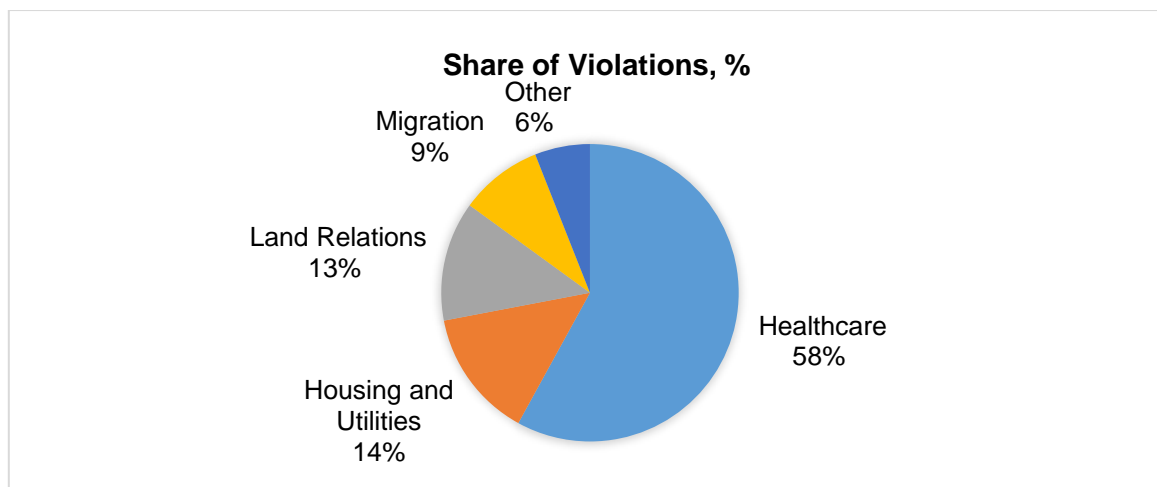
Note. The diagram is compiled by the authors based on data from West Kazakhstan Region Local Executive Bodies (2023–2024).

According to Diagram 2, the largest share of violations occurs in the healthcare sector (58.6%), which indicates the complexity of integrating medical services into the digital environment and the high sensitivity of this sector to the quality of administrative procedures. Significant proportions of violations are also observed in housing and communal services and land relations (approximately 14% each), indicating the need for systemic measures to standardise processes and strengthen control.

At the same time, the effectiveness of complaint handling has increased, as reflected in the dynamics of restored rights presented in Table 5.

Table 5 – Dynamics of complaints and restoration of rights (2021–2024)

Indicator	2021	2022	2023	2024
Complaints	9	44	46	71
Rights restored (%)	9%	12%	8%	35%
Public oversight (measures)	–	71	30	16
Explanatory activities	509	175	204	177
Coverage of citizens	12 000	9 500	7 000	2 000

Note. The table is compiled by the authors based on official data from West Kazakhstan Region Local Executive Bodies (2021–2024)

Despite a reduction in the number of public oversight measures, the proportion of restored rights increased to 35% in 2024, indicating improvements in administrative responsiveness.

Data on explanatory and awareness-raising activities are summarised in Table 6 and visualised in Diagram 3.

Table 6 - Explanatory work for citizens on the procedure for obtaining public services and filing complaints

№	Indicator	2022	2023	2024
1	Live broadcasts with department representatives in the media	32	53	79
2	Videos about electronic services on social media	3	2	–
3	Live broadcasts with service providers	16	28	16
4	Live broadcasts on the Elge qyzmet programme with government agencies on TV	27	59	73
5	Government service fairs	16	46	52
6	Number of citizens advised	870	2512	2017
7	Number of participants in the 'People First' seminar	233	166	119

Note. The table is compiled by the authors based on official data from West Kazakhstan Region Local Executive Bodies (2022–2024).

Diagram 3 – Dynamics of Awareness Activities and Publications in Media and Social Networks for 2022–2024
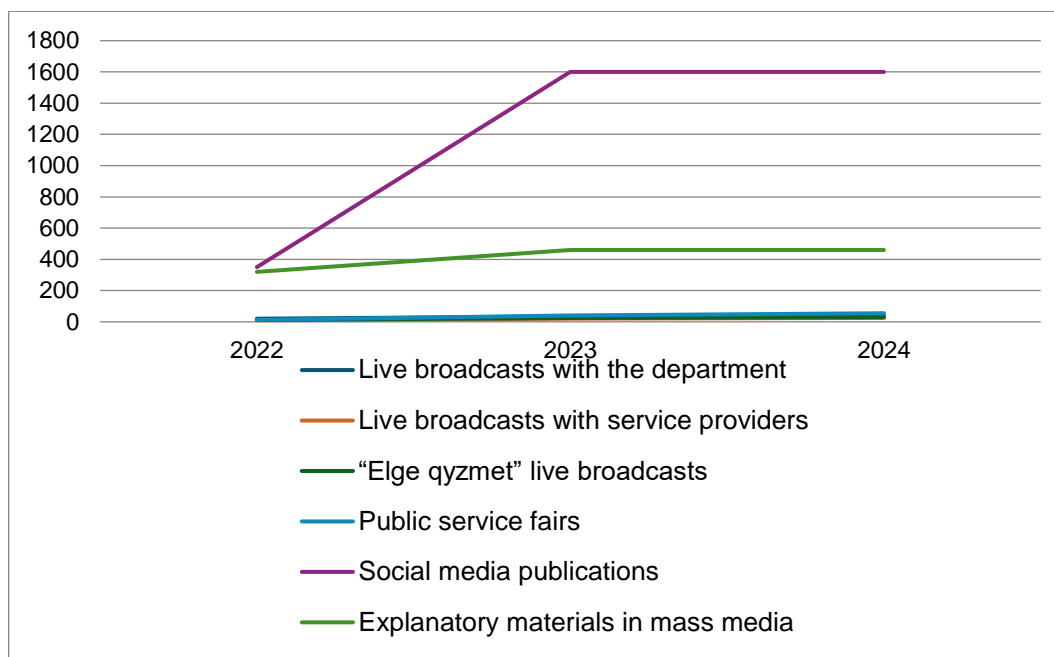
Note. The diagram is compiled by the authors based on data from West Kazakhstan Region Local Executive Bodies (2023–2024).

The data indicate a gradual shift from face-to-face formats towards digital and media-oriented communication channels, including social networks and television programmers. Live broadcasts with service providers fluctuated: an increase to 28 in 2023 and a decrease to 16 in 2024, which may indicate a shift in focus to mass information channels. Thus, the data reflects an increase in awareness-raising activities in 2022–2024, including an increase in the number of live broadcasts involving the department and the Elge qyzmet programme, the expansion of the practice of holding public service fairs, and a significant increase in social media posts, indicating a shift towards the predominant use of digital communication channels. The number of television broadcasts on the Elge qyzmet programme increased from 27 to 73, and the number of public service fairs from 16 to 52. The dynamics of live broadcasts with service providers are fluctuating (28 in 2023 and 16 in 2024), which may reflect a shift in focus towards more mass formats of interaction.

Citizen counselling figures show an increase in 2023 (2,512 people) followed by a decrease to 2,017 people in 2024. The number of participants in the People First seminar decreased from 233 to 119, which may indicate a decline in face-to-face engagement with a simultaneous increase in digital forms of information dissemination. Overall, the data indicate a gradual shift in communication activity from face-to-face events to remote and media-oriented formats.

For example, the number of citizens consulted increased from 870 in 2022 to 2,512 in 2023, followed by a decrease to 2,017 in 2024. This may indicate a decline in face-to-face engagement by citizens, probably in favour of online formats. As can be seen from the table above, explanatory work shows a trend towards a shift in emphasis towards digital and media channels.

The established structure of communication activity, reflecting both the expansion of information coverage and the differentiation of interaction channels, creates a basis for further analysis of internal and external factors affecting the effectiveness of the local executive bodies' functioning. In this context, the results of the SWOT analysis allow us to systematise the identified trends and assess their contribution to the formation of a service model for public administration in the region.

The internal and external environment of the public service system in the West Kazakhstan Region is systematised through SWOT and PEST analyses presented in Table 7 and Table 8, respectively.

Table 7 - SWOT analysis of the region's public service system

SWOT	Description	Примеры / комментарии
Strengths	Positive internal aspects of the organisation of public services	• Significant progress in digitalisation (increase in the number of online services). • Reduction in paper-based procedures. • Increased transparency through live broadcasts and videos. • Balanced structure of some departments (e.g. agriculture) in terms of staff numbers and services.
Weaknesses	Internal shortcomings limiting effectiveness	• High workload on individual employees and departments. • Low level of public trust (increase in the number of complaints). • Poor interdepartmental coordination in some areas. • Limited resources for training staff in digital services.
Opportunities	External factors that an organisation can use to improve	• Expansion of online platforms for public services. • Raising public awareness through social networks and the media. • Introduction of a service model for public administration. • Attracting young professionals and volunteers to support digital initiatives.
Threats	External risks that could have a negative impact	• Increase in the number of complaints and dissatisfaction among citizens amid slow improvement in service. • Staff turnover due to high workload. • Possible technical failures during the expansion of digital services. • Competition for budget funds and funding restrictions.

The SWOT analysis revealed the structure of factors determining the functioning of the public service delivery system in the West Kazakhstan region. The strengths include a high degree of digitalisation, a reduction in the proportion of paper-based procedures, and the availability of developed communication channels that ensure the transparency of administrative processes. Along with this, there are areas of stable staffing, which is reflected in a balanced ratio of the number of employees to the volume of services in individual departments.

Weaknesses include uneven distribution of workload between departments, persistent violations in a number of industries, and limited access to systematic staff training. These internal characteristics indicate heterogeneity in the organisational structure and varying degrees of readiness among departments to work in the context of digital transformation.

Opportunities reflect potential external conditions conducive to the development of the service model: the expansion of digital platforms, institutional support for people-centred approaches, and the availability of new human resources. These factors create space for improving the technological and organisational maturity of the system.

Threats include external conditions that may limit or slow down the development of the service model: the risk of staff overload, technological failures, growing demands from the population, and possible funding constraints. These factors represent an external environment that needs to be taken into account when planning further transformations. Overall, the analysis shows that the successes achieved in digitalisation and transparency create a basis for further development of the service model, but require accompanying measures to balance the workload, improve quality, strengthen human resources and manage risks.

Table 8 - PEST Analysis of WKO LSG

Political	Economic
• Support for the digitalization of public services • Implementation of a service-oriented governance model • Legislative requirements for transparency and accountability • Political stability in the region	• Limited management funding • Expenses for digitalization and staff training • Impact of the economic situation on staff turnover • Opportunities to optimize costs through online services
Social	Technological
• Increased public awareness • Rising expectations for service quality • Demographic characteristics of the population	• Introduction of online platforms and digital services • Use of IT tools for monitoring and analytics • Risks of technical failures and cybersecurity threats

The results demonstrate that digitalisation and transparency form a strong basis for further development of the service model, while human resource constraints, workload imbalance and technological risks remain significant challenges.

PEST analysis identified key external conditions shaping the context for the development of public services in West Kazakhstan Region. Political factors reflect strong support for digitalisation and a service-oriented model of public administration, as well as regulatory requirements for transparency and accountability, which strengthen the institutional basis for reforms. Economic conditions are characterised by limited budgetary funding and the cost of digital transformation, while the overall economic situation affects the stability of the workforce and staff turnover.

Social and technological factors demonstrate the growing willingness of the population to use digital services and, at the same time, increasing expectations regarding the quality of public services. The demographic structure of the region determines the specifics of demand, while technological changes are linked to the introduction of online platforms and analytical IT tools. At the same time, there are still risks of technical failures and cyber threats that affect the stability of the digital infrastructure.

The identified trends confirm that the transformation of the service model cannot be considered in isolation from the institutional environment in which the priorities, resources and constraints of public administration are determined. In this regard, referring to the results of content analysis of the regulatory framework is a necessary stage of the study.

Content analysis of strategic documents (the National Plan until 2029, the Concept of Public Administration until 2030, the Concept of Public Service 2024–2029) has identified the following key areas:

– prioritising digital transformation and reducing paper-based document flow;
– systematic development of human resources focused on working in a digital environment;
– increasing the transparency and quality of procedures through a service model;
– consistency of strategies in terms of digitalisation, human resources policy and focus on citizen satisfaction.

Thus, the results of the content analysis demonstrate the institutional integrity and strategic focus of Kazakhstan's public policy on the formation of a service model based on digitalisation, increased transparency and human resource development. The established regulatory framework provides a stable framework for the transformation of public services and creates a basis for comparing national trends with global practices. In this regard, a comparative analysis of international experience (OECD, World Bank, UN E-Government Survey, etc.) allows us to assess the extent to which Kazakhstan's trajectory is in line with global trends in digital public administration and to identify elements that need to be adapted to regional specifics.

The results of the comparative analysis with international practices are summarised in Diagram 4.

Diagram 4 – Comparative analysis of practices
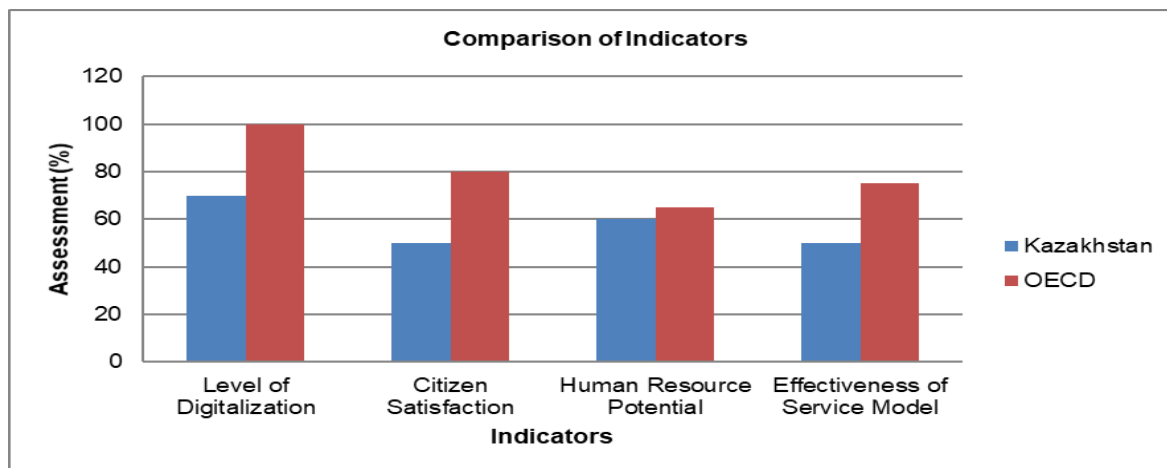
Note. The diagram is compiled by the authors based on OECD, World Bank, UN E-Government Survey, and national data from the Republic of Kazakhstan (2019–2024).

The comparison with OECD countries and international benchmarks confirms Kazakhstan's steady progress in digital public administration, while highlighting the need for deeper integration of services, enhanced human-centred mechanisms and strengthened regional capacities.

The comparison showed that Kazakhstan is making steady progress in the digitalisation of public services, but still lags behind OECD countries in terms of the level of integration of electronic services and the development of human-centred mechanisms. At the regional level, the introduction of digital tools contributes to reducing administrative barriers and increasing citizen satisfaction, while revealing limitations related to human resource capacity and insufficient standardisation of procedures. International practices, including the comprehensive use of digital platforms, quality monitoring systems and feedback mechanisms, offer significant potential for adaptation in the regional context. Correlation analysis confirms the link between the level of digitalisation and improved service quality indicators.

Overall, the comparative analysis points to the need to further deepen digital transformation and strengthen human resources in order to achieve international standards for the delivery of public services.

Discussion and conclusions
The results confirm that the digitalisation of public services in the West Kazakhstan Region is not only a technological but also a social process that requires coordination of the pace of digital solution implementation and quality assurance. In the long term (until 2029–2030), the key determinants of the success of a digital state are the quality, transparency and sustainability of service delivery procedures (Narenova & Iskendir, 2024; OECD, 2025; IPS "Adilet", 2024a; World Bank, 2022).

Analysis has shown that the region has achieved significant results in reducing paper document flow and expanding the range of electronic services (eGov.kz, 2024–2025; Narenova & Iskendir, 2024a; IPS "Adilet", 2024b, 2024c). The transition to digital formats has accelerated the processing of requests, reduced transaction costs and increased the transparency of certain administrative processes. At the same time, significant challenges remain that affect the effectiveness of the transition to a service-oriented model of public administration.

One of the most problematic areas remains healthcare and land relations, where there is a high incidence of violations and delays, which negatively affects public trust (eGov.kz, 2024–2025; Narenova & Iskendir, 2024). The increase in the number of complaints indicates dissatisfaction with the quality and speed of service delivery, as well as weak feedback mechanisms mechanisms (IPS "Adilet", 2024a, 2024b). An additional constraint is staffing risks: the high workload on local executive bodies specialists requires deeper digital skills and sustained professional motivation, which is difficult to achieve with limited human resources (Narenova & Iskendir, 2024; OECD, 2025).

Systemic measures are needed to ensure the further development of the service model. First, the expansion of mobile digital services can increase the accessibility of services, especially in rural

areas with limited internet access (eGov.kz, 2024–2025). Second, improving the digital literacy of the population requires the implementation of specialised educational programmes, including training for socially vulnerable groups (IPS "Adilet", 2024b). Thirdly, it is necessary to improve the personnel policy of the Ministry of Internal Affairs — introducing professional development mechanisms, reducing the workload and increasing the motivation of civil servants (Narenova & Iskendir, 2024; OECD, 2025). Fourthly, the development of public control institutions and digital feedback platforms will increase transparency and trust in government agencies (World Bank, 2022; Narenova & Iskendir, 2024).

Comparative analysis shows that Kazakhstan is making significant progress in digitalization and transitioning to a service-oriented model, although certain limitations remain, related to human resources and process standardization. The experiences of Estonia, Canada, and Singapore highlight three key directions for successful transformation:

Technological infrastructure and secure data exchange (Estonia) (Estonia) (OECD, 2025);
Citizen-centered and inclusive approaches (Canada) (IPS "Adilet", 2024b);
Mobile integrated solutions and analytical tools (Singapore) (World Bank, 2022).

In Kazakhstan, these elements have already been partially implemented: a unified eGov platform operates, sectoral digital services are being deployed, digital literacy training for citizens is provided, and mobile applications are available for accessing government services (eGov.kz, 2024–2025; Narenova & Iskendir, 2024a; OECD, 2025). Efficiency improvements are also noted in interagency interactions through data exchange and the development of digital infrastructure.

However, challenges remain: the need to improve human capital, professional training for staff, and enhance transparency and quality of citizen feedback. International experience demonstrates that only a comprehensive combination of technological, organizational, and socially oriented measures can achieve sustainable results.

Adapting these elements to the conditions of the West Kazakhstan Region involves developing a unified digital architecture for interaction between government agencies, expanding educational initiatives on digital literacy, creating mobile super-apps, and establishing effective mechanisms for civic control (Narenova & Iskendir, 2024; eGov.kz, 2024–2025; OECD, 2025; IPS "Adilet", 2024a).

Thus, further promotion of the service model of public administration in the West Kazakhstan Region is only possible through a combination of technological, organisational and social measures. The decisive condition is a focus on the needs of citizens as end users of public services (Narenova & Iskendir, 2024; OECD, 2025; IPS "Adilet", 2024b, 2024c).

The digital transformation of public services in the West Kazakhstan Region is both a technological and social process requiring a comprehensive approach. The implementation of international best practices, such as data integration (Estonia) (OECD, 2025), citizen-centered approaches (Canada) (IPS "Adilet", 2024b), and mobile services (Singapore) (World Bank, 2022), has already been reflected in Kazakhstan's initiatives, including the eGov platform, sectoral services, and mobile applications (eGov.kz, 2024–2025; Narenova & Iskendir, 2024).

Adapting these elements to the regional context involves:
- developing a unified digital architecture for interagency cooperation;
- expanding educational initiatives on digital literacy;
- implementing mobile "super-apps";
- creating effective mechanisms for public oversight.

The implementation of these measures will allow Kazakhstan to approach international standards in public service delivery and increase citizen satisfaction, ensuring sustainable development and improving the quality of life for the region's population (eGov.kz, 2024–2025; Narenova & Iskendir, 2024; OECD, 2025).

Overall, the results of the study show that the digital transformation of public services in the West Kazakhstan Region is a progressive process in which technological innovations, institutional changes and the needs of citizens form a single development trajectory. The effectiveness of this process is determined not only by the introduction of digital solutions, but also by the ability of the state apparatus to adapt to new requirements, ensure high quality standards and strengthen public trust. In these conditions, the formation of a truly service-oriented model of public administration is not an end goal, but a constant movement towards a more open, transparent and citizen-oriented state — one that not only provides services, but also creates conditions for sustainable development and improving the quality of life of the region's population.

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БАТЫС ҚАЗАҚСТАН ОБЛЫСЫ МЫСАЛЫНДА МЕМЛЕКЕТТІК АППАРАТТЫҢ СЕРВИСТІК МОДЕЛІНІҢ ЭЛЕМЕНТІ РЕТІНДЕ ҚЫЗМЕТТЕРДІҢ ҚОЛЖЕТІМДІЛІГІ

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ДОСТУПНОСТЬ ОКАЗАНИЯ УСЛУГ КАК ЭЛЕМЕНТ СЕРВИСНОЙ МОДЕЛИ ГОСУДАРСТВЕННОГО АППАРАТА НА ПРИМЕРЕ ЗАПАДНО-КАЗАХСТАНСКОЙ ОБЛАСТИ

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