

# THE FORMATION AND DEVELOPMENT OF THE NATIONAL APPRAISAL SYSTEM OF GOVERNMENT BODIES IN THE REPUBLIC OF KAZAKHSTAN

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**Abstract.** *The aim of the study was to disclose the stages of formation, establishment and development of the system for assessing the effectiveness of the government bodies' performance in the Republic of Kazakhstan. Reforming the system for assessing the effectiveness of the government bodies' performance is found by the authors as an institutional tool with the help of which the improvement of the government bodies' performance could be successfully analyzed.*

**Keywords:** *National appraisal system appraisal; Effectiveness of performance; Government body; Public service of the Republic of Kazakhstan; Effective state apparatus.*

## Introduction

Introduction of the system for assessing the effectiveness of government bodies' activities is one of the main directions of modern public administration reforms taking place in different countries worldwide, both among the developing and developed countries.

In the scientific literature of foreign countries the term “performance measurement” is used, where the basic category is “performance”.

The international experience proves that any government in any system seeks to increase the effectiveness of public administration because it is an effective state power that increases the level and quality of population's lives. For example, in the USA the main factor for development in the sphere of state management became dissatisfaction

on behalf of the society by the low efficiency of public services, especially at the local level. This process reached the highest levels of governmental bodies. Thus, in the USA the National Bureau of Efficiency was established. The indirect result of these events was a strict regulation of actions, growth of bureaucracy, increase of paperwork, extremely formalized processes and actions, structural complexity, and excessive domination of rules and norms resulting in delays in operations and fulfillment of tasks. One of the highly prioritized objectives for the country became the provision of transparency, accountability, and effectiveness of the public administration. For these purposes monitoring and appraisal systems have been implemented.

As demonstrated by the review, a holistic program for increasing efficiency in the public sector can be created only by using a diverse “menu” of methods and approaches, which can include a variety of ways and systems of managing the budget, finances, personnel, planning, measurement, evaluation and decision-making systems.

Such a “menu” implies the widest choice of tools: ranging from performance evaluations to results’ evaluations; from computerization to robotics; from building the methods of collective communication to specific forms of close collaboration between staff and managers; from the use of financial incentives to the complete abandonment of monetary forms of motivation; from investments in the development of equipment to capital investments in the development of labor force; from professional training of managerial staff; from receiving feedbacks to creating information networks; from work on the basis of contracts with staff representatives; from budgeting for productivity gains to the use of new financing methods for related investments (Atamanchuk, 2008).

All these methods were presented in the works of American researchers such as M. Holzer and A. Halachmi, who are experts in the area. The authors insist on the necessity of a consistent methodological approach, if the ultimate goal is to develop an effective program to increase productivity (Holzer & Halachmi, 1988).

### **Relevance of the Research Topic**

An effectively functioning state becomes one of the main factors determining the prospects for the development of the economy, increasing the welfare of the population. The most important component of the formation of an effective public service is the professional activity of employees, which plays a significant role in building citizens’ trust in public authorities.

The policy aimed at improving the professionalism of civil servants is implemented in almost all highly developed countries. It is carried out not only by the European Union, the USA, Canada, etc., but also by many countries in South America and Southeast Asia. The transformation of public service is becoming strategically important in the Russian society. The civil service of the Russian Federation is less than fifteen years old, but researchers already count three attempts to reform it (Bert, Walker, & Monster, 2019).

World experience shows that the problem of assessing the effectiveness of government bodies exists and is solved by creating:

- a clearer definition of objects, methods and procedures for assessing the effectiveness of public servants based on an analysis of existing domestic practice, the experience of foreign countries, and the activities of the private sector;
- definition of clear criteria and indicators for such an assessment;
- creating an institutional regulatory framework for evaluating effectiveness and, on this basis, building an integrated system for evaluating the effectiveness of government bodies (Nazarbayev, 2005).

When assessing the effectiveness of public administration in general and the activities of state bodies, J. Buleca and L. Mura, in particular, propose using an integrated performance indicator, which includes technical efficiency, quality of work, time spent, the ability to adapt in conditions of uncertainty, etc., and resource use or allocation efficiency. Accordingly, this approach does not focus on customer focus and the level of service, focusing only on resources and compliance with the quality standard (Buleca & Mura, 2014).

### **The Aim of This Paper**

An attempt is made to identify the theoretical and applied problems of implementing the state bodies' performance appraisal of the Republic of Kazakhstan and to formulate recommendations for improving performance management.

In addition, the authors tried to identify the theoretical and applied problems of introducing a system for evaluating the performance of state bodies by using the example of the Republic of Kazakhstan and formulate recommendations for improving performance management.

### **Methods**

#### ***The Methodological Basis***

This study was made up of the main principles of the theory of public administration, the results of theoretical and applied research on the problems of increasing the efficiency of government bodies. The study used empirical comparison and measurement. Also authors used theoretical research methods – abstraction, analysis and synthesis. The use of a set of methods will allow to study the investigated problem from all aspects and parameters.

### **Results**

At the initial stage of implementation, mainly business processes were assessed. This motivated the state bodies to optimize them. In the recent years, measuring the final outcomes of public administration has become the main trend. That is why process indicators, for which the government bodies received the highest scores, were excluded from the methodology. The results of the evaluation system allow us to state that the initial goal, i.e. building internal processes in state bodies, has practically been achieved.

The next stage in the system development was the transition from evaluating the processes to evaluating the outcomes. The emphasis on outcome indicators has become the basis of the new assessment model, allowing the publication of the results of the evaluation that are interesting to the public in the media. The Decree of the First President of the Republic of Kazakhstan Nursultan Nazarbayev (dated January 13th, 2017) “About Measures of Modernizing the System of Public Administration in the Republic of Kazakhstan,” where the priority was given to the increase of the effectiveness in state public administration, was designed precisely for such an effect (Government of the Republic of Kazakhstan, 2011). During the administrative reform, the following aspects have been specified:

improving the processes and procedures of public administration, the provision of quality public services, developing professionalism, and improving performance and coordination of the state apparatus.

It should be noted that the final goal was not only to improve the mechanisms of public administration, but also to ensure the accountability of government bodies to the society as well as to increase the level of population’s trust to the state; the result was to legitimize the ongoing changes and justify the allocation of public resources for their implementation (Akhmetova, 2007).

In 2007 in his address “New Kazakhstan in the New World” the President of Kazakhstan N. Nazarbayev defined one of the main development goals as “an accelerated administrative reform, taking into account international practice” with the aim of creating “compact and professional Government”. According to the Address, one of the foundations of an effective public administration system must be a comprehensive assessment of the effectiveness of government bodies.

While creating its own system for assessing the performance of the state apparatus, Kazakhstan had to take into account many factors, including the lack of practical experience in conducting an external assessment, and the understanding that evaluation is not a punishment tool and its’ goal is to improve performance. Studying and analyzing the international experience of existing assessment systems in Canada, the United Kingdom, the USA, South Korea and other countries will allow us to form a Kazakhstani model of government bodies’ appraisal. The government bodies’ appraisal system was officially put into effect in 2010, in accordance with Decree No. 954 of the President of the Republic of Kazakhstan dated March 19<sup>th</sup>, 2010. This Decree establishes a system of annual assessment of the performance of central state and local executive bodies of oblasts, a city of the Republican significance, and the capital city as an integral part of public administration. The principles, system of bodies, and directions for assessing effectiveness and the procedure for its implementation are determined. The authorized body for state planning, the Ministry of Economic Development and Trade of the Republic of Kazakhstan (MEDT), carried out a general assessment of the effectiveness of the evaluated state bodies on the basis of conclusions submitted by the authorized state bodies for assessment (Nurkhaliyeva & Omirbayeva, 2016).

The three main stages can be distinguished in the development of Kazakhstani government bodies’ appraisal system:

**Stage 1:** During the first stage the legislation was prepared, the basic methodology was worked out, and the pilot appraisal of two central and one local executive bodies was conducted. A full-scale appraisal of government bodies has been initiated since 2011.

**Stage 2:** The second stage was marked by a pilot assessment of 40 government bodies: 24 central and 16 local ones. On the basis of the pilot project, the methodology was improved taking into account the recommendations of international experts.

**Stage 3:** The third stage was characterized by making changes and amendments to Decree No. 954 of the President of the Republic of Kazakhstan dated March 19<sup>th</sup>, 2010; “About the system of annual appraisal of the effectiveness of central state and local executive bodies of oblasts, cities of republican significance, the capital”. Changes and amendments were caused by the study of the results of the two previous stages. During the third stage appraisal of 39 state bodies, among which there were 23 central state bodies and 16 local executive bodies. The first draft of a five-year concept for the development of government agencies’ appraisal system for 2012-2016 was developed.

To test the developed methodology, evaluation was carried out as a pilot project in two central government bodies:

- Agency for the Regulation of Natural Monopolies (ARNM);
- Ministry of Labor and Social Protection of Population (MLSPP).

At the local level:

- Akmola oblast’s akimat.

Assessment of the effectiveness of the state bodies’ performance was carried out on the basis of the data from the Strategic Plan of state entities, the Report on the implementation of the strategic plan, the Regulation on the state body, and the Operational Plan for the reporting year. Along with the indicated main documents, the experts used data from official statistics, the results of inspections and opinions of independent experts, information from non-governmental organizations and other documents that allowed to expand the horizons for an objective assessment. According to the Methodology, created by the Ministry of National Economics of the Republic of Kazakhstan (MNERK), performance assessment of government bodies was carried out in accordance with five criteria (Republican Centre of Legal Information of the Ministry of Justice Rse, 2010), which are shown on Figure 1.



*Figure 1. Criteria determined in the methodology of performance assessment of government bodies*

To achieve the goals for each criterion, target indicators and performance indicators have been developed. For instance, the Ministry of Health and Social development of the Republic of Kazakhstan identified “Improving the health of citizens” as one of its strategic directions and set the goal for such as “Ensuring sanitary and epidemiological well-being and improving the level of public health.”

According to this criterion, it is necessary to establish the correspondence of the strategic goals and objectives of the state body to the goals of the country’s main documents for the next ten years - “Kazakhstan-2030” and the Forecast Scheme of the country’s territorial development.

In order to solve the problem of “the presence of excessive losses,” ANRM, in accordance with the Law of the Republic of Kazakhstan “On the Electric Power Industry”, aims at not only reducing regulatory losses, but also at preventing excessive losses. To achieve this goal, the state body must solve the problems of modernization and reconstruction of electric, water, and heating networks; their repair to eliminate problems of excessive losses (Poister & Streib, 2005). Consequently, there should be an analysis of how well the state body managed to solve this problem. In addition, it is identified whether the goals and objectives of the strategic plan of the analyzed state body are inconsistent with the functions assigned to it.

According to the second criterion “Achievement of direct results”, attention was paid to the ways in which the tasks were assigned to it and whether the state body achieved the desired result. To achieve this goal, government bodies should work in close cooperation, coordinating their actions aimed at achieving the result.

To assess the third criterion “Achievement of strategic goals and objectives for the development of the supervised area/sphere”, actually obtained and planned results were compared in the strategic plan of the state body. At the same time, achievement of the re-

sults was evaluated separately for the goals and separately for the objectives of the strategic plan of state bodies. If the result was not achieved or its achievement was incomplete, then their reasons should have been analyzed.

In development of the criterion “Achievement of strategic goals and objectives for the development of the supervised sphere”, an assessment was carried out according to the fourth criterion “Availability to the society (access to and provision of information)” by such indicators as completeness and quality of the information posted. At the same time, the experts drew attention to the timeliness of posting the plan on the website of the state body, the frequency of updating information on the website, and publications on the progress of its implementation in the media.

To conduct an assessment on this criterion, data from non-governmental organizations were used. In order to determine the completeness and quality of the information posted, non-governmental organizations conducted public opinion polls about the availability of services and information on the services provided to the population.

When evaluating the fifth criterion “Completeness of the implementation of state functions”, the goals and objectives of strategic plans were compared with the functions of state bodies. The goals and objectives of regional programs were compared with the functions of administrations in the regions. In particular, the goals and objectives of the existing regional programs were compared with the functions of Akmola oblast’ Akimat (Department) - the participant of a pilot project at the local level. In case the measures in the operational plan or in the plan of activities of the program of the state body ensured the full implementation of all the functions of the central state body or local executive body financed from the regional budget, then the maximum score was assigned, according to the assessment methodology. Thus, the above examples show that in order to assess the effectiveness of the activities of a state body, it is necessary to bring the goals, objectives and outcome indicators in line.

For all five of these criteria, the score is established. The maximum score for each criterion was 2 points, the total amount is 10 points. After calculating the points for all five criteria, the total score is displayed and the conclusion is drawn about the results of evaluating the effectiveness of the state body in achieving its strategic goals and objectives in the supervised industry.

The assessment is carried out on the following scale (Figure 2).

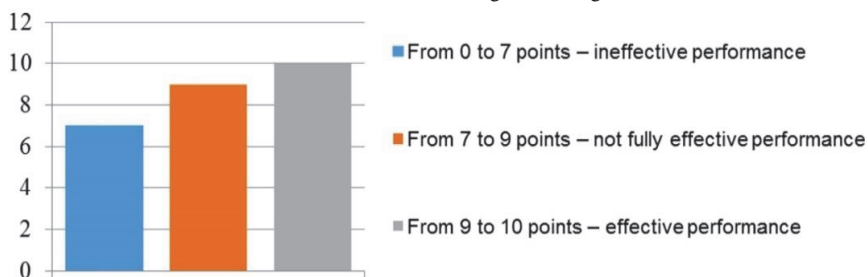


Figure 2. Assessment scale for evaluating the state bodies' effectiveness

Evaluation of the activities of government bodies in the pilot mode, according to the developed methodology, allowed solution of the following objectives:

to clarify the correct formulation of the goals and objectives of the state body, respectively, the orientation of strategic and program documents for achieving realistic results;

- to take into consideration the mistakes and shortcomings of strategic plans of government bodies when developing other documents for the system of state planning;
- to exclude from the assessment system those objectives that are outside the competence of the state body and do not characterize the direct result of its activities;
- to carefully deal with the issue of risk management, classify them according to the classification accepted in risk management, and take into account the activities of the state body when they implement the strategic plan;
- to pay more attention to intersectoral interaction, which has a significant impact on the achievement of results by state bodies.

As part of the implementation of the Decree, in February, 2011 the Center for Evaluating the Performance of Government Agencies (hereinafter referred to as the Center) was created. At the time of creation of the Center, the analysis of performance was carried out in the context of 40 central state and local executive bodies in 5 assessment directions, indicated in Figure 3.



*Figure 3. The directions for analyzing the state bodies' performance assessment, carried out at the II stage*

**Direction I:** The conducted analysis of state bodies' activities on the provision of state services allowed to determine the following weaknesses:

- the government bodies did not carry out at the appropriate level, the work on the inclusion of actually provided public services in the Register. Consequently, the principle of "transparency" and "accessibility" of the provision of public services was not followed.



- failure to comply with service provision regulations. For improving the current situation, the government bodies were offered to introduce the cards for providing state services by the Methodology.

**Direction II:** In the second Direction «Human resources management», the conducted analysis revealed systemic problems related to:

- untimely filling of vacant posts, which is considered to be an inefficient use by state bodies of the personnel reserve of administrative civil servants;
- facts of the development of qualification requirements for certain persons;
- high level of turnover in the composition of senior leadership

**Direction III:** The third Direction is linked to the use of information technologies. For increasing the effectiveness of information technology use, it is recommended to the central and local bodies to:

- optimize and work out the list of functions with the Ministry of Economic Development and Trade (MEDT);
- in the planning stages of the creation of information systems, ensure the coordination of technical documentation with the authorized body in the field of communications and informatization;
- when putting systems into commercial operation, ensure certification of information systems for compliance with information security requirements;
- when developing information systems, provide for the implementation of the interface in the state language.

**Direction IV:** When analyzing the fourth direction the following systemic problems were identified:

- insufficient level of training for specialists involved in public procurement, insufficient knowledge of the Budget Code of the Republic of Kazakhstan, the Law of the Republic of Kazakhstan «On Public Procurements» and the «Rules for the implementation of public procurements»
- high level of corruption among the civil servants engaged in the processes of state procurements.

**Direction V:** The report on the fifth direction was generated by the following criteria:

- The degree to which the strategic plan of the state body covers all areas of activity assigned to it in the regulation and other regulatory legal acts regulating the activities of the state body;
- The degree of implementation of the objectives in the strategic plan of the state body.

Thus, the Center conducted a detailed analysis of the results of assessing the effectiveness of government bodies in each individual area; positive and negative results in their activities compared to 2010 were identified, systemic problems were identified and specific proposals to address them were developed.

In 2012, the directions of evaluating the performance of government bodies changed and began to be conducted on 6 directions: achievement and implementation of strategic goals and objectives in the supervised area/sphere/region; budget management; providing state services; human resources management; application of information technologies; execution of acts and instructions.

In accordance with the set goal, in the analytical report the Center:

- conducted SWOT analysis of the activities of state bodies;
- identified factors affecting the efficiency of government bodies;
- conducted post-audit of the implementation of recommendations based on the results of the 2010 assessment.

Based on the SWOT analysis, scientific and practical recommendations were developed to improve the efficiency of government bodies in each direction of the assessment.

To date, fourteen oblast akimats, akimats of the cities of Astana and Almaty, and fifteen central government agencies (ministries and agencies) are being evaluated.

It should be noted that the Assessment has developed as a holistic system. A fixed schedule of evaluation has been formed, the corresponding data flows, a comprehensive methodology has been developed, and all key evaluation procedures have been developed; from preparing a report, appealing the results, to discussing them and putting into effect the recommendations made (post-audit).

The methodology describes the set of criteria in detail and the calculation procedure for each evaluation unit (Buleca & Mura, 2014). Evaluation criteria are very dynamic; changes are made to evaluation methods almost every year. For example, **by 2015, all state bodies had developed standards for the provision of 100% of public services, and the assessment by this criterion was discontinued.** The new criteria were introduced that assessed the degree of automation of public services (conversion to electronic format), the level of optimization of the processes of rendering public services (reducing the time for providing documents requested from the population), etc.

By 2016, the number of departmental information systems amounted to 274 units, the level of their interconnectedness reached 95%. With this in mind, the criterion was excluded from the assessment; the main attention will be paid to the quality of their use. Such mobility of methods allows the Appraisal System to be more flexible and respond more quickly to reforms in the sphere of public administration.

In the general plan the Appraisal System reflects the overall progress of the administrative reform. So, the introduction of strategic plans and the criteria for the methodology showed the ability of state bodies to develop strategic documents; being able to accurately and correctly plan their performance indicators and the results of achieving indicators for the year.

Thus, the Appraisal System allowed government bodies to improve their performance and support the key reforms of modernization for public administration.

In 2017, the assessment system was updated. The new model refused to evaluate many procedures and focused on two aspects: assessing the outcomes and supporting the main government reforms in public administration.

The result of the work of the state body is considered to be both the achievement of some strategic indicators and the provision of services to citizens. According to this logic, the two main blocks of assessment turned out to be:

- Achievement of strategic goals and indicators of budget programs;
- Interaction with citizens.

These two blocks give 45% of the total score for each state body. Key process indicators, without which the effective work of the state body is impossible, are evaluated in the “Organizational Development” block and give 10% of the total score.

The establishment of such a relationship is the **first serious step towards the implementation of the “result-driven” budget**, where the effect of spending the budget funds is evaluated.

**The second block**, “Interaction with Citizens,” supports the orientation of government agencies to satisfy the needs of citizens. Qualified timely provision of services to population and the work on the «openness» of the state body are assessed:

- how much and what kind of open data it publishes;
- how it maintains the dialogue with citizens (website, blogs, polls, press conferences);
- how fully it reveals the budget information;
- whether it publishes the bills for discussion.

As part of the assessment, public monitoring of the quality of services provided to the population is carried out through anonymous surveys.

**“Organizational development” block** evaluates the factors that determine the effectiveness of a government agency as an organization. As part of this block, an anonymous survey of civil servants is conducted to obtain feedback on their motivation and managerial practices in the government body, level of workload, satisfaction with conditions, and remuneration. This year, the survey covered 27,000 civil servants; currently, the work is being done to automate the survey.

**If to discuss the general effect of management modernization**, this is an opportunity for a government agency to see its own clear “efficiency map” and compare itself with other government agencies. Such an element of competition is a good motivation to deal with problems and optimize the work for many of the evaluated ministries and akimats.

At the time of adoption of the Law of the Republic of Kazakhstan “On Public Services” in 2013, there were many problems in this area: the provision of services took a lot of time, a large amount of paper documents was required from the population, and time was often drawn out.

Moreover, the majority of public services were not structured, there were no clear standards and regulations for their provision, and the deadlines and contractors were not indicated.

All these problems formed the basis of the methodology for assessing the provision of public services, starting from entering services into the Register, developing standards, automating them and transferring them to public service centers, to calculating the time-limits and documents required for receiving services (Kapoguzov & Suleymenova, 2017; Zharkeshova, Junusbekova, & Abilmazhinov, 2017).

Currently, the results of the assessment clearly demonstrate how much work the state bodies have done. In 2016, the number of services included in the Register and the ones which received the status of “state” increased by more than 3 times (today there are 723 of them).

Through the State Corporation “Government for Citizens” and public service centers, 75% of the types of public services became available to the population (548 out of 723 in the Register).

In general, the overall effect of modernizing public administration, one part of which is the Assessment System, can be illustrated through a simple indicator such as the volume of complaints and appeals of citizens.

Thus, for instance, in 2007 more than 23mln complaints and appeals from citizens were accepted by the government bodies. While the administrative reform was being implemented, the number of citizens’ appeals decreased 18 times (from 23 to 1.3 million) in 2016.

The system for assessing the effectiveness of government bodies as a whole contributes to the improvement of internal processes. In the future, it is necessary to work on the system of external evaluation of the state body’s performance by the community and the development of feedback, for the involvement of citizens in the work of the state apparatus, in the quality of public services received. Thus, it is possible to form an open and accountable service state, contributing to the development of the economy and society (Wu & Jung, 2016).

The modern development of the appraisal system in the Republic of Kazakhstan is taking place in the context of the implementation of a number of strategic documents, in particular, a large-scale plan of five institutional reforms (Nazarbayev, 2015). The first fifteen steps of the Plan of the nation “100 concrete steps for implementing the five institutional reforms” aim at forming a professional state apparatus.

One of the most important subjects for the process of evaluating the activities of state bodies is the 93rd step “Transparent and accountable state”. In the course of implementing the President’s instructions in 2017, a new structure of this assessment system was created, which involves 3 areas (Table 1).

*Table 1. Directions of the new structure of the assessment system created in 2017*

No.	Directions	Descriptions
1.	Achievement of strategic goals and indicators of budget programs	Within this direction, the quality of planning and achieving the goals of the strategic plans of central government bodies and territorial development programs (regional akimats) will be assessed in conjunction with the key performance indicators and achievement of budget program indicators.
2.	Interaction between Government bodies and citizens	In this direction, the assessment aims to increase the level of transparency and accountability of state bodies by improving the quality of public services, implementing “Open Government” tools, working with citizens’ appeals and increasing transparency through official electronic resources (websites) of state bodies.
3.	Organizational development	In this direction, the assessment aims to determine the effectiveness of measures for human resources management and application of information technology.

Analysis of the evaluation system functioning showed that at present, the institutional base of this system has been formed in the country (Table 2).

*Table 2. Strengths and weaknesses of assessing the performance of government bodies*

No.	Strengths	Weaknesses
1.	Political support on behalf of the country leadership	Weak orientation on the results
2.	Existence of the legislative basis	The presence of conflict of interests
3.	Evolutionary approach	No full institutionalization
4.	Existence of pilot experience	Inadequate mobility of assessment procedures
5.	Professionalism of assessors	Lack of appropriate communication between the assessed and assessing government body
6.	Application of evaluation both at central and local levels of state management	Weak involvement of non-governmental organizations
7.	Systematic explanatory work in the state bodies, and media	Lack of publications on the results of assessment in the media.

It should be noted that these directions reflect the global trend in the development of strategic management and performance management practices, and suggest the development of planned organizational changes that occur as a result of the implementation of a performance evaluation system.

## Discussion

There are no unified approaches to understanding and indicative content of effectiveness in science. For example, A. Matei and G. Kamelia, analyzing the effectiveness of public administration on the example of Romania, proceed from the fact that public administration is a combination of services provided by public authorities to society and to an individual citizen (Matei & Camelia, 2015).

Based on this definition of efficiency, researchers identify four indicators: orientation toward the citizen, reduction in the time required to provide services, cost reduction, and quality of services. For example, in the field of education, cost standards for certain types of services were created to evaluate effectiveness. The calculation methodology that has been applied allows us to justify all the costs, which leads to the efficient allocation of resources and, in the future, the identification and elimination of unreasonable costs. In one study by J. Perry, four fundamental factors were identified that attract people to work in the public service (Perry & Hondeghem, 2008): desire to participate in the development of public policy; commitment to the public interest and public debt; self-sacrifice; compassion.

The difficulty of evaluating the activities of government is the problem of its objectivity. Even if the funds allocated by the state for social needs are sufficient, the state policy can be considered effective in terms of performing social functions, but ineffective in

terms of economic feasibility (Kuipers, Higgs, Kickert, Tummers, Grandia, & Van der Voet, 2014).

## Conclusion

Consistent and widespread implementation of the system for assessing the effectiveness of government bodies can contribute to the improvement of: systemic, preventive management; goal-oriented, strategic management; targeted, periodic monitoring.

If the planned trend is further developed, then effective changes in the field of public administration of the country are possible: the activities of state bodies and its employees will be evaluated on an ongoing basis by the categories “productivity”, “efficiency”, i.e. correct categories verified by the economy and the practice of developed foreign countries (Andersen, Boesen, & Pedersen, 2016).

Today, the assessment system has become one of the key tools for improving the public administration system and increasing the country’s competitiveness.

In addition, it should be noted that there are following strengths and areas for improvement in the sphere of effectiveness evaluation of the government bodies. It is recommended that in the nearest future these factors should be addressed (Walker & Boyne, 2009).

At the new stage in the development of the system for assessing the effectiveness of government bodies, substantial attention is paid to organizational development, and in this regard, the institutionalization of changes in organizational behavior becomes significant.

Thus, we can conclude that the process of institutionalizing the system of assessing the activities of state bodies:

1. gives its results, but it is not completed and requires improvement;
2. the system for assessing the activities of state bodies as a whole contributes to the improvement of internal processes for organizational development and the growth of the effectiveness of their activities;
3. in the future, it is necessary to build the system of external evaluation of state bodies’ activities by the society and increase the transparency of evaluation results.

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## **Kazachstano Respublikos Vyriausybės institucijų nacionalinės vertinimo sistemos formavimas ir plėtra**

Anotacija

*Šio straipsnio tikslas buvo atskleisti Kazachstano Respublikos Vyriausybės institucijų veiklos efektyvumo įvertinimo sistemos formavimo, nustatymo ir plėtros etapus. Vyriausybės institucijų veiklos efektyvumo vertinimo sistemos reformavimą autoriai laiko institucine priemone, kurios pagalba būtų galima sėkmingai pagerinti viešosios valdžios organizacijų veiklą.*

*Tyrimo rezultatų analizė leido autoriams padaryti keletą esminių išvadų, pavyzdžiui: kurdamas savo nacionalinę sistemą valdžios institucijų darbui įvertinti, Kazachstanas turėjo atsižvelgti į tokį veiksnių kaip, praktinės patirties stoka atliekant išorinius vertinimus, o taip pat suformuoti Vyriausybės institucijų darbuotojų suvokimą, kad atliekamo vertinimo tikslas ir pats vertinimas gali prisidėti veiklos produktyvumo padidinimo.*

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