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## ANTI-CORRUPTION MONITORING IN THE PUBLIC PROCUREMENT MANAGEMENT SYSTEM IN THE REPUBLIC OF KAZAKHSTAN

**Gulsara Junusbekova**

Academy of Public Administration under President of the Republic of Kazakhstan,  
Abay Av. 33a, Nur-Sultan 010000, Kazakhstan

**Zhaslan Khamitov**

Academy of Public Administration under President of the Republic of Kazakhstan,  
Abay Av. 33a, Nur-Sultan 010000, Kazakhstan

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**Abstract:** *Taking into account growing imbalance in the field of public procurement management towards the shadow economy alongside manifestations of corruption, we consider it appropriate to study the impact of anti-corruption monitoring tools on the effectiveness of the functioning of the public procurement management system in Kazakhstan.*

*This article examines the specifics of anti-corruption monitoring in the public procurement management system. The current situation in the field of monitoring public procurement in the Republic of Kazakhstan and the experience of other countries are analyzed, on the basis of which the problems of functioning in this area are highlighted.*

*In order to solve these problems and develop the institution of anti-corruption monitoring in the public procurement management system of the Republic of Kazakhstan, the use of the advanced experience of other countries is proposed.*

*The peculiarities of corruption in the field of public procurement in Kazakhstan are identified, and the main measures implemented to improve the effectiveness of combating corruption in the field of public procurement are disclosed. The need to strengthen the public monitoring of public procurement and the need to create public control centers in the field of public procurement are justified.*

**Keywords:** *monitoring, public procurement, public administration, corruption, electronic procurement.*

**Reikšminiai žodžiai:** *monitoringas, viešieji pirkimai, viešasis administravimas, korrupcija, elektroniniai viešieji pirkimai.*

## **Introduction**

In the last decade, issues in the effective fight against corruption in Kazakhstan have become relevant as bribery has weakened the economy of any state, contributed to the spread of the shadow economy, and reduced the contribution of tax revenues to the state budget. Moreover, the economy and production itself, in turn, has undoubtedly suffered. This reduces the level of confidence in the state apparatus, and, therefore, harms the country's international reputation.

Since Kazakhstan gained independence, the state has begun a consistent and functional fight against corruption. This direction was enshrined in various strategic documents at the state level. For example, in the "Kazakhstan–2050" Strategy (Official website of the President 2012), the eradication of corruption as a phenomenon was defined as one of the key priorities for entry into the ranking of the world's thirty most competitive countries.

In another strategic document, the Plan of the Nation "100 Concrete Steps" (Financial Monitoring Agency 2015), new priorities were identified in the implementation of the state's anti-corruption policy. This document outlined a number of new preventive measures, including monitoring anti-corruption processes, assessing the risks of corruption violations, forming a common civil and legal culture of countering corruption manifestations, summarizing the results of annual work, developing appropriate specific recommendations to solve the identified problems, and further developing the state's anti-corruption policy.

However, despite the efforts made by the state to combat corruption, this problem maintains its relevance, and remains to be solved both at the legislative and at the organizational level. This is evidenced by data from the Corruption Perceptions Index for 2019, published by the international non-governmental organization Transparency International (2020), where Kazakhstan scored 34 points and placed 113th – 11 places higher than its 2018 position of 124th. This indicates the relevance of the research topic, as well as the importance and complexity of the theoretical and practical aspects of combating corruption. First, this predetermines the need for a thorough study of anti-corruption monitoring in public procurement, which plays a special role in combating corruption and fraud and is designed to constantly monitor compliance with anti-corruption restrictions and the implementation of anti-corruption measures in a specific institution, organization, state authority, or local self-government.

Public procurement plays an important role in the provision of public services, including health care, education, infrastructure, and public safety. The share of public procurement in Kazakhstan's GDP is 6.6%, which is relatively lower than the average level of this indicator in the states of the Organization for Economic Cooperation and Development (OECD). At the same time, public procurements account for 43% of total government budget expenditures, which is more than the OECD average (OECD 2019).

Therefore, anti-corruption monitoring is an important component of overcoming corruption and increasing efficiency in public procurement. There are a number of approaches to its implementation, and each country chooses the one that is most relevant to the functioning of its procurement system.

## Literature review

Some definitions should first be considered. The concept of *monitoring* – which began to be widely used in the second half of the 20th century – means tracking, and derives from the Latin root *monitor: overseer, supervisor*. In modern political, sociological, legal, economic, and other special literature, a variety of definitions of monitoring have been used (*Dictionary of Economic Terms* 2012).

As for the definition of *corruption risks*, in the Law of the Republic of Kazakhstan “On Combating Corruption” this concept shall be considered as the possibility of the occurrence of causes and conditions conducive to the commission of corruption offenses.

In addition, this law uses the term *anti-corruption monitoring*, which means the activities of anti-corruption agents in collecting, processing, summarizing, analyzing, and evaluating information regarding the effectiveness of anti-corruption policy, the state of law enforcement practices in the field of anti-corruption, and society’s perception and assessment of the level of corruption (Law of the Republic of Kazakhstan 2020).

The basis for studying the role of anti-corruption monitoring in the public procurement system allows it to be considered from various points of view in scientific research. In international scientific research, there are many papers that highlight the role of monitoring in the procurement system as one of the most important elements that lead to the reduction of corruption risks.

In one such paper, Baltutite (2018, 52–57) notes that, in addition to carrying out administrative and financial control, special attention should be paid to auditing and monitoring in the procurement system, since the final result of the financial provision of public procurement is possible only with the efficient legal use of funds from the relevant budgets.

As noted by Hellawell (1991), one important element of anti-corruption monitoring in the public procurement system is surveillance based on the collection and analysis of data in the system of statistical information on procurement procedures.

Espejo (2020) observed that the high-quality execution and fulfillment of the state contract on time is of great importance. Monitoring and penalties for non-compliance serve as a means of pressure that can be applied to unfair procurement participants. Espejo reaches this conclusion by analyzing fines, and considers a number of monitoring mechanisms.

Public participation in public procurement monitoring can identify potential corruption risks in a timely manner, and can determine that public procurement authorities have abused their official position. Since public organizations are not part of a regional or municipal system of government; they have greater independence in their actions, including in assessing corruption in the public procurement process.

Monitoring of public procurement is one of the most effective anti-corruption mechanisms in this area. A positive influence is an indicator of the supervision of the federal executive authorities, which creates obstacles to corruption in the activities of regional authorities. An effective means of overcoming corruption in public procurement is the notion that state supervision includes public procurement in public places and public organizations (Zhunuspayev 2019).

Thus, taking into account the best practices in the organizational aspect of building a system for public procurement monitoring in Kazakhstan shall ensure its more effective functioning.

Special attention should be paid to electronic means of monitoring public procurement.

The application of electronic tools to public procurement in Kazakhstan has not completely prevented violations of the law. It follows from the review that the most complex and subjectively assessed elements of the public procurement process, such as the formation of the terms of the contract or the determination of its subject matter, cannot be algorithmized. These elements instead remain in the sphere of human discretion, which shall be subject to generalized but not stereotyped legal impact (Rodionova 2020).

In this regard, the public can play a special role in organizing the anti-corruption monitoring of public procurement in Kazakhstan. The value of public monitoring is that more attention is paid to highlighting issues, in particular corruption risks, rather than describing the current state of the procurement system in a particular country.

Dutch researchers and (2017) noted that in order to achieve high-quality public monitoring, repeated analysis of large amounts of data is necessary. It seems appropriate to combine automatic risk indicators and manual analysis by experts. Using the characteristics of public procurement in the procurement process, it is possible to indicate which projects are expected to be more likely to be corrupt and, accordingly, to develop an early warning system. In addition, knowing which characteristics create more opportunities for corruption may mean that public procurement procedures can be adapted to minimize the risk thereof.

The works of these authors mainly reflect the theoretical aspects of the anti-corruption monitoring of public procurement and the specifics of its implementation in individual states.

However, the literature lacks comprehensive monographic studies of the features of anti-corruption monitoring of public procurement in Kazakhstan and the practical aspects of its implementation.

## **Research methods**

The regulatory and legal framework of the public procurement monitoring system in Kazakhstan was analyzed, including Decrees of the President of the Republic of Kazakhstan, Laws, and Resolutions of the Government of the Republic of Kazakhstan.

Theoretical research methods were applied in this work, which included the analysis and generalization of information provided by periodic business and scientific publications in the areas of analysis and monitoring of public procurement. Logical, comparative research methods were used, as a result of which it was possible to obtain the necessary information about public procurement.

As an empirical research base for the analysis of the public procurement system, the authors utilized statistical data from the Anti-Corruption Agency and the Ministry of Finance of the Republic of Kazakhstan, where the following indicators were selected: the number of criminal offenses in the sectoral context; the number of persons who committed

a crime in the field of procurement and the amount of damage; and the number of registered customers and suppliers on the procurement portal.

Quantitative and qualitative research methods were used. At the same time, a sociological survey was conducted on the public procurement portal of the Ministry of Finance to enable fully-fledged analysis and research in this area, as well as to develop effective anti-corruption monitoring measures for the public procurement process. The number of respondents to this survey exceeded 6,000. The sociological survey was posted on the portal in February 2021; to ensure reliable analysis, the survey results were uploaded monthly and decrypted together with employees of the Ministry of Finance.

## Results

Kazakhstan has been actively working to improve its public procurement system and maximize its potential, and in recent years significant changes have been made to the legislation on public procurement.

According to the Ministry of Finance of the Republic of Kazakhstan, in 2019 state purchases were made in Kazakhstan for a total amount of approximately KZT 349.1 trillion, which was noticeably higher (22%) than in 2015. This once again underlines the fact that state structures in Kazakhstan have a very significant economic impact.

The volume of procurement in the quasi-public sector exceeds the volume of strictly public procurement by 6–8 times, and more than 55% of all crimes in the quasi-public sector are committed in the field of procurement.

In other words, public procurement in Kazakhstan can be considered a large market. According to the Ministry of Finance of the Republic of Kazakhstan (2019), in 2016 KZT 1.4 trillion were spent from the budget on public procurement. In 2017, this figure doubled to KZT 3.2 trillion, and by 2019 it had increased to KZT 349 trillion (USD 81 million as of August 2021) – a 150-fold increase, compared to 2015.

The introduction of the web portal of public procurement in Kazakhstan has expanded the circle of participants in competitive bidding. At the end of 2019, the number of registered users, including suppliers, was 321,382, and the number of registered customers (state organizations) reached 24,201 (Public Procurement of the Ministry of Finance of the Republic of Kazakhstan, n.d.).

Despite the measures taken by the state and the introduction of the web portal of procurement, the issue of transparency and fair dealings in the public procurement process remains, as public procurement continues to be one of the most corrupt areas of the state.

According to the Anti-Corruption Agency of the Republic of Kazakhstan, corruption offenses in the field of public procurement for the past 5 years (2016–2020) amounted to 1,952 incidents. The total established damage caused by criminal cases in the field of procurement for the same period (2016–2020) amounted to more than KZT 17.5 trillion (USD 40 million as of August 2021). The number of persons who committed a crime in the field of public procurement increased from 140 in 2016 to 211 in 2020.<sup>1</sup> Both custom-

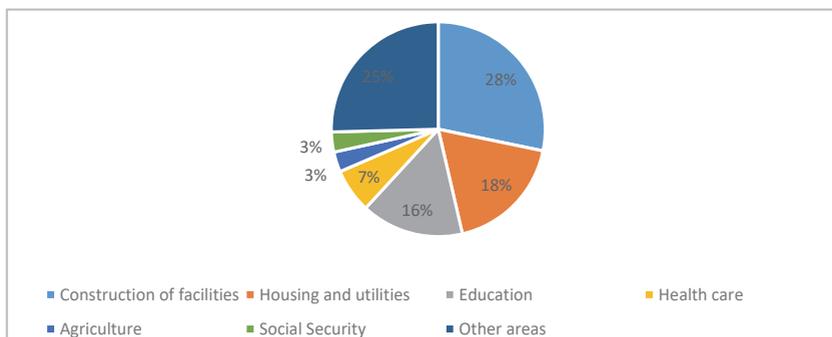
1 According to the Anti-Corruption Agency of the Republic of Kazakhstan // Letter of the APK of the Republic of Kazakhstan No. 4-11-612 dated October 29, 2020.

ers represented by state bodies and suppliers represented by businesses are interested in the so-called “cutting” of budget funds.

Most corruption offenses relate to the distribution of tenders, the illegal conclusion of contracts, the declaration of fictitious acts of work performed, the conclusion of additional agreements to public procurement contracts, and the overpricing of works, goods, and services.

Essentially, this process represents the embezzlement of budget funds allocated for the repair, construction, and reconstruction of facilities, as well as bribery when lobbying for the interests of individual suppliers.

If we are to consider the structure of corruption offenses in the sectoral context, one can observe that 140 offenses were committed in the construction of state facilities, 90 in the housing and utilities sector, 77 in the education sector, 33 in the healthcare sector, 15 in the agriculture sector, and 15 in the social security sector (Figure 1).



**Figure 1. The structure of criminal corruption offenses in the field of public procurement in Kazakhstan by sector.**

*Source: Compiled by authors based on OECD (2016, 2019, 2020).*

In 2020, by the Order of the Chairman of the Anti-Corruption Agency of the Republic of Kazakhstan, new rules for conducting anti-corruption monitoring were adopted (On Approval of the Rules, 2020), marking the first time the legal regulation of the process of anti-corruption monitoring of public procurement in the Republic of Kazakhstan was carried out. These rules distinguish two types of anti-corruption monitoring – complex and thematic. During complex monitoring the assessment of law enforcement practice in combating corruption in different areas is carried out. During thematic monitoring, the assessment is made only for a certain area of activity, either for a specific state body, organization, or subject of the quasi-public sector.

Monitoring of public procurement in the Republic of Kazakhstan is carried out by collecting information on the implementation of public procurement and its subsequent synthesis, analysis, systematization, and evaluation. The monitoring of public procurement is carried out by the authorized body using the information provided on the public procurement web portal.

It should be noted here that certain difficulties arise in the process of monitoring public procurement in the quasi-public sector. The procurement activities of various subsidiaries of the same holding are not sufficiently coordinated. In the case of JSC NWF Samruk-Kazyna, there is a central structural unit at the holding level that analyzes ongoing purchases and makes appropriate recommendations. As part of the reforms carried out with the introduction of requirements for the application of uniform procurement rules, the quasi-public sector was brought closer to the general public procurement system, but for the most part it still remains on the outside. Separate regulations for different procurement systems create a fragmented platform with a complex legal framework, which creates an additional burden on suppliers participating in different procurement systems.

The practical significance of the results of the anti-corruption monitoring of public procurement lies in the fact that they allow state authorities to eliminate identified deficiencies by taking appropriate organizational and legal measures. According to the results of the anti-corruption monitoring of state procurement, the Authorized Body annually draws up a report, which is subsequently sent to the Administration of the President of the Republic of Kazakhstan and the Government of the Republic of Kazakhstan. According to the report of the Anti-Corruption Agency of the Republic of Kazakhstan, 74 anti-corruption monitoring activities were carried out in the first half of 2020, according to the results of which 660 recommendations were made, which are monitored on a systematic basis.

Countering corruption risks in the field of public procurement, on behalf of the President, is carried out by the Agency in an online format and operates in several directions. These include: promoting the ideology of integrity and creating special monitoring groups, information headquarters, monitoring platforms, and project offices; improving the forms of interaction with the media and the public according to the principle of openness and transparency; and holding weekly and thematic briefings.

These platforms are constantly being updated, which makes it possible to realize most of the opportunities that digitalization provides, including the introduction of mechanisms for the automatic accounting, analysis, control, and monitoring of purchases.

All of these activities are aimed at the timely, fully-fledged informing of citizens regarding the effectiveness of anti-corruption activities.

Meanwhile, despite the measures already taken to develop the anti-corruption monitoring of public procurement, a number of problems remain in this area that mainly relate to openness and transparency. In addition, as the Director of the Center for Analysis of Social Problems, M. Makhmutova notes that the Law of the Republic of Kazakhstan "On Public Procurements" contains a list of areas that "do not fall under public procurement, and on these aspects of exceptions there are certain problems" (Vorotilov 2015).

In this regard, the activation of the further development of the public procurement monitoring system in Kazakhstan determines the need to study international experience in this area.

Monitoring public procurement at the national level in other countries is usually one of the most important functions performed by central procurement administrations,

along with activities such as defining procurement policies and drafting primary legislation, drafting secondary legislation (developing implementation tools and preparing manuals, instructions, guidelines, etc.), and international cooperation in public procurement. By studying international experience of anti-corruption procurement monitoring, a table was compiled that shows which departments and ministries are responsible for public procurement issues in each country.

*Table 1. International experience in monitoring public procurement*

Country	Bodies that perform the functions of monitoring public procurement
Spain	The Administrative Procurement Advisory Board (Junta Consultativa de Contratación Administrativa – “Bureau”), which is part of the Ministry of Finance and Administration, is responsible for monitoring public procurement.
France	France has at least two key institutions at the central level that carry out monitoring functions: 1) the Department of Public Procurement of the Ministry of Economy and Finance; and 2) the Department of Legal Affairs of the Ministry of Economy and Finance (Direction des Affaires juridiques – DAJ).
Italy	The National Anti-Corruption Agency (Autorità Nazionale Anticorruzione – ANAC) is responsible for ensuring compliance with the principles of legality, transparency, and the competition of operators in the public procurement market.
Portugal	The National Agency for Public Procurement (ANCP) deals with transparency in the public procurement sector. The mission of the agency is to monitor the most important aspects of the conclusion and execution of agreements on public works and concessions. By processing the collected data, the observatory can receive indicators, reports, and statistics, thereby improving its awareness of how the procurement system functions.
Ukraine	The State Audit Service, the Antimonopoly Committee (AMCU), and the Accounting Chamber of Ukraine exercise control over public procurement within the framework of their powers determined by the Constitution and Laws of Ukraine. Effective tools include the ProZorro system and the DoZorro monitoring portal.
Germany	The system of control over public procurement procedures operating in Germany meets the requirements of the EU, but has certain specificities, including two instances: an appeal element – in the form of an independent institution; and a judicial element – in the form of a judicial body.
USA	<p>Responsibility for the legal support of procurement policy and the formation of contractual public procurement systems lies with the Office of Federal Procurement Policy, one of the subdivisions of the Office of Management and Budget under the President of the United States. The US National Procurement Data System is characterized by:</p> <ul style="list-style-type: none"> <li>• the use of various mechanisms for monitoring the execution of contracts, procedures for acceptance and evaluation of results, analysis of the effectiveness of meeting state (public) needs, and the system for managing public deliveries of products;</li> <li>• the strict regulation of procedures, federal interaction, and accountability, allowing for resistance to corruption.</li> </ul>

Country	Bodies that perform the functions of monitoring public procurement
UK	The British contract system is centralized, and a special authorized body subordinate to the Treasury – the Office of State Affairs – analyzes and evaluates the need, as well as the possible risks, of placing a particular public procurement. One of the most important aspects of the activities of the UK Government Office is the implementation of a unified state policy in the field of public procurement, which implies support for the order placement process, management of concluded contracts, as well as monitoring and justification of their implementation, etc.
South Korea	All purchases are conducted through the online electronic procurement system (KONEPS), where all tender information is posted, and the Korean Public Procurement Service (PPS) is uniformly regulated.

Source: OECD (2019)

An illustrative example is provided by the experience of Ukraine, which, despite a period of political instability and economic difficulties, is making serious efforts to build a comprehensive public procurement system. The Ukrainian public procurement system took first place in the Transparent Public Procurement Rating (a rating of the transparency of public procurement), receiving 97.05 points out of a possible 100. This rating is conducted by the Institute for Development of Freedom of Information jointly with partner organizations; it assesses public procurement legislation and the transparency of processes at every stage of the tender, and includes 39 countries from all over the world.

Among the most significant improvements, experts from Transparency International noted the introduction of the ProZorro system.

Various interesting projects have been implemented on the basis of the ProZorro database which contribute to the further development of the anti-corruption monitoring system. For example, The Anti-Corruption Monitor Project ([www.acm-ua.org](http://www.acm-ua.org)) analyzes all ProZorro tenders for corruption risks, and gives state bodies, businesses, and the public the opportunity to identify and question suspicious tenders (Gruba 2020).

### Survey data

In February 2021, to conduct a full analysis and study of the public procurement system, the authors conducted a sociological survey among participants in the procurement of goods, works, and services in the business community using the Portal of Electronic Public Procurement of the Ministry of Finance of the Republic of Kazakhstan (<https://goszakup.gov.kz/>). The total number of respondents surveyed was 6,000 people.

The respondents answered questions on the website of the public procurement portal. Of those who had observed corruption, most believed that corruption is manifested at the stage of preparing the documentation (24.7%) and when accepting goods and works (24%).

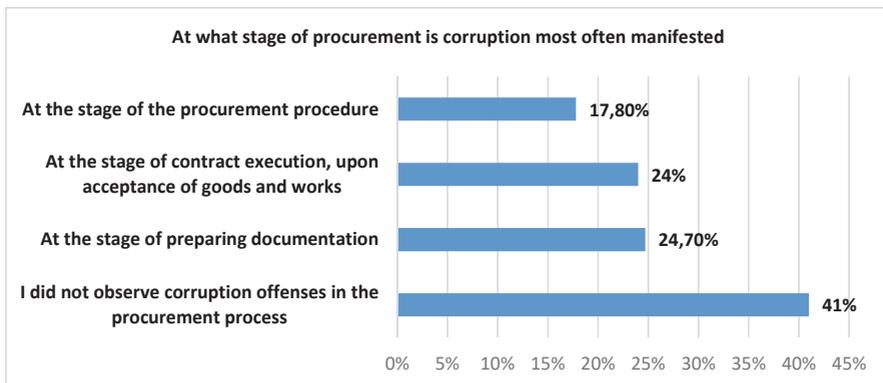


Figure 2. The results of the survey regarding the manifestation of corruption

Source: compiled by the author based on survey data on the public procurement portal.

Regarding the level of corruption observed in the procurement system of the Republic of Kazakhstan, 51% of respondents did not encounter it, 6.1% encountered it repeatedly, and 14.2% observed a high level.

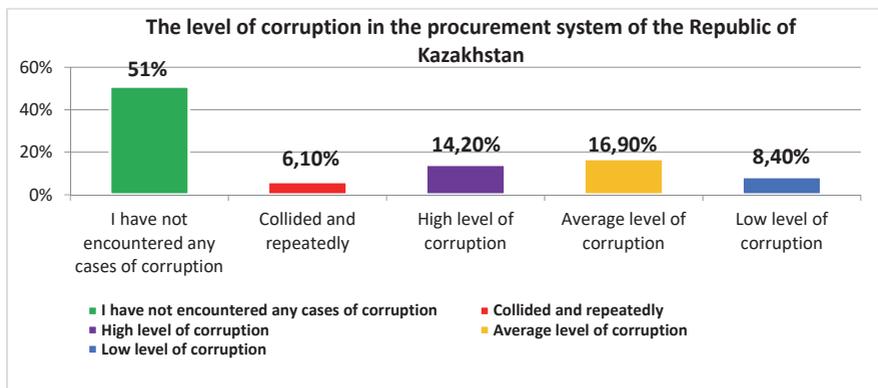


Figure 3. Results of the survey on the level of corruption observed in the system of Public Procurement of the Republic of Kazakhstan

Source: compiled by the author based on survey data on the public procurement portal.

Most respondents indicated the following:

1. Corruption in the public procurement system is a very serious problem, and it is necessary to take various methods leading to the reduction of corruption risks.
2. Today, corruption risks have moved to the stage of acceptance of goods and works.

3. There is a need to reduce the participation of the human factor, since during the formation of documentation and during the acceptance of goods and works there is often a conspiracy between the customer and the supplier.
4. The level of confidence of participants in the public procurement of the Republic of Kazakhstan should become the main indicator of its effectiveness.
5. The media, the internet, and social networks are the main sources of information on combating corruption. Monitoring bodies need to inform and pay more attention to both customers and suppliers regarding the work being done and the consequences of corruption.

### **Discussions and conclusions**

In the modern world, the role of public procurement is becoming an important driving force of economic development. The study of the topic of anti-corruption monitoring in the public procurement management system is quite extensive. The results of our research allow us to draw certain conclusions.

1. One of the main causes of corruption in public procurement is the need to reduce the participation of the human factor in decision-making – that is, to automate the system. It is necessary to analyze the processes of concluding and executing contracts between customers and suppliers in order to optimize delivery time and payment for goods, works, and services. It is also necessary to adjust time and procedural rules in order to exclude situations with delays on the part of government officials.
2. In order to reduce corruption risks, we would consider it appropriate to provide, in the legislation, for the responsibility of heads of state bodies (organizers of public procurement) in cases of their inability to properly organize the procurement process. It is also necessary to jointly develop, with interested state bodies, a draft on amendments and additions, in which all procedural aspects of public procurement are provided for, with a distinction between the concepts of validity and expediency of procurement, dividing them into strictly economic or simply economic in nature.
3. The procedure for the formation and use of current expenses for the maintenance of state bodies should be reviewed, gradually centralizing them into one authorized body. In order to improve the quality of public procurement, measures should be taken to strengthen the unified procurement procedure, alongside the monitoring and assessment of risks on an ongoing basis with the publication of results online.
4. The law allows customers to enter into direct contracts with a specific supplier for the acquisition of intellectual property. However, in practice, the facts of procurement on this basis were established for goods that are not related to intellectual property objects (widely distributed goods that do not have uniqueness). The practice of concluding such direct contracts may indicate both an error (legal or technical) and the presence of a corruption component.

Thus, the basis for recognizing the existence of a corruption risk is the conclusion of a direct contract for the purchase of goods at an unreasonably high price with a specific supplier. Government agencies should develop conceptual approaches to improving public procurement planning (systematic overestimation of prices for goods by the customer).

5. In order to carry out effective monitoring, it is necessary to develop and implement: automatic indicators of corruption risks, with the help of which it will be possible to automatically select those purchases that contain signs of violations of corruption legislation; and an exhaustive list of grounds for anti-corruption monitoring of public procurement, which will resolve the issue of determining the power of the authorized body to make a decision on anti-corruption monitoring in the presence of one or more of these grounds. It is necessary to publish mandatory information about the beginning and main stages of anti-corruption monitoring, as well as its results, in the e-procurement system.
6. The monitoring of public procurement makes sense only if it is carried out over a certain period of time and using the same or similar methodologies or a combination of methodologies. The data may change from year to year, but in the long term trends should be noticeable. The results of such monitoring are also valid only if the collected data are comparable and if, in cases where they are compared, comparison proceeds under similar conditions. Building an effective system for monitoring public procurement in the Republic of Kazakhstan, taking into account the experience of other countries, and using new information technologies will not only prevent corruption risks in the field of public procurement, but will also ensure the effectiveness of the entire public administration system as a whole.

The analysis of the situation in this area shows the need to solve certain key problems by adhering to the following steps:

### ***1. Control of budget funds***

This will involve the creation of a system for monitoring the distribution of budget funds. The main task of this system should be to track the movement of public money at every stage of development – from the customer or organizer to the final supplier or subcontractor. Thus, the system should monitor and provide information on the entire chain of settlements between market participants working with the budget. In addition, the functionality of the system should allow analysts to correlate the amounts of disbursed and non-disbursed funds and specify the subject of the purchase of goods, works, and services – and their purchase price.

### ***2. Penalties***

These will entail strengthening administrative control and forms of punishment for employees directly involved in the public procurement system.

### 3. Public participation in procurement monitoring

The creation of regional and district centers of public control in the field of public procurement in the form of public organizations will characterize this step. The creation of such centers will increase the level of awareness of citizens on how to conduct public monitoring of public procurement.

In the authors' opinion, the center for public control in the field of public procurement should train public activists on how to conduct public procurement, conduct effective investigations in this direction, and contribute to improving the access of local residents to information about public procurement.

In summarizing the results of this study, it can be concluded that the introduction of the above tools in Kazakhstan would bring the monitoring of procurement in the country to a completely new qualitative level.

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Gulsara Junusbekova, Zhaslan Khamitov

## Antikorupcijos stebėjimas viešųjų pirkimų valdymo sistemoje

Anotacija

*Atsižvelgus į didėjantį disbalansą viešųjų pirkimų valdymo srityje šešėlinės ekonomikos, korupcijos apraiškų atžvilgiu, manytina, kad tikslinga ištirti kovos su korupcija stebėsenos priemonių poveikį viešųjų pirkimų valdymo sistemos veikimo efektyvumui Kazachstane.*

*Straipsnyje nagrinėjama kovos su korupcija stebėsenos specifika viešųjų pirkimų valdymo sistemoje. Analizuojama dabartinė situacija Kazachstano Respublikos viešųjų pirkimų stebėsenos srityje ir pažangių šalių patirtis, kurios pagrindu atskleidžiamos veikimo problemos analizuojamoje srityje.*

*Siekiant išspręsti šias problemas ir plėtoti antikorupcinės stebėsenos instituciją Kazachstano Respublikos viešųjų pirkimų valdymo sistemoje, siūloma pasitelkti pažangią užsienio šalių patirtį.*

*Atskleidžiami korupcijos raiškos šalies viešųjų pirkimų srityje bruožai, pagrindinės priemonės, kurių imtasi siekiant pagerinti kovos su korupcija efektyvumą viešųjų pirkimų srityje. Taip pat pagrįsta būtinybė stiprinti viešųjų pirkimų viešąją stebėseną ir viešosios kontrolės centrų kūrimą viešųjų pirkimų srityje.*

*Gulsara Junusbekova* – PhD, professor at the Institute of Management at the Academy of Public Administration under the President of the Republic of Kazakhstan

E-mail: [Gulsara.Dzhunusbekova@apa.kz](mailto:Gulsara.Dzhunusbekova@apa.kz)

*Zhaslan Khamitov* – PhD; Institute of Management at the Academy of Public Administration under the President of the Republic of Kazakhstan

E-mail: [zhaslankadet@list.ru](mailto:zhaslankadet@list.ru)

*Gulsara Junusbekova* – mokslų daktarė, Viešojo administravimo akademijos prie Kazachstano Respublikos prezidento vadybos instituto profesorė.

El. paštas: [Gulsara.Dzhunusbekova@apa.kz](mailto:Gulsara.Dzhunusbekova@apa.kz)

*Zhaslanas Khamitovas* – mokslų daktaras, Vadybos instituto Viešojo administravimo akademija prie Kazachstano Respublikos prezidento.

El. paštas: [zhaslankadet@list.ru](mailto:zhaslankadet@list.ru)