

ANALYTICAL REPORT ON THE ANALYSIS OF COMMUNICATION CHANNELS USED BY GOVERNMENT AGENCIES WITH THE POPULATION





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WITH THE POPULATION**

Astana Civil Service Hub
2023

This report was prepared on the basis of a study conducted by G. Ashkenova, A. Mazhitova, commissioned by the Astana Civil Service Hub (ACSH) in accordance with the request of the Ministry of Information and Social Development of the Republic of Kazakhstan.

The publication is intended for politicians, practitioners, experts, scientists, students and anyone interested in improving public administration and civil service.

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Foreword

The movement toward establishing an open state places great emphasis on the values of transparency, accountability, and openness in the activities of governmental entities. This growing focus has led governments to increasingly recognize the significance of fostering channels of engagement with both society and businesses.

Efficient and accessible interaction, coupled with prompt responses to inquiries, plays a vital role in bolstering public trust in the state.

In addition to conventional communication methods, government agencies have embraced the extensive opportunities provided by information technology and social media platforms. Consequently, the general populace can now engage with government entities through diverse avenues such as the e-government platform, Facebook, Telegram, Instagram, WhatsApp, call centers, and more.

However, despite the wide array of communication channels available, challenges still persist in achieving effective collaboration between the state and its citizens. Recognizing this need, it has become imperative to conduct an analysis of their operations.

This report presents the outcomes of a comprehensive sociological survey conducted among the population, focusing on the functionality of these communication channels. It also includes an analysis of the efforts made by state bodies in this domain, along with final recommendations for improvement.



Alikhan Baimenov,
Chairman of the Steering Committee
Astana Civil Service Hub

About the Astana Civil Service Hub (ACSH)

The Astana Civil Service Hub is a flagship initiative of the Government of Kazakhstan and the United Nations Development Programme. It was created in 2013 by 5 international organisations and 25 countries: now comprising 43 participating countries. The geographical range of its participants' stretches from the Americas and Europe through the CIS, the Caucasus, and Central Asia to ASEAN countries, demonstrating that partnerships for civil service excellence is a constant and universal need for all nations.

Its mandate is to assist in the promotion of public service effectiveness by supporting the efforts of governments of the participating countries in building institutional and human capacity; and thus, contributing to the improvement of civil service systems in the countries of the region and beyond.

The Astana Civil Service Hub is a multilateral institutional platform for the continuous exchange of knowledge and experience in the field of public service development, aiming at supporting government in the region and beyond through fostering partnerships, capacity building and peer-to-peer learning activities, and evidence-based research.

More information at www.astanacivilservicehub.org.

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Acronyms

ATM	Automated teller machine
EGDI	E-Government Development Index
EIS	Eelnõude infosüsteem (Account Information System)
ID	Identification
OECD	Organisation for Economic Co-operation and Development
OGP	Open Government Partnership
PR	Public relations
SMS	Short message service
QR	Quick response code
NGO	Non-governmental organization
UN	United Nations Organization

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Research methodology

The purpose of this research is to provide consulting and methodological support for the analysis of communication channels used by government agencies with the population.

In total, 15 channels of communication between government agencies and population were subject to analysis:

1. Personal reception of citizens by the leadership of a state body
2. Public reception in a state body
3. The front office of the state body
4. Call center
5. Contact Center
6. Helpline
7. Blog of the first head of the state body
8. Service “Online reception”, service “Question-Answer” on the official website of the state body
9. Official account of the state body in social networks
10. Official website of the state body
11. E-government Portal
12. Open government portals (Open data, Open legal acts, Open budgets, Open dialogue)
13. Manual submission of appeals
14. Special mobile applications
15. E-otinish

This research is based on **quantitative** (online survey) and **qualitative** (content analysis, desk research) methods of collecting information gathered in October - December 2022 in the Republic of Kazakhstan. The information in the Report is relevant for the period of the research (October-December 2022).

Quantitative research (sociological survey)

In order to determine the preferences of citizens regarding the channels of communication with government agencies, the research group initiated a quantitative study in the format of an online survey of the population. Despite the fact that this stage was not originally planned, its need was confirmed in the process of preparing the research program.

The purpose of the survey: to analyze the opinions of the population and their preferences regarding the channels of communication with government agencies.

Geography of research: 17 regions and cities of republican significance Astana, Almaty and Shymkent.

Object of research: the population of Kazakhstan from 18 years and older.

Sample: quota sample (1,000 respondents).

Survey form: online survey via the KoboCollect platform.

Number of questions in the questionnaire: 19 questions plus 8 questions of a socio-demographic nature.

Language of the survey: Kazakh and Russian.

Interview length: 10–15 minutes.

Fieldwork dates: October 26 – October 31, 2022

The results of the research were processed using special software **Statistical Package for the Social Sciences (SPSS)** for Windows.

Qualitative research (desk research)

As part of the qualitative study, an analysis of documentation was carried out, including an analysis of statistical data, internal documentation and information received from state bodies upon request. In particular, information on key indicators of the functioning of each of the communication channels in the period from 2020 to 2022 was analyzed.

Geography of research: Republic of Kazakhstan.

Sample: 21 state bodies (6 ministries, 3 akimats of cities of republican significance, 2 regional akimats, 2 akimats of cities of regional significance, 4 district akimats, 4 akimats of rural districts).

The objects of the research are represented by 6 ministries, akimats of 3-cities of republican significance, 2 regional akimats, akimats of 2 city-regional centers, akimats of 4 districts, akimats of 4 rural districts:

1. Ministry of Information and Social Development (excluding committees);
2. Ministry of Healthcare (excluding committees);
3. Ministry of Education and Science (excluding committees);
4. Ministry of Labor and Social Protection of the Population (excluding committees);
5. Ministry of Ecology, Geology and Natural Resources (excluding committees);
6. Ministry of Finance (excluding committees);
7. Akimat of the city of Astana (including all departments);
8. Akimat of the city of Almaty (including all departments);
9. Akimat of the city of Shymkent (including all departments);
10. Akimat of the North Kazakhstan region (regional), as well as the akimat of the city of Petropavlovsk, akimats of 2 districts (Aiyrtausky, Mamlyutsky), 2 akimats of rural districts (Yeletsky rural district, Dubrovinsky rural district);
11. Akimat of West Kazakhstan region (regional), as well as akimat of the city of Uralsk, 2 akimats of districts (Taskalinsky, Akzhaiksky), 2 akimats of rural districts (Mereysky rural district, Aksuatsky rural district)).

Subject of research: channels of communication of state bodies with the population.

Method of analysis: comparative analysis.

Fieldwork: September – December 2022.

Study of international experience (comparative analysis)

To study the international experience of using channels of communication between the authorities and the population, the experience of seven OECD countries was considered as the most successful examples of interaction between state bodies and citizens:

1. Denmark
2. Finland
3. South Korea
4. Estonia
5. Canada
6. Lithuania
7. Georgia

Subject of research: channels of communication of state bodies with the population.

Method of analysis: comparative content analysis.

Data collection: official Internet resources (official websites of state bodies, social networks, international reports, etc.).

Field work period: October – November 2022

Development of process map of interaction between government agencies and the population

Upon completion of the population survey, analysis of communication channels with the population used by six ministries, akimats and based on the results of a comparative analysis of the work of OECD countries, a **process map** was developed.

The need to develop maps of the processes of interaction between state bodies and the population is that the process approach of interaction differs from the functional one. Therefore, it is necessary to determine the boundaries of processes, the area of responsibility of the performers for each communication channel. Thus, the development of maps is aimed at increasing efficiency in the field of interaction between state bodies and the population.

Section 1. Channels of communication with the population

This section of the analytical report includes an analysis of the results of an online survey conducted in Kazakhstan in the period from 26.10.2022 till 31.10.2022, among the sample population of 1,000 people, as well as an analysis of data provided by the state bodies upon request, including information on key indicators of the functioning of each of the channels in the period from 2020 to 2022.

1.1 Channels of communication with public authorities

In order to analyze the perception of citizens of Kazakhstan of the possibilities of various channels of communication with state bodies, a sociological research was conducted using the method of an online survey with a quota sample of 1,000 respondents aged 18 years and older. The survey was conducted via the KoboCollect platform between October 26 and 31, 2022 in all 20 regions of the country.

According to the survey, more than 70% of respondents are more or less **aware of the introduction of the concept of “Hearing State”** in Kazakhstan, while 29.9% of respondents are quite well aware of it.

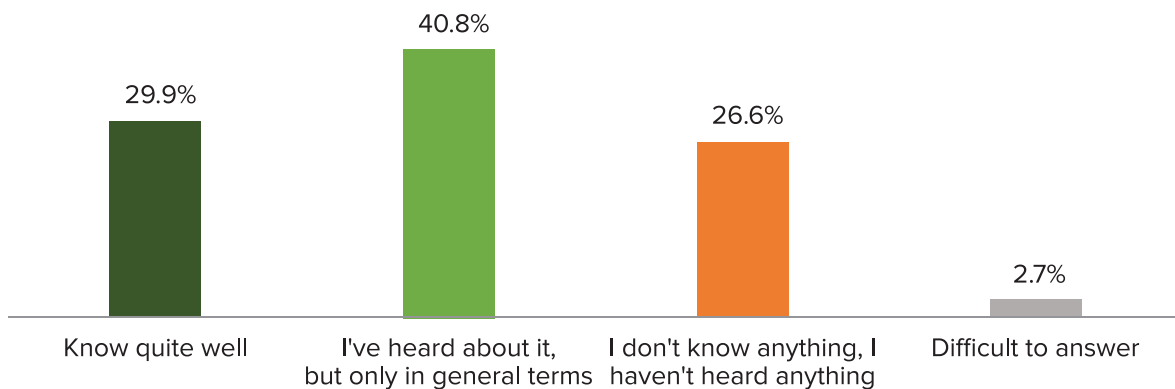


Figure 1 – “In Kazakhstan, the introduction of the concept of “Hearing state” is being implemented. Please tell, have you heard anything/know something about it?”

Of those who are more or less familiar with the concept of the “Hearing State”, 49.9% consider **its most important element** to be the prompt response of state bodies to incoming requests from citizens. 42% named the presence of many options for working channels of direct and feedback communication between the state and population. For 41.7%, the most important was the presence of the Unified Electronic Window for citizens’ appeals to state bodies.

The least important elements proposed in the questionnaire were such elements of the “Hearing State” as operational coverage of the activities of state bodies in the media and social networks (18.8%) and the availability of official statistics, legislative acts, research data and the results of the work of state bodies for use by citizens (13.6%).

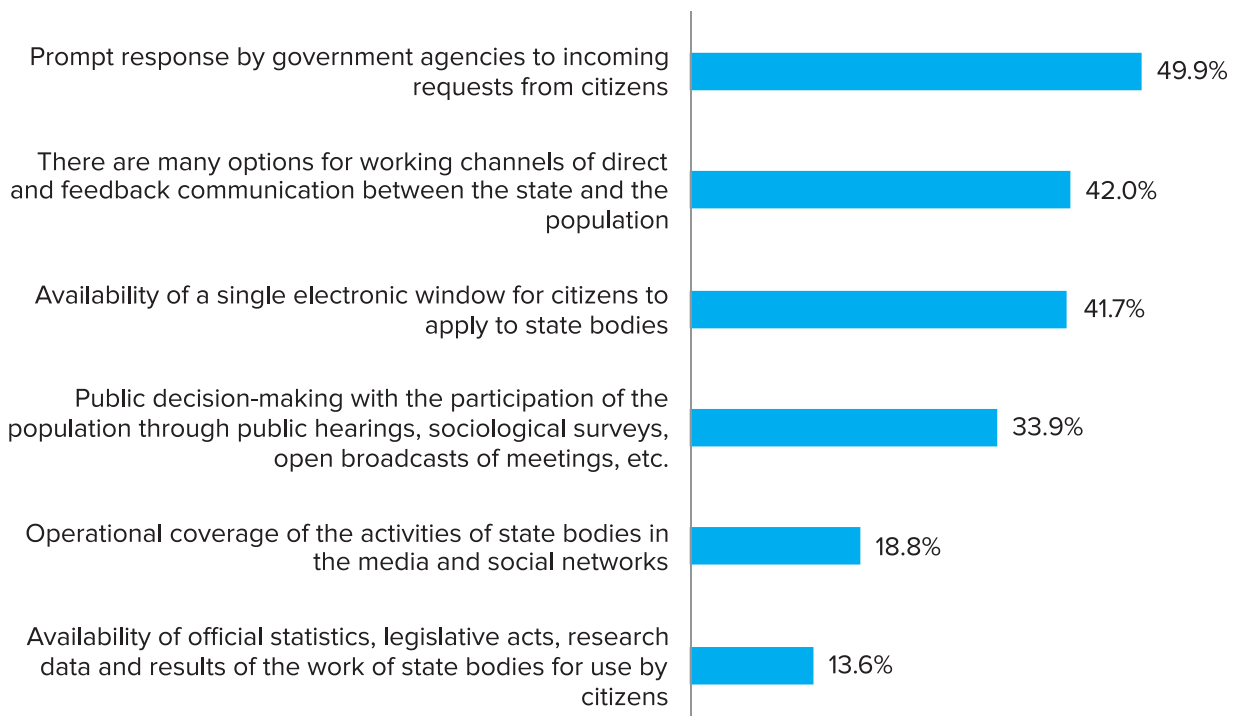


Figure 2 – “What elements of the “Hearing state” do you think are the most important?”

**The amount is not equal to 100%, because respondents could mark several answer options.*

According to the survey data, **the e-government portal operating in the country since 2006** is quite well known among the population - 66% of respondents know about it, to one degree or another. At the same time, only 38% use it, which is 10% higher than the number of those who are well aware of it, but do not use it. 8.9% or every 11th respondent has not heard anything about this portal.

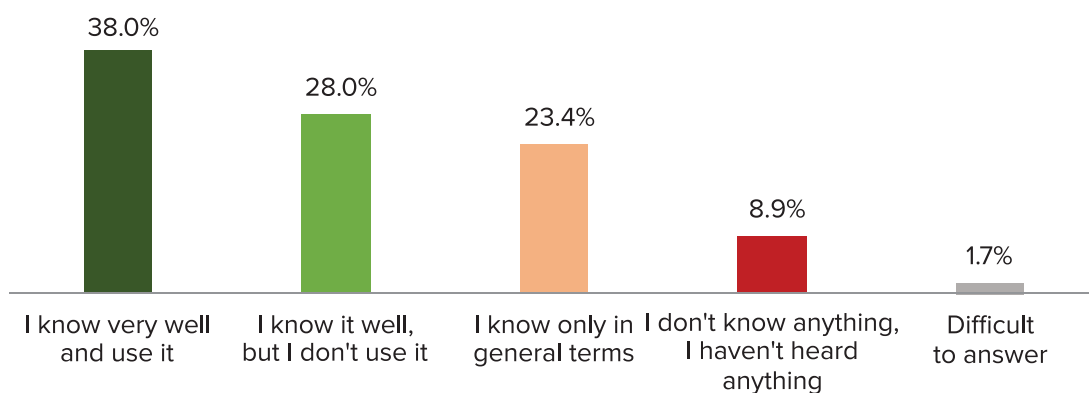


Figure 3 – “In Kazakhstan, since 2006, an e-government portal has been operating, where you can receive public services in electronic / online format. Do you know that?”

The highest proportions of citizens who know and use the e-government portal are recorded among middle-aged people (46.6%) with an average percentage of 38.0%, as well as among respondents with higher education (47.3%).

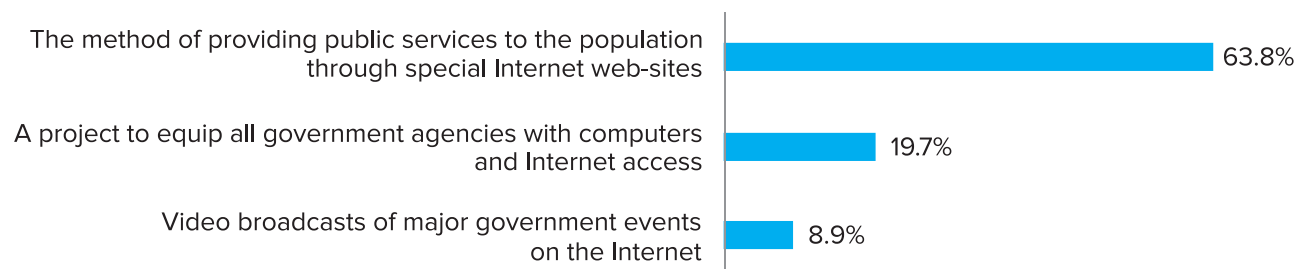
Table 1 – “In Kazakhstan, since 2006, the e-government portal has been operating, where you can receive public services in electronic / online format. Did you know that?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
I know very well and use it	38.0	41.9	46.6	35.7	16.1
I know well, but I don't use it	28.0	25.1	27.2	29.0	32.3
I know only in general terms	23.4	25.6	18.3	23.2	32.3
I don't know, I haven't heard anything	8.9	7.0	6.7	9.5	15.5
Difficult to answer	1.7	0.4	1.1	2.5	3.7

Table 2 – “In Kazakhstan, since 2006, the e-government portal has been operating, where you can receive public services in electronic / online format. Do you know that?” (by the level of education), %

	Average	Secondary	Secondary special	Higher
I know very well and use it	38.0	22.8	26.0	47.3
I know well, but I don't use it	28.0	26.9	36.1	24.6
I know only in general terms	23.4	32.4	28.3	18.9
I don't know, I haven't heard anything	8.9	13.8	7.8	8.2
Difficult to answer	1.7	4.1	1.9	1.0

The **meaning that the population puts into the concept of e-government** is interesting. According to the results of an online survey, citizens most often that e-government is a way of providing public services to the population through special Internet websites, 63.8% believe so, which indicates the correct interpretation of the purpose of this portal.

**Figure 4** – “Which of the following definitions corresponds to your personal understanding of the content of the concept of “e-government”?”

Among **the most important opportunities provided by the e-government portal**, the respondents highlighted: the possibility of receiving public services in electronic form (59.3%), the ability to send a complaint or proposal to state bodies in electronic form (39.5%) and the ability to obtain up-to-date information about state bodies and public services (31.8%).

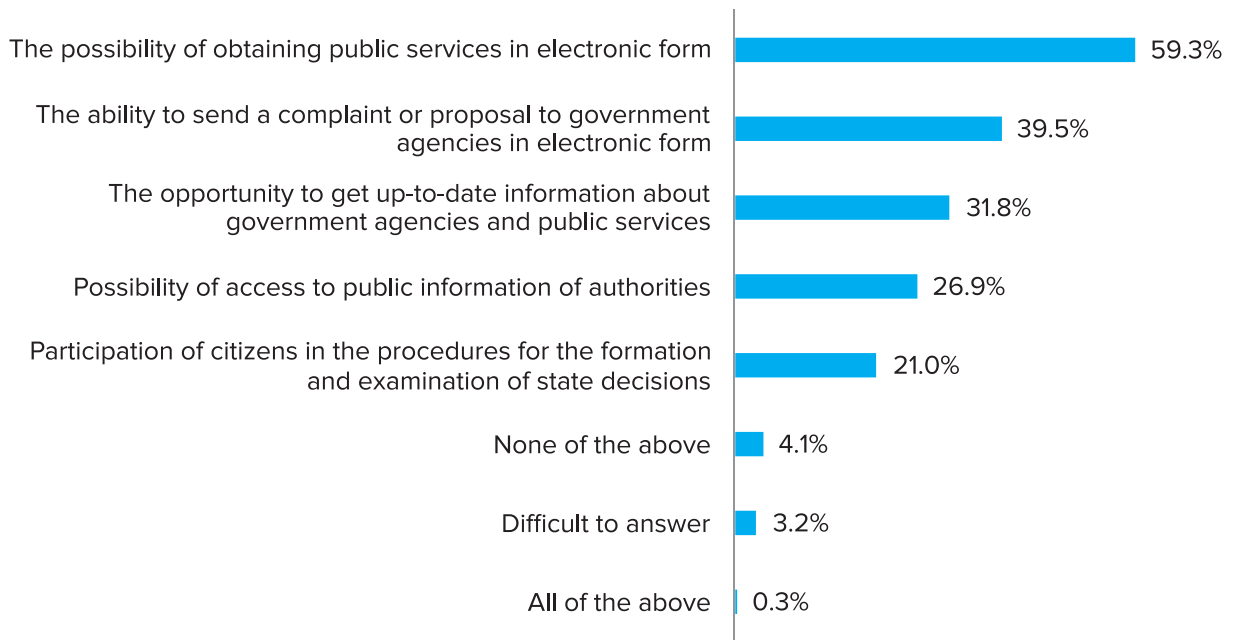


Figure 5 – “What opportunities provided by e-government are most important to you?”

**The amount is not equal to 100%, because respondents could mark several answer options.*

An important issue in the analysis of the effectiveness of communication channels between state bodies and the population is the **format of this interaction**. Traditionally, there are three formats: offline, online and their combination.

According to the results of the survey, the most preferred form is the combination of offline and online forms or the use of any of them - 37.4% of respondents think so, believing that they are equivalent in convenience and reliability.

32.5% of respondents consider the electronic format of communication to be more convenient and reliable, every fifth choose traditional (offline format). It turns out that the share of those who prefer the offline format of interaction between the state and citizens is more than 10% lower than those who choose the online form.

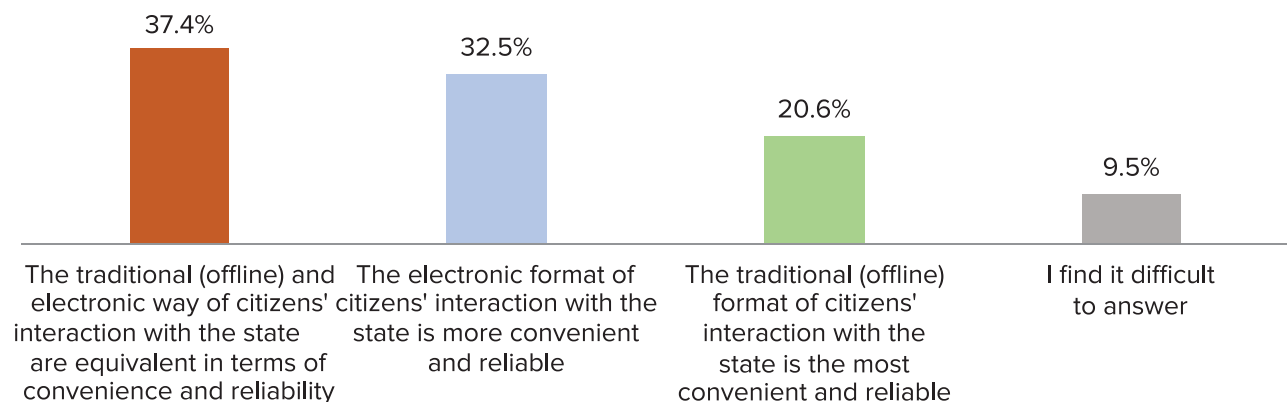


Figure 6 – “Which of the following statements reflects your opinion more?”

According to the survey data, the traditional (offline) format of communication with government agencies, as a rule, is preferred by the population over 61 years old (28.6% with an average percentage of 20.6%), the electronic format, on the contrary, is more convenient for respondents from 18 to 45 years old (37.4% and 37.6% with an average percentage of 32.5%).

Table 3 – “Which of the following statements reflects your opinion more?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
The traditional (offline) format of interaction between citizens and the state is the most convenient and reliable	20.6	17.6	19.4	19.9	28.6
Traditional (offline) and electronic way of interaction between citizens and the state are equivalent in convenience and reliability	37.4	39.2	35.8	39.4	35.4
Electronic format of interaction between citizens and the state is more convenient and reliable	32.5	37.4	36.4	29.5	21.1
I find it difficult to answer	9.5	5.7	8.4	11.2	14.9

Taking into account the fact that a significant number of citizens of the country prefer an electronic format of communication with the state (including those who consider it equivalent to the traditional one), the question of the advantages of this format is important.

According to the results of the survey, the three **advantages of the electronic format of communication** between citizens and state bodies included: the ability to avoid the queue (59.9%), the independence from time and place (49.3%) and the ability to save time on receiving e services (39.9%). 3.5% of respondents do not see any advantages in this format.

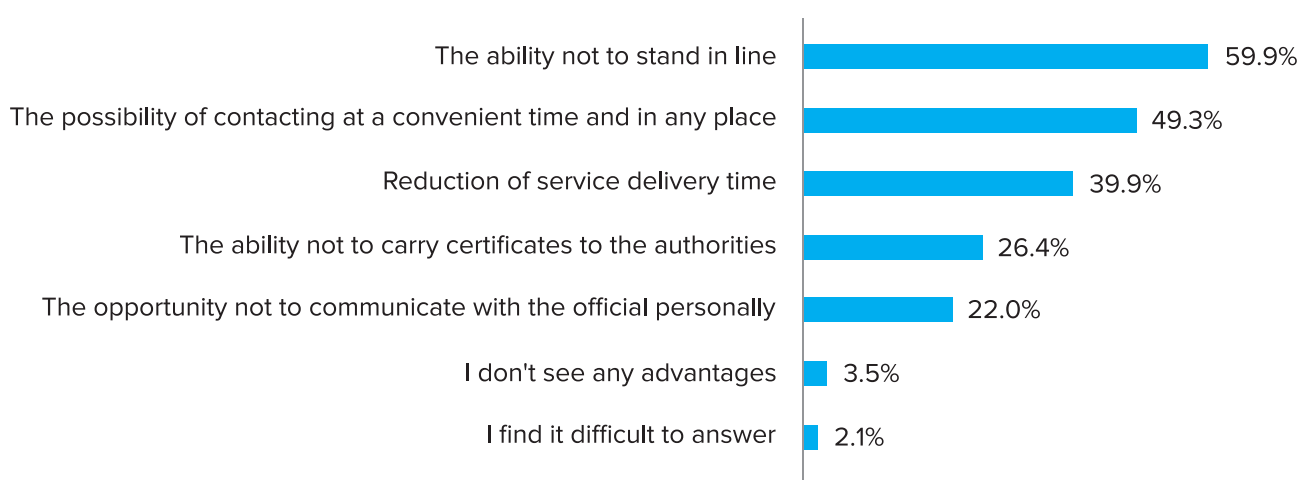


Figure 7 – “Which of these advantages of electronic interaction with government agencies is the most important for you personally?”

**The amount is not equal to 100%, because respondents could mark several answer options.*

Almost 60% of respondents **do not have up-to-date experience in applying to state bodies over the past 1-2 years**. 37.3% of respondents had to apply.

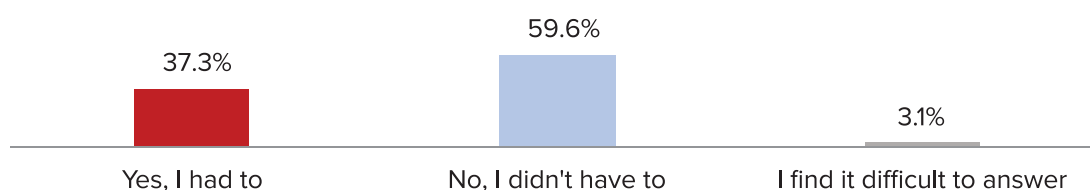


Figure 8 – “Have you ever had to make any requests to the government agencies in the last year or two?”

Most often, middle-aged respondents have recently applied to state bodies: in the category of 30-45 years - 39.9%, in the category of 46-60 years - 40.7%.

Table 4 – “Have you ever had to apply to the government agencies with any request in the last year or two?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
Yes, I had to	37.3	32.2	39.9	40.7	33.5
No, I didn't.	59.6	64.8	57.7	55.2	63.4
I find it difficult to answer	3.1	3.1	2.4	4.1	3.1

Respondents with a high level of education are more active in making requests to state bodies - among persons with higher education, there are 42.5%.

Table 5 – “Have you ever had to apply to the government agencies with any request in the last year or two?” (by the level of education), %

	Average	Secondary	Secondary special	Higher
Yes, I had to	37.3	24.8	32.7	42.5
No, I didn't.	59.6	71.0	65.1	54.3
I find it difficult to answer	3.1	4.1	2.2	3.2

Judging by the answers of respondents with experience in applying to state bodies recently, **most often citizens' requests are sent to akimats** (47.5%), the Ministry of Healthcare (36.2%) and the Ministry of Labor and Social Protection of the Population (20.6%).

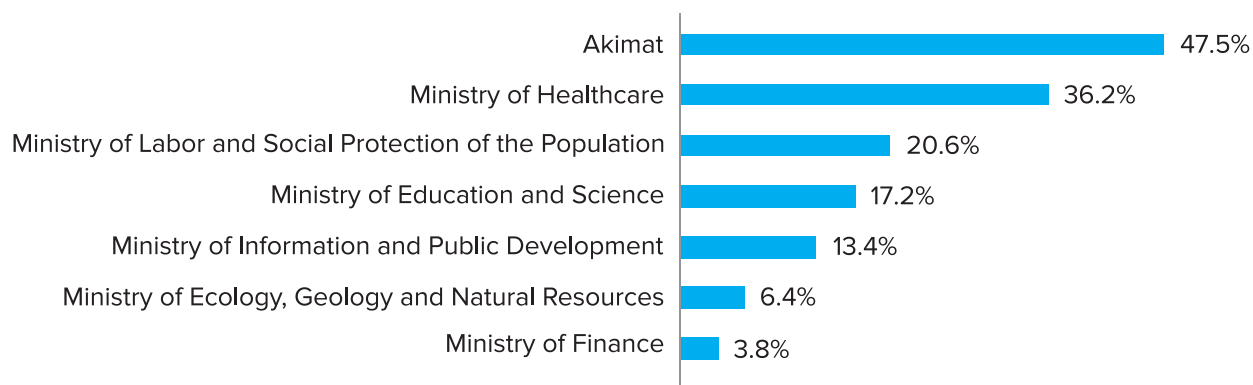


Figure 9 – “To which government agency/agencies did you make your request?”

**The amount is not equal to 100%, because respondents could mark several answer options.*

Single answers (from 4 to 1 respondent) concerned the experience of applying to such state bodies as (recorded from the respondents' words): Citizen Service Center, Ministry of Internal Affairs, Ministry of Justice, Court, Department of Culture and Language Development, Land Committee, Archive.

Among the respondents applying to state bodies in the last 1-2 years, **the most popular channel of communication** with state bodies was the electronic government portal e-gov - 56.8% of those with experience in applying. The top five among communication channels also included: personal reception of citizens (25.2%), call-center (18.8%), public reception (15.3%) and contact center (13.4%).

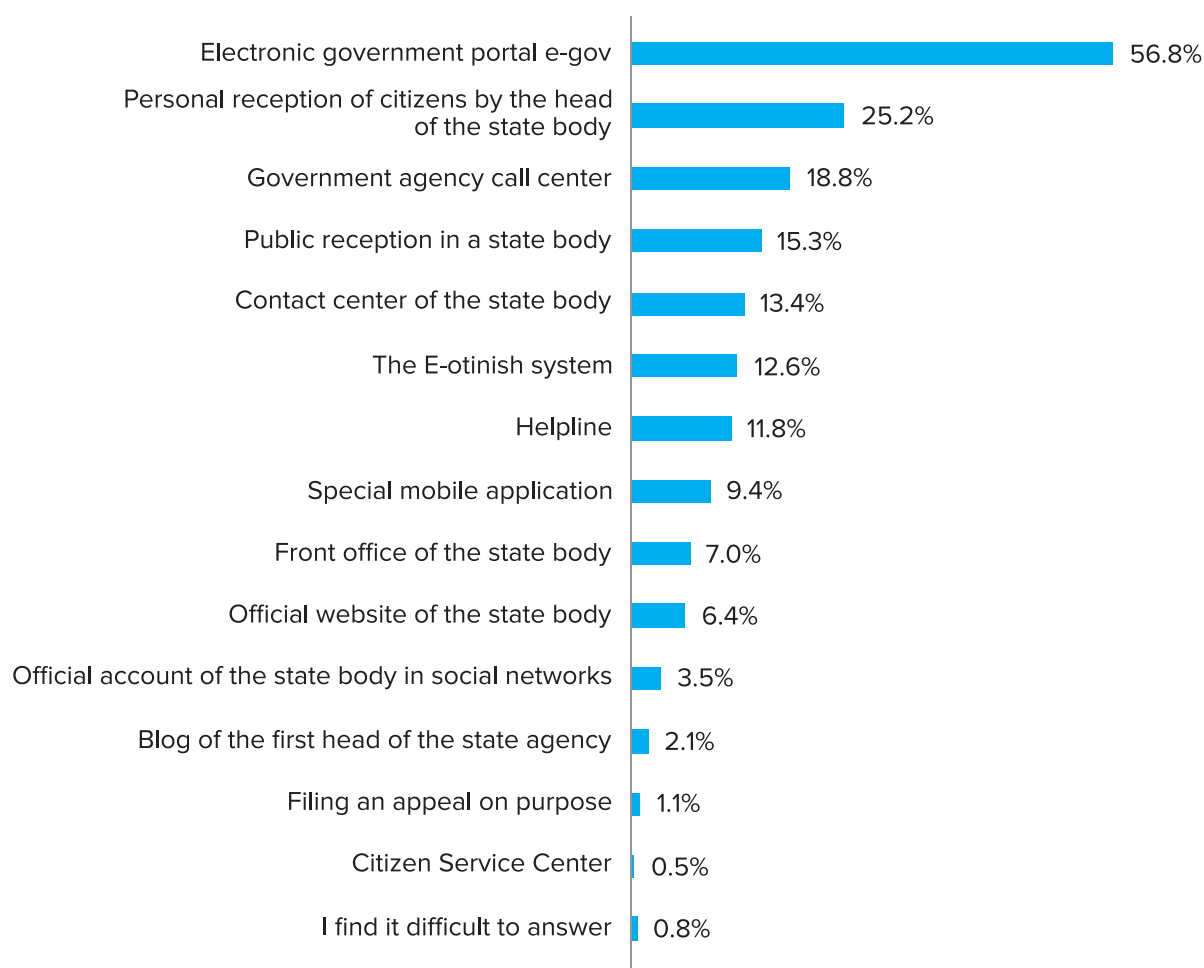


Figure 10 – “What channel of communication did you use when you made request to the government agency last time?”

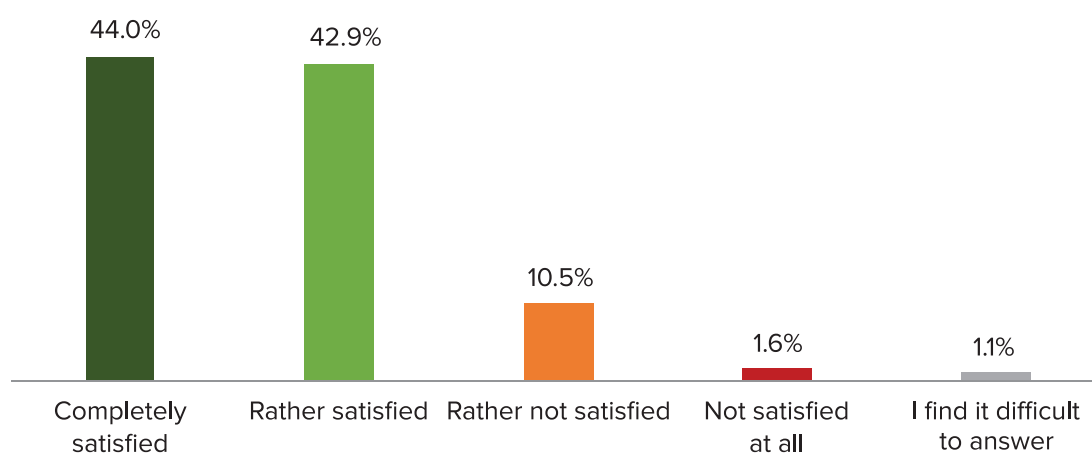
**The amount is not equal to 100%, because respondents could mark several answer options.*

Personal reception of citizens as a form of interaction between citizens and state bodies was used more often by respondents over 61 years of age (with an average value of 25.2% among elderly citizens, there are 38.9%). Telephone channels for contacting state bodies were more often preferred by young respondents - 23.3% prefer the Call Center and 15.1% - the contact center of the state body. Special mobile applications were also more often used by young people - 9.6% (18-29 years old) and 11.5% (30-45 years). The same trend is typical for the e-government portal - among those with experience in applying via this portal, 58.9% of respondents from 18 to 29 years old and 58.8% - among those who are 30-45 years old.

Table 6 – “What channel of communication did you use when you last applied to the government agency?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
Personal reception of citizens by the leadership of a state body	25.2	26.0	22.3	21.4	38.9
Public reception in a state body	15.3	15.1	16.9	17.3	7.4
Front office of the state Body	7.0	5.5	6.8	7.1	9.3
Call-center of the state body	18.8	23.3	17.6	16.3	20.4
Contact center of the state body	13.4	15.1	13.5	12.2	13.0
Helpline	11.8	13.7	8.8	13.3	14.8
Blog of the first head of the state body	2.1	4.1	1.4	1.0	3.7
Official website of the state body (“Online Reception” service / “Question-Answer” service)	6.4	8.2	5.4	5.1	9.3
Manual submission of appeals	1.1	1.4	0.7	1.0	1.9
Special mobile application	9.4	9.6	11.5	7.1	7.4
Official account of the state body in social networks	3.5	2.7	3.4	4.1	3.7
Electronic government portal e-gov	56.8	58.9	58.8	56.1	50.0
E-otinish system	12.6	11.0	14.2	13.3	9.3
Citizen Service Center	0.5	-	-	2.0	-
I find it difficult to answer	0.8	-	0.7	2.0	-

Among the respondents who had to apply to state bodies with any request in the last year or two, 86.9% are more or less **satisfied with the channel of communication used** (the amount of fully satisfied - 44.0% and rather satisfied - 42.9%). 12.1% of such respondents in one way or another remained dissatisfied with the used channel of communication with the state body.

**Figure 11** – “How satisfied or dissatisfied are you with the communication channel you used?”

As in the case of the chosen channel of communication with the state during the last appeal, the two **most preferable channels** in the situation of a possible request to state bodies are **the e-gov portal (44.4%)** and **the personal reception of citizens by the head of the state body (30.6%)**.

As in the case described above of accessing certain channels of communication with government agencies in the past, offline forms remain the most preferred channels for senior citizens: personal reception of citizens (40.4% with an average percentage of 30.6%) and public reception at a government agency (24.2% with an average percentage of 19.9%).

Young people (18-29 years old), as a rule, prefer online forms of communication - a call center (19.8% with an average of 16.3%), a contact center (13.7% with an average of 10.0%), a special mobile application (18.1% with an average of 12.0%), an e-government portal (48.0% with an average percentage of 44.4%) and the E-otinish system (7.9% with an average percentage of 5.8%). A similar trend in preferences is typical for respondents aged 30-45 years.

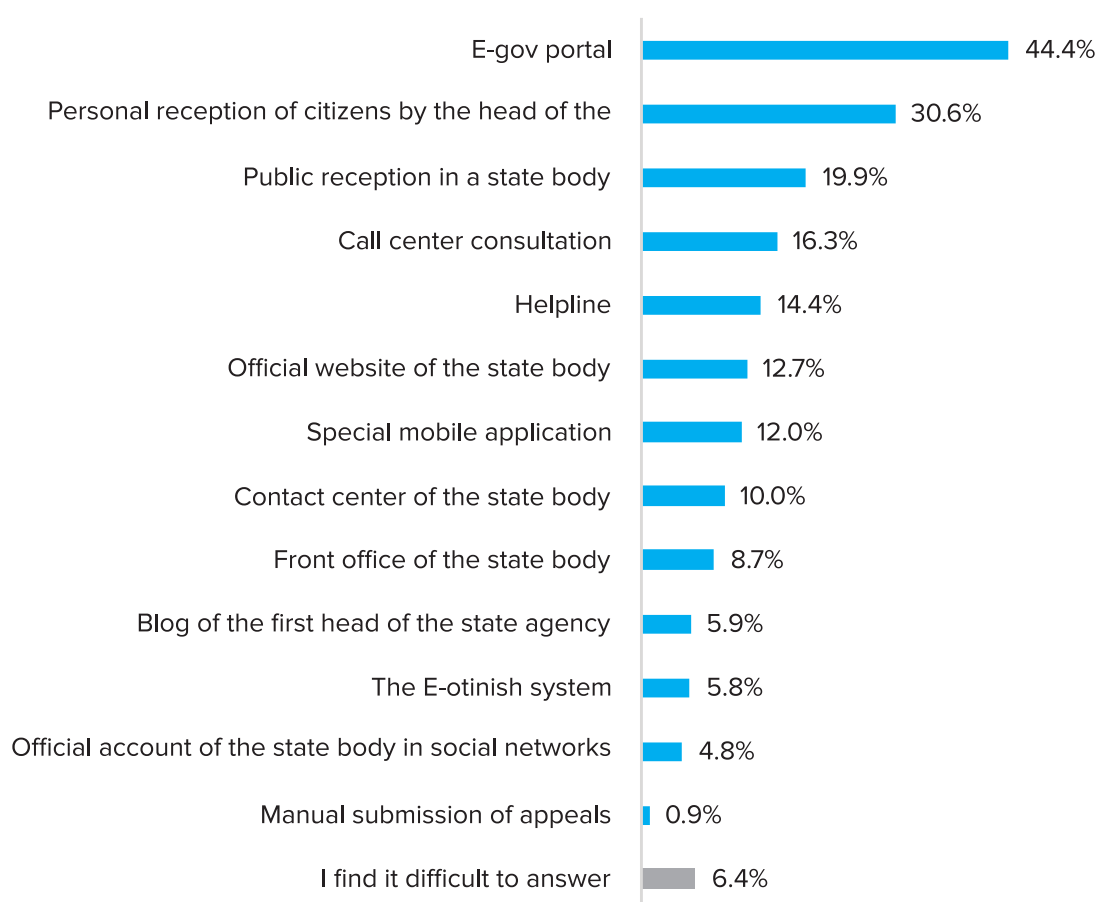


Figure 12 – “If there is a need to apply with a request to a government agency, which options for applying will be most preferable for you?”

**The amount is not equal to 100%, because respondents could mark several answer options.*

Table 7 – “If there is a need to apply with a request to a government agency, which options for applying will be most preferable for you?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
Personal reception of citizens by the leadership of a state body	30.6	29.1	28.0	29.5	40.4
Public reception in a state body	19.9	17.2	19.9	19.5	24.2
Front office of the state body	8.7	5.3	10.0	7.1	13.0
Call-center of the state body	16.3	19.8	17.5	13.7	12.4
Contact center of the state body	10.0	13.7	9.7	9.1	6.8

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
Helpline	14.4	16.7	14.8	13.7	11.2
Blog of the first head of the state body	5.9	5.7	6.7	5.0	5.6
Official website of the state body (“Online Reception” service / “Question-Answer” service)	12.7	15.0	15.1	10.8	6.8
Manual submission of appeals	0.9	0.9	1.1	0.4	1.2
Special mobile application	12.0	18.1	12.7	8.7	6.8
Official account of the state body in social networks	4.8	7.0	4.3	3.3	5.0
E-gov portal	44.4	48.0	48.0	42.7	33.5
E-otinish system	5.8	7.9	6.7	4.1	3.1
I find it difficult to answer	6.4	4.0	4.6	8.7	10.6

*The amount is not equal to 100%, because respondents could mark several answer options.

The level of awareness of the population about the E-otinish system is quite low – 41.2% of respondents do not know anything about it. 39.0% know about its existence, but have never used it themselves. Only 15.0% of respondents had experience using the E-otinish system.

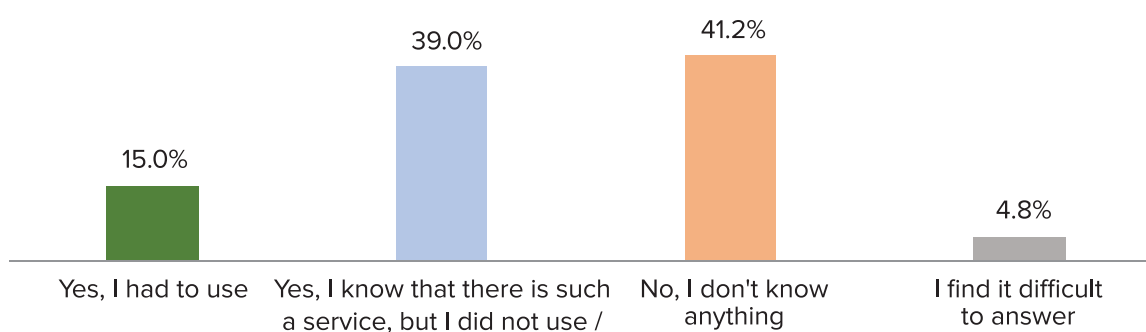


Figure 13 – “Are you aware of the possibility of submitting requests through the E-otinish system?”

Young people aged 18-29 are most aware of the E-otinish system (59.5% of those who used it and those who just know about it), respondents over 61 years old (42.8%, respectively) are the least aware of the E-otinish system.

Table 8 – “Do you know about the possibility of submitting applications through the E-otinish system?” (by age), %

	Average	From 18 to 29 years	From 30 to 45 years	From 46 to 60 years	61 and older
Yes, I had to use	15.0	14.1	17.0	14.1	13.0
Yes, I know that there is such a service, but I did not use / did not apply	39.0	45.4	39.4	38.6	29.8
No, I don't know anything	41.2	36.1	38.8	41.5	53.4
I find it difficult to answer	4.8	4.4	4.9	5.8	3.7

Among those who are more or less aware of the possibility of submitting applications through the E-otinish system, more than 70.0% of respondents are convinced to some extent that **such a service is needed**, and 29.4% are absolutely convinced of this. In total, 22.1%

believe that such a communication channel is either rather not needed (16.5%) or completely (5.6%) not needed.

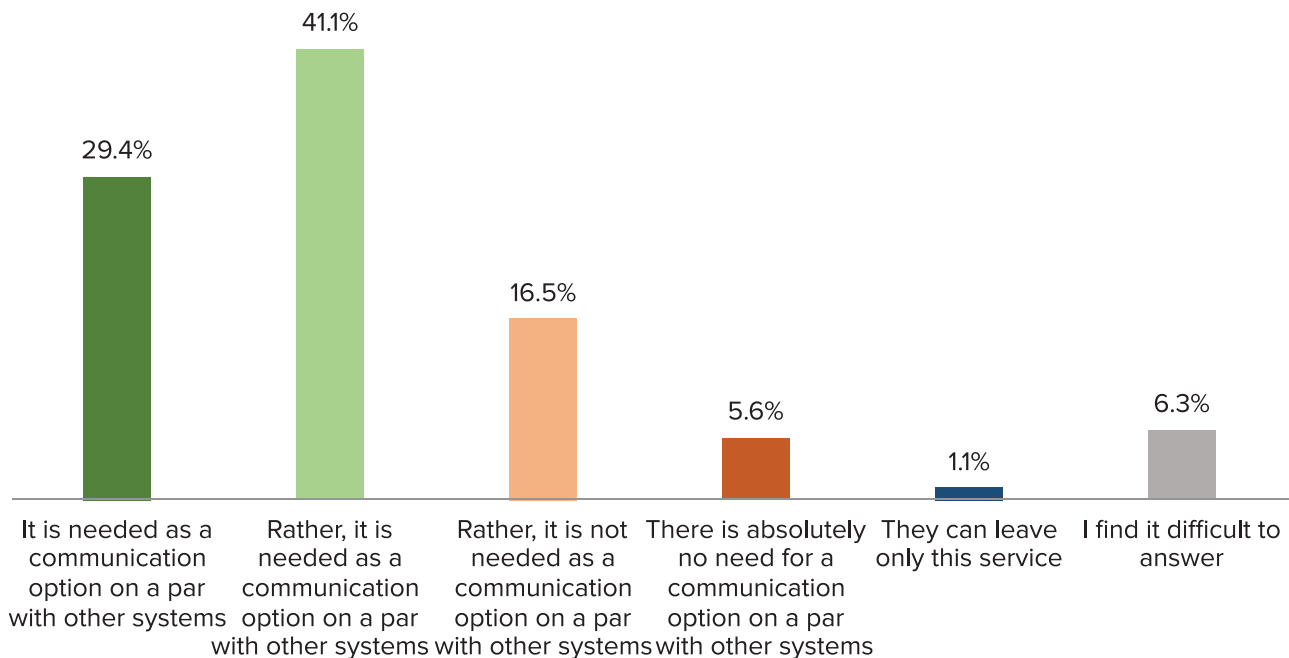


Figure 14 – “In your opinion, how necessary or not is the E-otinish service to submit requests to government agencies?”

According to a sociological survey, 36.1% of respondents **have difficulties in choosing a channel for applying to a state body**. This is less than the share of those who do not have difficulties with this (55.9% of respondents) by 19.8%, but quite significantly, which may indicate a weak awareness of the population about the possibilities of certain channels of communication with state bodies.

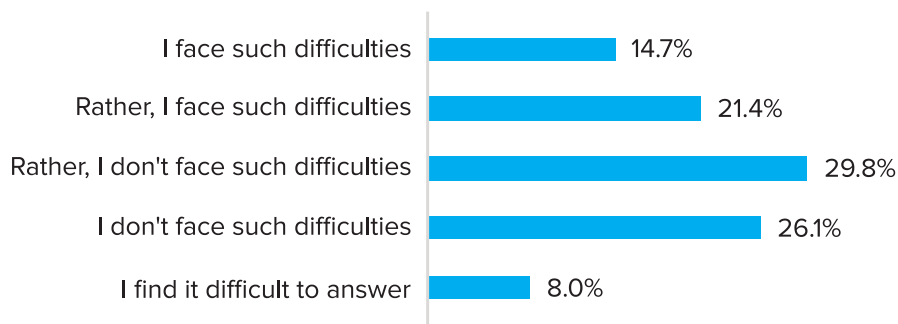


Figure 15 – “Do you face difficulties with the choice of channel for applying a particular request to a government agency or not?”

The main difficulties in the process of choosing a communication channel concerned the lack of skills in the population to submit requests electronically (41.8% of those who reported having difficulties in choosing a communication channel). 39.9% indicated the difficulty associated with a large number of choices in which it is easy to get confused. For 28.8%, the lack of the Internet was a significant obstacle.

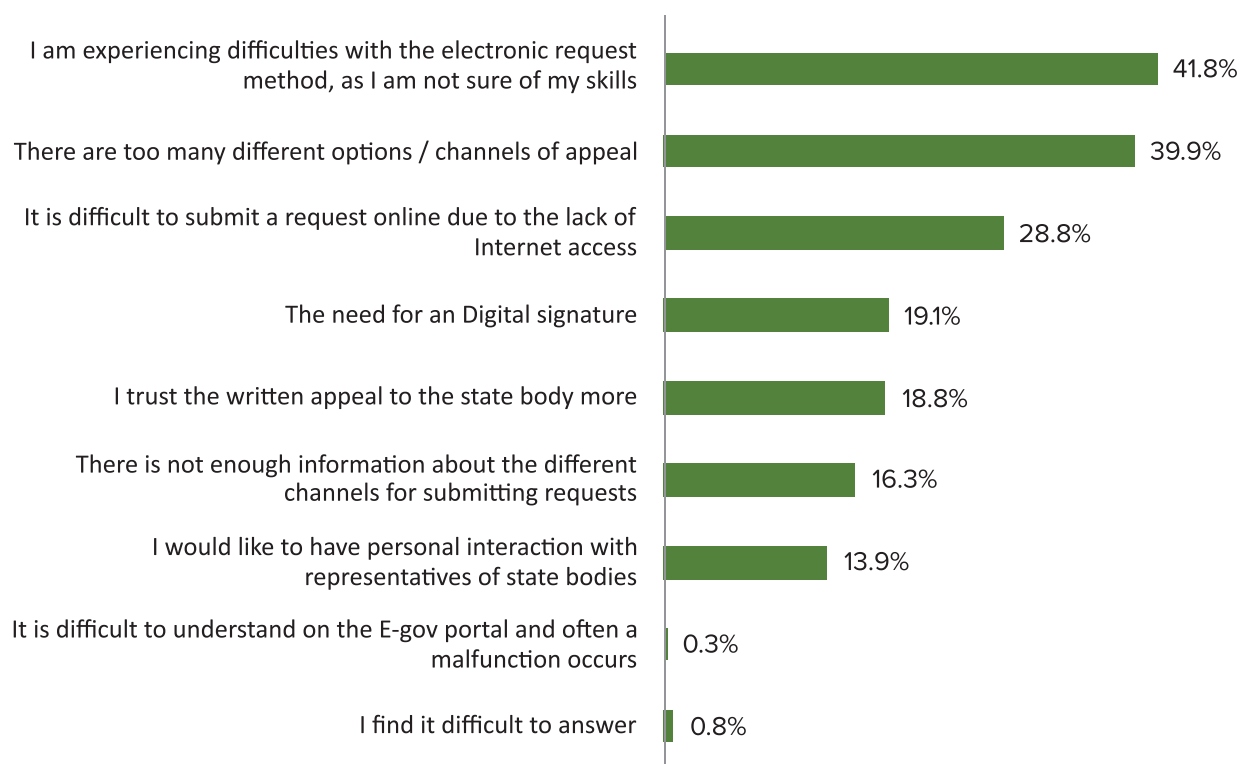


Figure 16 – “Please identify what kind of difficulties you face”

*The amount is not equal to 100%, because respondents could mark several answer options.

More than 60% of respondents highly **appreciate the quality of work of state bodies** with citizens’ appeals, and 19.5% believe that all requests are processed quickly, and citizens always receive answers. 22.1% of respondents consider the level of quality of communication to be insufficiently high, noting the problem of the formal nature of the responses to requests received. 7.6% are not satisfied with the quality of communication with the state, complaining about the delay in solving the problem (especially in the case of complex questions), as well as the presence of appeals that were not answered.

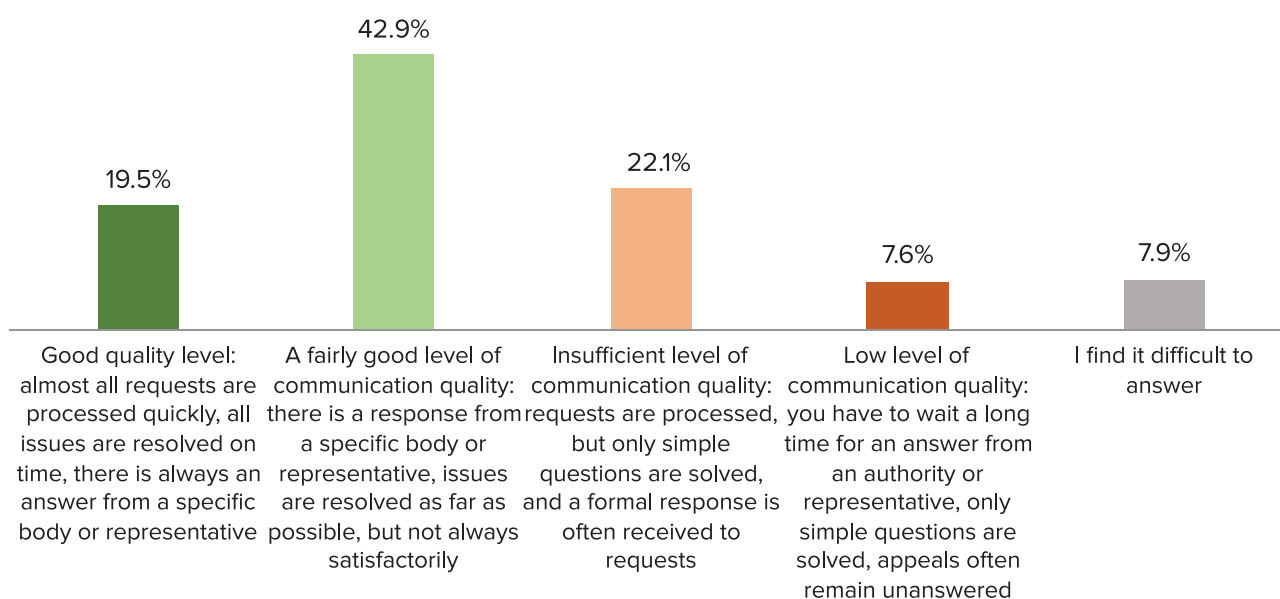


Figure 17 – “How would you assess the quality of the work of government agencies with citizens’ requests?”

1.2 Analysis of communication channels used by government agencies

Personal reception of citizens by the head of a government agency

The possibility for citizens to make an appointment for a personal appointment is provided by Article 90 of the Administrative Procedural and Process-Related Code of the Republic of Kazakhstan, according to which the leaders of state bodies, local self-government bodies and their deputies “are obliged to conduct a personal reception of citizens and representatives of legal entities” at least once a month. The article assumes the presence of an admission schedule approved by the head of the relevant state body.

In the ministries, the personal reception of citizens is conducted by ministers and vice ministers (in response to the request, the Ministry of Education indicated that the reception is conducted by the first head of the department, but according to the schedule published on the ministry’s website, three vice ministers also conduct the reception). In akimats, akims, deputy akims, heads of structural units also conduct reception.

In all ministries, the reception of citizens is provided **both in online and offline formats**. In the akimats of the cities of Astana, Almaty, Shymkent, Uralsk, as well as in the akimat of the West Kazakhstan region, the reception is held both online and offline. Akimats of the North Kazakhstan region (regional, Petropavlovsk, Ayrtausky district, Mamlyutsky district and akimats of Yeletsky and Dubrovinsky rural districts) prefer to receive citizens in an offline format, but they also have the possibility of organizing a video conference on demand.

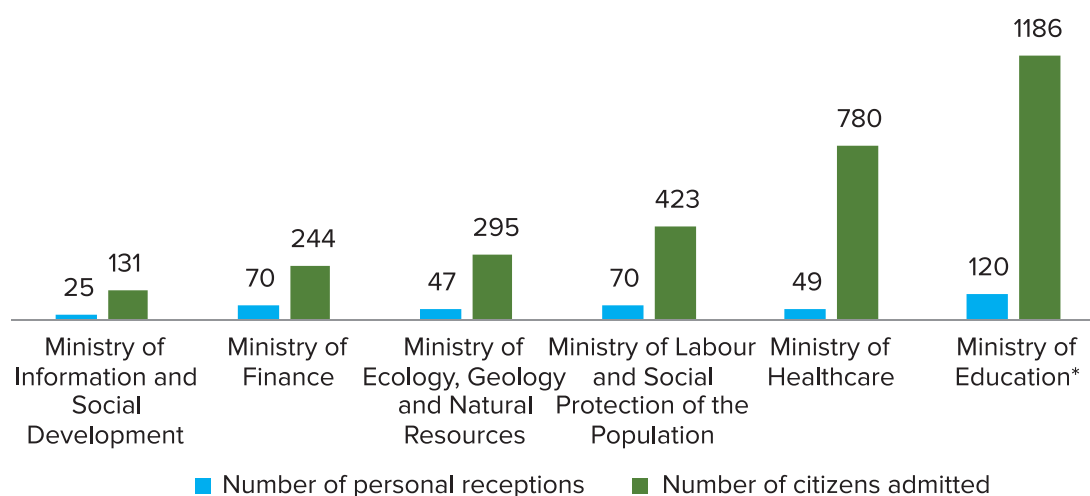


Figure 18 – Number of personal receptions and citizens admitted to ministries in 2020 – first quarter of 2022

* The Ministry of Education and Science of the Republic of Kazakhstan in 2022 was divided into the Ministry of Education of the Republic of Kazakhstan and the Ministry of Science and Higher Education of the Republic of Kazakhstan.

In 2020 - the first quarter of 2022, the number of receptions of citizens, as well as the number of citizens admitted in the process of their conduct, vary greatly depending on the specifics of the activities of the analyzed state body.

Among the ministries in this regard, the Ministry of Education (1186 people), the Ministry of Healthcare (780 people) and the Ministry of Labor and Social Protection of the Population (423 people) are leading. This is probably due to high demand, since the field of activity of these ministries directly affects the interests of the majority of the population.

The leadership of the Ministry of Ecology, Geology and Natural Resources for the specified period took 295 people, the Ministry of Finance - 244 people. The line closes with the Ministry of Information and Social Development - 131 people.

Personal reception of citizens in akimats is in great demand, in comparison with ministries, which is connected, apparently, with the specifics of the activities of akimats, more aimed at meeting the urgent needs of citizens.

Table 9 – The number of personal receptions and accepted citizens in akimats 2020-2022

Region/Locality	Number of receptions	Number of citizens	Note
Akimat of Astana	432	22365	Including 9 months of 2022
Akimat of Almaty	1429	6924	Including 1st quarter of 2022
Akimat of Uralsk	326	4089	Including 10 months of 2022
Akimat of Shymkent	1046	3299	Including 1st quarter of 2022
Akimat of Petropavlovsk	51	1390	Including 1st quarter of 2022
Akimat of Ayrtausky district (North Kazakhstan region)	141	905	Including 1st quarter of 2022
Regional Akimat of West Kazakhstan region	137	768	Including 9 months of 2022
Regional Akimat of North Kazakhstan region	401	674	Including 1st quarter of 2022
Akimat of Akzhaiksky district (West Kazakhstan region)	132	432	Including 1st quarter of 2022
Akimat of Taskalinsky district (West Kazakhstan region)	83	188	Including 1st quarter of 2022
Akimat of Mamlyutsky district (North Kazakhstan region)	94	94	Including 1st quarter of 2022
Akimat of Yeletsky rural district (North Kazakhstan region)	37	37	Including 1st quarter of 2022
Akimat of Dubrovinsky rural district (North Kazakhstan region)	12	12	Including 1st quarter of 2022

The largest number of accepted citizens is in **cities of republican significance and in regional centers**. By the number of organized receptions of citizens, the akimats of Almaty (1429) and Shymkent (1046) are in the lead. In terms of the number of accepted citizens, Astana is in the first place – 22 365 people. At the same time, if in Shymkent on average there are 3.1 people per reception, in Almaty 4.8 people, then in Astana - 51.8 people.

Regional akimats accept fewer citizens than urban akimats of the same region. For example, the regional akimat of the West Kazakhstan region accepted 768 citizens, while the city akimat of Uralsk - 4089 people. The regional akimat of the North Kazakhstan region for 2020 - the first quarter of 2022 accepted 674 people, and the akimat of Petropavlovsk for the same period – 1390 people. The indicator of the regional akimat of the North Kazakhstan region is less even than the indicator of the akimat of the Ayrtausky district of the same region (905 people), although in general the district akimats and akimats of rural districts accept the expectedly smaller number of citizens.

The problems with which citizens apply to **the ministries** depend on the area of their competence. For example, the Ministry of Healthcare, as a rule, is asked for help **in organizing treatment, assistance in providing medicines, or with claims to the quality of**

medical services provided. Top 3 reasons indicated by representatives of the Ministry of Education: **pre-school education, admission of children to the first grade and hiring of teachers.**

The range of issues on which citizens apply to **akimats** is wider in comparison with ministries, but they can be combined into several groups. In particular, these **are housing issues** (housing provision, housing queues, accounting, repairs), **social issues** (pension provision, employment, education, healthcare), **land issues** (allocation of land plots, legalization of land plots, rent, registration, etc.), **issues of improvement and infrastructure of settlements.**

The question regarding the proportion of problems that were solved as a result of a personal reception received a variety of answers from the state bodies. The proportion varies from 10% (Ministry of Labour and Social Protection of the Population) to 100% (Ministry of Education). There are also shares of 59.4% (Akimat of Almaty), 65% (Akimat of Shymkent), 85% (Ministry of Healthcare).

Such a large variation is obviously associated with different approaches to the concept of **“solved problem”**. Representatives of the Ministry of Labor and Social Protection of the Population understand the solution of the problem only in those cases when the needs of the citizen were satisfied, which explains the stated low proportion of the problems solved.

In the Ministry of Education, 100% of the solved problems of citizens, apparently, are related to the fact that any appeal (message, proposal, response, request) in accordance with the current legislation (in particular, Administrative Procedural and Process-Related Code of the Republic of Kazakhstan) one way or another must be finished by something for the implementation of the (making a decision, reasoned refusal, redirection, etc.). Formally, there can be no unresolved problems in such cases, although the problem declared by the citizen will not necessarily be solved.

A similar answer was given in the akimat of the North Kazakhstan region, according to which “the basis for the removal from control of the application received from the reception” is not the solution of the problem, but “the final motivated response to the applicant”.

The deadlines declared by representatives of the bodies may be different depending on the problem under consideration. Some akimats report on the solution of operational issues on the spot or within 3-5 days (Astana, West Kazakhstan region, Uralsk), the timing of solving more complex issues varies, based on the current legislation. Akimat of Shymkent reports on the decision within 15 working days. Akimats of Almaty and Petropavlovsk, The North Kazakhstan region have a specific definition of terms depending on the problem.

Schedules of receptions of all ministries, as well as district, city and regional akimats are posted on the www.gov.kz. Schedules of receptions in ministries are available on the website of the e-government, in akimats - on the websites of akimats. Akimats also report on the coverage of schedules in the media (akimats of the North Kazakhstan region), posting schedules in the front office (West Kazakhstan region).

Public reception in a state body

Among the state bodies studied, public reception offices operate under the Ministry of Healthcare, the Ministry of Labor and Social Protection of the Population, the Ministry of Finance, the akimats of Astana, Almaty, the West Kazakhstan region, the city of Uralsk and the Taskala district.

Accordingly, the Ministry of Information and Social Development, the Ministry of Education, the Ministry of Ecology, Geology and Natural Resources, the Akimat of Shymkent, the akimats of the North Kazakhstan region of different levels (regional, Petropavlovsk, Ayrtausky and Mamlyutsky districts, as well as Yeletsky and Dubrovinsky rural districts) did not provide data on public reception offices.

Among the organizations that announced the activities of public reception offices, most of them (the Ministry of Finance, almost all akimats) **operate on the basis of the “AMANAT” party public reception**. Separate public reception offices operate in the Ministry of Healthcare, the Ministry of Labor and Social Protection of the Population and the Akimat of Almaty.

Only the public reception of the Ministry of Labor and Social Protection of the Population has the approved regulations. The work of the public reception of the Ministry of Healthcare, according to their response to the request, is carried out in accordance with the Administrative Procedural and Process-Related Code of the Republic of Kazakhstan, the regulations for the work of public reception offices working under the auspices of the “AMANAT” party are being approved.

The schedule of reception in public reception akimats under the auspices of the “AMANAT” party is approved by the akim and chairman of the relevant branch of the party. In the public reception office of Almaty, the front office accepts citizens’ appeals from 8:00 to 18:00 on weekdays, from 10:00 to 15:00 on Saturdays. In addition, it is possible to submit appeals through the Internet portal open-almaty.kz and social media at any time. Reception and processing of appeals in the Ministry of Healthcare is carried out from 9:00 to 18:30.

In the Ministry of Labor and Social Protection of the Population, the public reception, apparently, merges with such a channel as a personal reception of citizens, so the minister, vice-ministers and the chief of staff, according to the schedule, receive citizens once a month, the minister – monthly on the last Wednesday of the month.

In the Ministry of Healthcare, reception is carried out by employees of the public reception. There are also separate employees of the public reception in Astana, Almaty, Uralsk, as well as under the akimat of the West Kazakhstan region. In addition, in public reception offices operating under the auspices of the “AMANAT” party, the reception is carried out by representatives of the party and deputies.

According to Open Almaty (the name of the public reception of Almaty), they receive mainly questions related to life, infrastructure of the city; requests for reference information (contacts, addresses of organizations), as well as educational issues (schools, kindergartens).

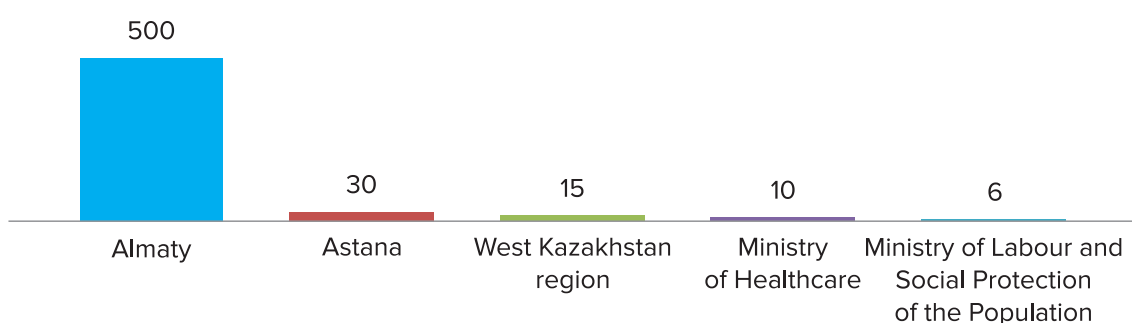
All state bodies with public reception offices have declared the mandatory registration of all appeals. As a rule, the “Documentolog” and the “E-Otinish” informational systems are used for this purpose.

In terms of the number of citizens’ appeals to public reception offices, Almaty is the leader, where 617,280 appeals were recorded in 2020 - the first quarter of 2022.

Table 10 – The number of appeals to public reception offices of akimats in 2020-2022

Region/Locality	Number of appeals	Note
Akimat of the city of Almaty	617,280	Of these, 400,586 in 2020
Akimat of the city of Astana	21,325	
Regional Akimat of West Kazakhstan region	9,869	
Akimat of Taskala district (West Kazakhstan region)	286	
Akimat of of the city of Uralsk	46	

Such a significant number of appeals is partly explained by the fact that the open Almaty public reception performed the functions of a single city Call-center in 2020 during the state of emergency due to the spread of the COVID-19 virus. This period accounts for 64.9% of all appeals.

**Figure 19** – Number of citizens' requests to public reception offices per day

It is also worth noting that Open Almaty, in fact, combines several channels of communication with citizens, receiving citizens personally in the front office, working in social networks, taking calls, etc.

The subject of appeals to public reception offices, as a rule, is identical to the topic discussed above, and corresponds to the profile of a ministry or the area of competence of akimats.

Front office of the state body

Not all government agencies have front offices. Among the analyzed ministries, the front office functions only under the Ministry of Education. Also, the front offices have territorial departments of the Committee for Labor and Social Protection of the Ministry of Labor and Social Protection of the Population, but not the ministry itself.

At akimats, front offices are more widely represented, in particular, they work at the akimats of Astana, Almaty, Shymkent, Petropavlovsk, Uralsk, West Kazakhstan region, Aiyrtaus and Mamlyut districts (North Kazakhstan region), Taskala district (West Kazakhstan region).

Regulations for the work of front offices have been approved in the Ministry of Education and in the akimats of Astana, Almaty, Shymkent. Some akimats (Petropavlovsk, Mamlyut district of the North Kazakhstan region) refer to the project "Open Akimat".

The average number of appeals per day varies greatly from 2 people in the front offices of the Taskala district of the West Kazakhstan region and the Aiyrtau district of the North Kazakhstan region to 100 people in Petropavlovsk and 200 people in Uralsk and Astana.

The total number of citizens' appeals to the front offices of akimats is markedly different from that in the Ministry of Education, in which for two years (2020-2021) it amounted to

3,135 people. For comparison, for the same period, the front office of Shymkent received 67,777 people, and Petropavlovsk – 48,141 people. Only in the first nine months of 2022, the front offices of the district akimats of Astana received 55,000 people, Uralsk – 38,244 people.

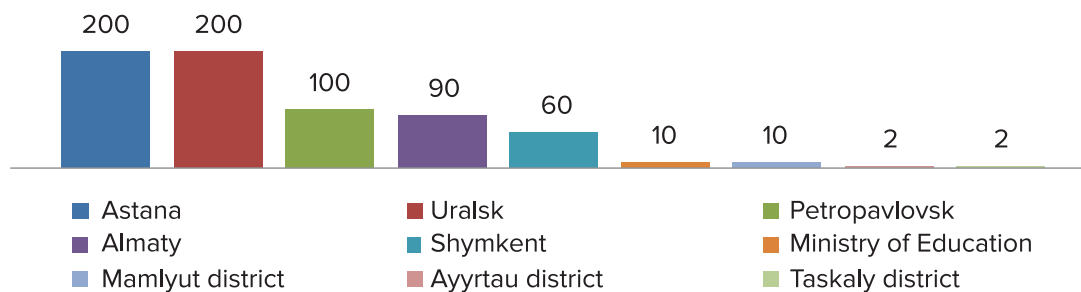


Figure 20 – Average number of citizens' appeals to front offices per day

The volume of services provided in different front offices at city (district) akimats, as a rule, is approximately the same. These are issues of civil status acts, problems of housing and communal services, land use, various consultations, registration of appeals. Cash desks are absent in all the bodies under study.

When determining the deadline for the execution of citizens' appeals, front offices are guided by Article 76 of the Administrative Procedural and Process-Related Code of the Republic of Kazakhstan, according to which “the term of the administrative procedure initiated on the basis of the appeal is fifteen working days from the date of receipt of the appeal, unless otherwise provided by the laws of the Republic of Kazakhstan “. Some issues can be solved immediately on the spot, while others require a longer period. The Akimat of the West Kazakhstan region explains that “the term of the administrative procedure initiated on the basis of an appeal may be extended by a reasoned decision of the head of the administrative body or his deputy for a reasonable period, but not more than two months.”

Information about the work of front offices, as a rule, is posted on the own resources of district and city akimats, in particular, official websites.

Call-center of state bodies

Data on the availability of Call-centers were provided by the Akimat of Almaty and the Akimat of the Ayrtau district of the North Kazakhstan region. Akimat of the Mamlyut district of the same region declared the presence of a helpline, but this phenomenon still has a different specificity.

The regulations of the Call Center of the Akim's office of Almaty city were approved by the order of the Akim of Almaty city. The call center makes an appointment for a personal appointment, accepts applications, provides consultations on various issues within the competence of the Akimat (housing, land use, culture, education, social security, construction, etc.), works with citizens' appeals. Two operators of the Almaty Call Center accept calls from 9:00 to 18:00, if necessary, it is possible to forward the call to another organization. The processing time of one call is from 1 to 20 minutes.

Table 11 – Performance indicators of call-centers of the Ministry of Education, akimats of Almaty and Aiyrtau district of North Kazakhstan region

Index	Number of calls per day	Total number of calls	Number of operators	Call processing speed, minutes
City of Almaty	25	11,670*	2	1-20
Aiyrtau district	3	754**	2	5-10
Ministry of Education	100	more than 2,000	5-10	2-3

* For 2021 and the first quarter of 2022.
 ** For 2020 – first quarter of 2022.
 ***For the first two months of the call-center's existence

In 2021, the Call Center of the Almaty City Akimat received about 9,970 calls from citizens, and during the 1st quarter of 2022, about 1,700 calls were received.

Among the ministries included in the sample, information about the Call Center was provided by the Ministry of Education. The call center of this ministry was established in August 2022 and during its existence managed to receive more than 2,000 calls from citizens. The call center receives calls on weekdays from 9:00 to 18:00, the number of operators varies from 5 to 10 people. The call-center conducts consultations on issues of preschool, secondary, technical and vocational education, if necessary, the call is transferred to the territorial departments and education departments of the regions.

Neither the Ministry of Education nor the Almaty City Akimat reports any difficulties for citizens related to the work of Call-centers. Call-center numbers are posted on official resources and in social networks.

Contact centers of state bodies

Information about contact centers was provided by Astana, Petropavlovsk and Shymkent. The presence of the regulations for the work of the contact center was confirmed by the akimats of Astana and Shymkent.

The range of questions that can be asked in the contact centers of all three cities includes issues of landscaping, infrastructure, transport, and life support. The minimum period of consideration everywhere is 1 day, the maximum varies and can be 10 days (Petropavlovsk) or 15 days (Shymkent). The maximum period for consideration of “critical” issues in Astana is 7 days, but it is stipulated that for certain issues that require additional study, it can be increased.

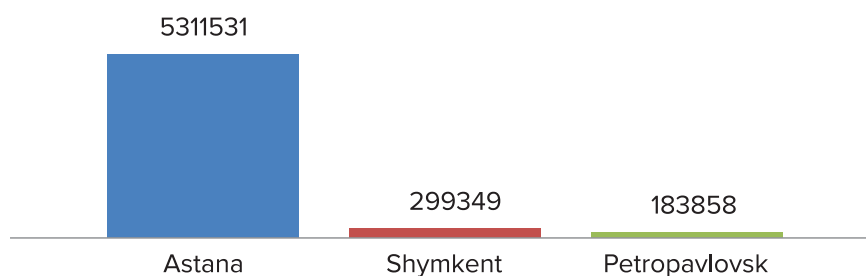


Figure 21a – The number of calls to the contact centers of city akimats for 2020 - the first quarter of 2022

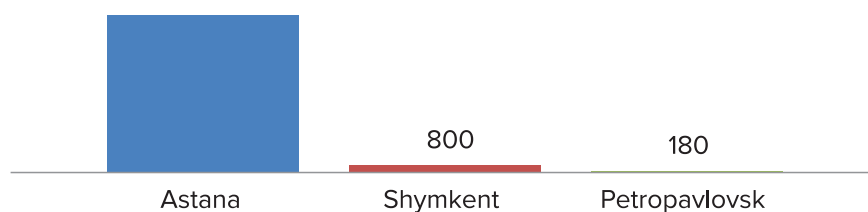


Figure 21b – Number of calls to the contact centers of city akimats per day

The largest number of calls is expected to be made to the contact center of Astana. Every day this contact center receives from 7,000 to 29,000 calls. In second place is the contact center of Shymkent (800 calls per day), in the third place is the contact center of Petropavlovsk (180 calls per day). Leadership in the total number of calls for 2020 - the first quarter of 2022 is also for Astana.

According to akimats, most issues are being resolved. Shymkent says about 98.02% of the issues resolved, in Astana it is said about 85% of the issues solved remotely at the level of the “first call”. Other issues require the connection of utilities or state bodies, but their implementation is also monitored by inspectors of the second line of support.

Difficulties for citizens with dialing are not reported. Information about contact centers is posted on social networks. In Astana and Petropavlovsk, you can also find information on the official pages of akimats. Residents of the capital can also use a separate website (ikomekastana.kz). Residents of Petropavlovsk can also use a mobile application (AIKEY 109) and a telegram bot (@petropavl_109_bot).

Helpline

According to the information provided, the helpline operates under most of the central state bodies. Among the local executive bodies, the akimats of the North Kazakhstan region, the West Kazakhstan region and in several districts and rural districts have a helpline. It is worth noting that in the Ministry of Education and in the akimats of cities of republican significance (Almaty, Shymkent), the contact center communication channel replaces the work of the helpline.

The approved regulations for the work of the Helpline are available only to the Ministry of Information and Social Development, the Ministry of Labor and Social Protection, the Akimat of the North Kazakhstan region, including the Yeletsky and Dubrovinsky rural districts of the North Kazakhstan region.

The indication of the person responsible for receiving calls on the helpline varies depending on the state body. For example, in the Ministry of Information and Social Development, an authorized person for ethics is responsible for receiving calls. While in the Ministry of Finance, the helpline is served by the Department of Departmental Control of the Department of Personnel Management and Strategy, and in the Akimat of the North Kazakhstan region - the chief specialist of the department for monitoring the consideration of appeals.

Permissive questions correspond to the specifics of the activities of a particular state body. However, the Ministry of Information and Social Development, the Ministry of Labor and Social Protection and the Ministry of Finance on the helpline allow questions and appeals regarding the preparation or commission of corruption crimes by employees of a state body, violation by civil servants of the norms of the Code of Ethics.

The difference in the number of calls is quite high. At the central level, if 144 people applied to the Ministry of Labor and Social Protection of the Population for 2020 - the first quarter of 2022 via the helpline, then for the same period in the Ministry of Healthcare this figure was 27,000 people.

Blog of the first head of the state body

In all state bodies, both in the central and in the local (according to the information provided by the state bodies themselves), there are **employees responsible for receiving requests received on the blog of the first head**.

For example, the Ministry of Information and Social Development of the Republic of Kazakhstan has a responsible employee whose job descriptions include registration, posting of the response and monitoring of the deadlines for the execution of appeals received on the Minister's blog platform. Responsible employees for this are also available in the Ministry of Healthcare, the Ministry of Education, the Ministry of Finance and the Ministry of Labor and Social Protection of the Population.

In some central state bodies, there is a separate department responsible for the blog of the first head. Thus, in the Ministry of Ecology, Geology and Natural Resources of the Republic of Kazakhstan, the Department of Public Relations is assigned to moderate the minister's blog platform.

In the akimats of cities of republican significance (Astana, Almaty and Shymkent), as a rule, in each department, responsible employees are identified for incoming questions on the akim's blog. In the akimats of cities, as a rule, there is a department for monitoring the consideration of appeals, whose specialists register appeals and send them to work.

As for the akimats of the regions, several (according to their information) also have a similar department, for example, in the akimats of the North Kazakhstan and West Kazakhstan regions. In the akimats of cities of regional significance, districts, and villages, according to the answers to the request, the blogs of the first head are not provided.

The questions that can be asked on the blog of the first head of a state body are directly related to their competence. So, on the blog of the Minister of Healthcare, questions concerning the quality of medical care, provision of medicines, hospitalization, treatment abroad, etc. can be asked. Questions on preschool, secondary, technical, and vocational education can be addressed to the Minister of Education. The Minister of Labor and Social Protection can be asked questions concerning labor relations, employment, pension, and social security, improving the lives of people with disabilities.

According to the answers to the sent request from the akimats of million-plus cities, any question within the competence of the local executive body can be sent to the blog of the akim of Astana. Residents and guests of the city of Shymkent can contact the akim's blog on all topical issues of life support of the city and on questions regarding the activities of city departments and district akims.

The Akimat of Almaty, when responding to a request for questions received on the blog of the first head, provided a list of categories for which residents of the city can ask their questions: the akim's meeting with the population, education, public health, sports and physical culture, employment, green economy, tourism, culture and art, entrepreneurship and investment, industry, digitalization, security, housing and communal services, veterinary

medicine, housing policy, youth policy, roads and public transport, land relations, civil society, emergencies, religious sphere, construction, etc.

The most frequently asked questions through the blog of the first head of the state body reflect its specifics and correspond to expectations (coincide with the list of questions that can be asked through this communication channel).

The top 3 most frequently asked questions on the blog of the Minister of Information and Social Development include media coverage of certain social problems, the opening or blocking of websites, as well as issues related to newspapers and magazines.

The Minister of Healthcare is most often addressed through the blog questions related to the quality of medical care, the provision of medicines, hospitalization, treatment abroad and questions related to surgical treatment.

The blog of the Minister of Education is most often sent questions on the salaries of teachers, advanced training of teachers, the question of the queue for kindergartens accepting, the admission and transfer of children from school to school and the quality of educational services.

Among the most pressing issues coming to the blog of the Minister of Labor and Social Protection of the Population are: issues of violation of labor legislation, employment, medical and social expertise and issues of pension and social security.

According to the response of the Ministry of Ecology, Geology and Natural Resources, the key questions received on the website of its first head relate to the clarification of the provisions of the Environmental Code: waste, spontaneous landfills, recycling fee, water management issues, forestry, wildlife.

The top 5 questions addressed to the Minister of Finance include tax and customs payments, public procurement, appeals, banking activities to write off loans, state audit.

The blogs of akims of cities of republican significance (Astana, Almaty and Shymkent) most often receive questions related to the areas of construction, land relations, housing, social security.

The total number of requests received for the blog for 2020-2021 and the first quarter of 2022 varies depending on the status of the state body and its focus. Thus, the maximum number of requests for the blog of the first head (judging by the information provided by the state bodies themselves) was received by the Ministry of Labor and Social Protection in 2020 - 64,873. In the current 2022, the maximum number of questions submitted to the blog of the head of the state body recorded in the Ministry of Finance (1,222).

Table 12 – Number of requests received on the blog of the first head of agency in 2020-2022

State body	Number of requests in 2020	Number of requests in 2021	Number of requests for the first quarter of 2022
Ministry of Information and Social Development	124	137	130
Ministry of Labour and Social Protection of the Population	64,873	558	751
Ministry of Ecology, Geology and Natural Resources	1,437		158

State body	Number of requests in 2020	Number of requests in 2021	Number of requests for the first quarter of 2022
Ministry of Finance	3,064	2,441	1,222
Akimat of Astana	1,195	1,401	278
Akimat of Almaty	3,088	1,300	314
Akimat of Shymkent	951		160

The responses of state bodies to the request for **the number of appeals, the answers to which did not satisfy citizens**, were not given in full and in different forms (some of them provided the value of this indicator in %, others – in absolute values; some – in dynamics over the past 3 years, others – only for the current year), which makes it impossible to compare them.

It should be noted that according to the data provided by Ministry of Information and Social Development on user satisfaction with the answers of state bodies, the share of dissatisfied users is 13% of the total number of requests, while 63% of users are satisfied with the response received.

In 2020-2021, according to the Ministry of Ecology, Geology and Natural Resources, the blog of the first head received 1,437 appeals, the number of non-voting users was 1,268, the number of users who voted was 169, of which 106 were satisfied with the answer.

The number of responses to requests submitted to the blog of the Minister of Labor and Social Protection of the Population, with which citizens were dissatisfied, in 2020 amounted to 1,337, in 2021 – 311, in the 1st quarter of 2022 – 49. According to the Ministry of Finance, the corresponding indicators are equal: in 2020 – 174, in 2021 – 178, in the 1st quarter of 2022 – 96, according to the Akimat of Astana – in 2020 – 86, in 2021 – 124, in the 1st quarter of 2022 – 25, according to the akimat of Almaty – in 2020.- 128, in 2021 - 3, in the 1st quarter of 2022 – 47.

“Online reception” service, “Question-Answer” service on the official website of the state body

On the official websites of the central state bodies there is a section called “Online reception”, which includes a list of standard sections:

1. Electronic appeals
2. Question-answer
3. Schedule of reception of citizens
4. Open dialogue
5. Blog of the head of state body
6. Frequently asked questions

To use the “Question-Answer” service, there is no need in the digital signature. The question is registered and checked by the moderator; the answer will be published there on the website. At the same time, a notification is received on the specified e-mail of the person who asked the question about receiving an answer to it.

The topics of questions that can be asked through these services almost completely duplicate the corresponding topics of requests addressed to the block of the first head of the state body. In response to the request, the central state bodies indicated the same sections that were given in relation to the minister’s blog. These are areas that directly relate

to the activities of the relevant state body. The same applies to akimats, which provide for the practice of contacting the blog of the first head.

The top 5 most relevant questions most frequently asked within these services also include the same questions as those submitted to the blog of the first head.

In the “Question-Answer” section of the Ministry of Information and Social Development, the most relevant issues are the protection of personal and public interests in the field of access to information, the composition of the public council, as well as those related to the database of non-governmental organizations.

The top five most common questions in the relevant section of the Ministry of Healthcare are represented by questions related to the quality of medical care, the provision of medicines, hospitalization, treatment abroad and surgical treatment.

The main questions asked through the above platforms to the Ministry of Education include the issues of admission of children to school, inclusive education, recruitment of teachers, teacher certification and college education.

In the Question-and-Answer section of the Ministry of Labor and Social Protection of the Population, questions are most often submitted about violations of labor legislation, employment of the population, the work of medical and social expertise and concerning pension and social security.

The total number of questions received in the categories under consideration for 2020-2021 and the first quarter of 2022 are presented in the table.

Table 13 – The total number of questions received on the “Question-Answer” service for 2020-2021 and for the first quarter of 2022

State body	Total number of questions received
Ministry of Information and Social Development	128
Ministry of Healthcare	8,813
Ministry of Education	253
Ministry of Labour and Social Protection of the Population	2,740
Ministry of Ecology, Geology and Natural Resources	0
Ministry of Finance	175
Akimat of Astana	199
Akimat of Almaty	1,485
Akimat of Shymkent	520
Regional akimat of North Kazakhstan region	87
Regional akimat of West Kazakhstan region	151
Akimat of Uralsk	311
Akimat of Taskala district	3
Akimat of Akzhaik district	2

Official account of the state body in social networks

The state bodies from the studied sample are represented in the following social networks: Facebook, Instagram, Twitter, VKontakte, TikTok, as well as on the YouTube video hosting and on the Telegram platform. All ministries have social media accounts in one way or

another. Akimats of rural districts and akimat of Ayrtau district do not have any accounts among akimats. Thus, 16 state bodies have at least one social media account in the sample.

Instagram Facebook (14 accounts), and YouTube video hosting (9 accounts) are the most common among social networks.

Facebook Instagram, Twitter, Vkontakte, TikTok and YouTube accounts are the most represented in social networks by the Ministry of Education.

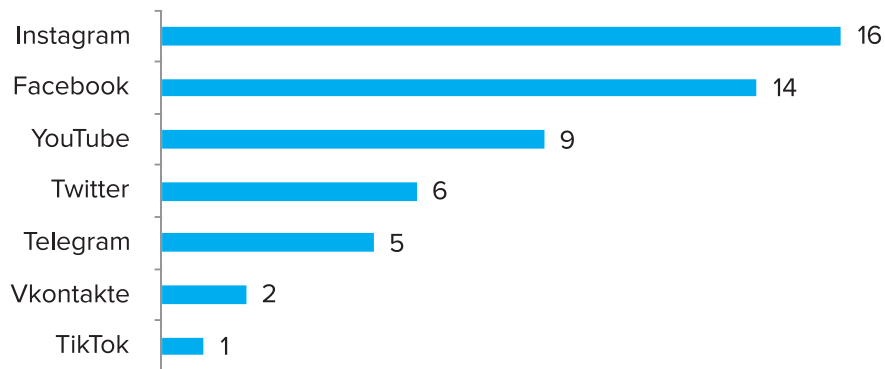


Figure 22 - Prevalence of social media in the government agencies

In second place in terms of representation in social networks is the Ministry of Finance (there are accounts on five websites). The Ministry of Education and the Ministry of Healthcare have a noticeably higher number of followers on Facebook and Instagram compared to other ministries. In particular, on Facebook, the Ministry of Education has 159 thousand subscribers, the Ministry of Healthcare - 74 thousand, in third place - Ministry of Labor and Social Protection of the Population with 10 thousand subscribers. The Ministry of Finance closes the list with 305 subscribers. On Instagram, the ratio is similar, leading the Ministry of Education with 137 thousand subscribers, then the Ministry of Healthcare with 118 thousand subscribers and the Ministry of Labor and Social Protection of the Population with 31.2 thousand subscribers.

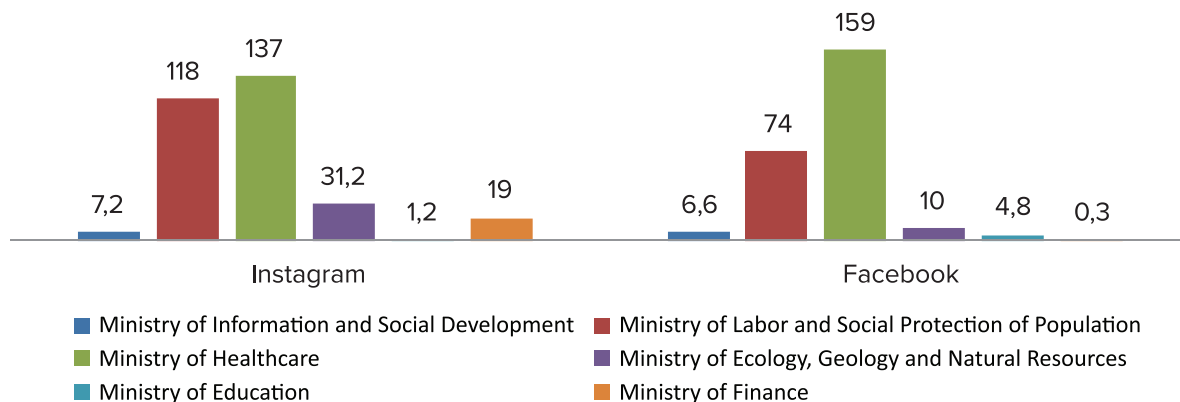


Figure 23 – Number of subscribers in the official accounts of the ministries on Facebook and Instagram, thousands of people

In terms of the number of subscribers in social networks among akimats, Almaty is expected to be the leader (324 thousand on Instagram and 26 thousand on Facebook), in second place is Astana (295 thousand and 20.5 thousand, respectively).

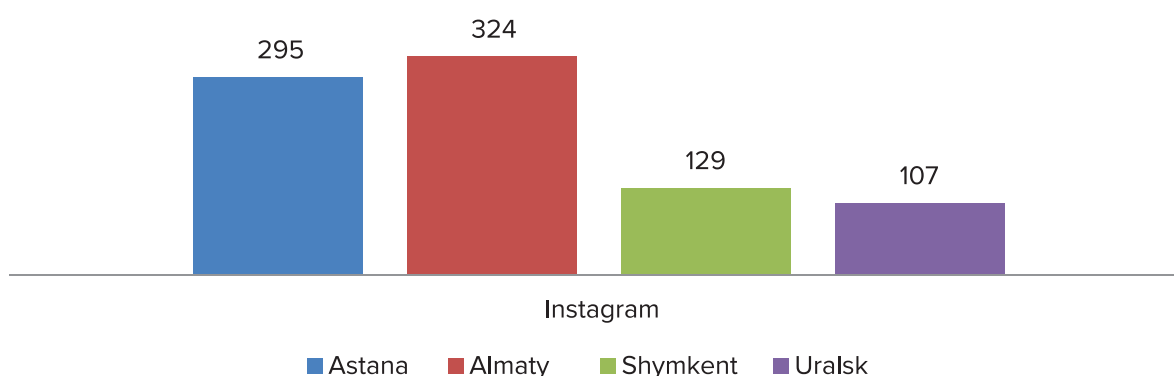


Figure 24 – The number of subscribers in the official accounts of akimats of cities of republican significance and regional centers on Instagram, thousands of people

The third place on Instagram is occupied by Shymkent (129 thousand subscribers), and on Facebook – by the North Kazakhstan region (4.9 thousand subscribers).

Analysis of the number of subscribers of akimats in various social networks shows a big difference in the popularity of both akimats and a particular social network among the people. In particular, Facebook is obviously much less popular in Kazakhstan than Instagram. This is confirmed by research data according to the materials of the Semrush platform¹. In October 2022, 29.26 million visits were made to Facebook in Kazakhstan, while the number of visits to Instagram was 58.47 million. Semrush, the website of the Vkontakte network - 122.29 million visits, but this social network does not enjoy the attention of state bodies, only the Ministry of Education (15.8 thousand subscribers) and the akimat of the North Kazakhstan region (173 subscribers) have an account in this social network

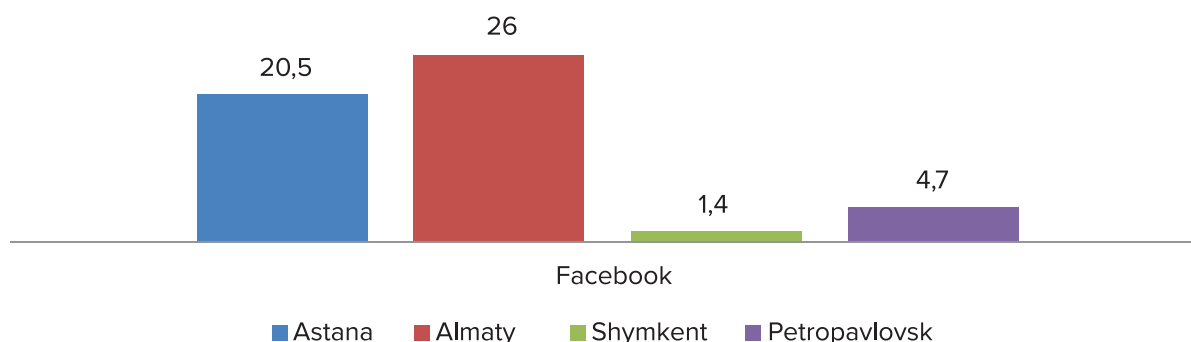


Figure 25 – The number of subscribers in the official accounts of akimats of cities of republican significance and regional centers on Facebook, thousands of people

At the same time, social networks are often used by state bodies more as platforms for informing the public, information support for the activities of the relevant body, rather than as a full-fledged tool for communication with citizens. User comments are quite rare, feedback is minimal.

Official website of the state body

According to the information provided by the state bodies themselves, almost all the state bodies under consideration have official websites, including Ministries and akimats. The exception was made by akimats of several rural districts: Yeletsky, Mereysky and Aksuatsky.

¹ Quick Market Overview for Mass Media Industry // <https://www.semrush.com/trending-websites/kz/mass-media>

Most official websites of government agencies are hosted on the gov.kz, which determines a single template for submitting the information. The unified structure of the websites of state bodies ensures the *completeness of the information posted on them*.

The official websites of the central government bodies (of all the ministries under consideration) include the following standard sections:

1. About the Ministry
2. Committees
3. Activity
4. Documents
5. Press-center
6. Contacts
7. Online reception

Official websites of local executive bodies (city, regional and district akimats) necessarily include information on the following sections:

1. Akim's office
2. Activity
3. Documents
4. Press-center
5. Contacts
6. Online reception (in the case of the website of the Akimat of Astana, this section is called ikomek).

The relevance of the posted information is ensured by its regular updating, most often it is updated in the "Documents" section. In addition, the relevance of the information is directly ensured by the presence on the official websites of state bodies of the "News" section containing fresh information within the competence of the state body.

According to the response of the state bodies themselves to *the request about the reliability of the information posted on their official websites*, all information posted in both the state and Russian languages is reliable. For *the convenience of searching* for information on all official websites of state bodies there is a search engine. *The ease of use of websites* is provided by their standard structure, which, due to its similarity with the websites of other state bodies, is familiar, understandable, does not cause difficulties. On all official websites of state bodies there are *technical conditions for people with disabilities* - a version for the visually impaired.

E-government portal

According to the information published on the e-government (eGov) portal, the portal contains several projects that include dozens of different information systems and registers, state databases, hundreds of applications and services. Among them: "E-Akimat" informational system, "E-Notary" informational system, "Individuals" national database, "Legal Entities" national database, "Real Estate Registry" national database, Electronic document management system for government agencies, "Public Service Center" integrated informational system, IS National database "E-Licensing" informational system, Internet portal of state bodies, gateway and payment gateway of electronic government,

“Mobile Government” information system, chatbots in Telegram, Facebook and V Kontakte and others².

Within the system, there are several resources that citizens can apply to on their own:

1. **The “E-licensing” information system** was created with the aim of automating the licensing processes, permits and ensuring an effective, transparent mechanism of information interaction between state bodies - licensors and the business community of the Republic of Kazakhstan.
2. **The unified notary information system “E-Notary”** is a system designed to improve control over notarial activities and optimize the work of notaries. The system involves the registration of notarial acts in the electronic register and allows to check the authenticity of documents, obtain data on real estate, conduct research on inheritance cases and wills, receive electronic certificates from the e-government portal and check the authenticity of powers of attorney. Citizens when contacting a notary in this case can be confident in the reliability of the data, in the legitimacy and legality of the transaction.
3. **The “Open Government” portal** consists of such components as: “Open Data”, “Open legal acts”, “Open Dialogue”, “Open Budgets”, as well as assessment of the effectiveness of state bodies. In 2014, the “Open Data” and “Open Normative legal act” projects were launched. In 2015, the “Open Budget” and “Open Dialogue” components were launched. In 2017, the Public Authority Performance Assessment was launched.
4. **Mobile application “eGov Mobile”** - aimed at providing public services and services for the population of the Republic of Kazakhstan through mobile communication devices, as well as creating an additional and effective channel of interaction between the population of the country and the state, to achieve sustainable social development.
5. **Chatbots** in Telegram, Facebook and V Kontakte - created to automate consultations of the most frequently requested public services and services of the e-Government Portal. The information support tool in accordance with the interests of the target audience chatbot operates on the e-Government Portal egov.kz, on the website 1414.kz, as well as in Telegram, Facebook and V Kontakte messengers.
6. **Smart Bridge** – created with the aim of simplifying the organizational procedures for integration, interaction of state bodies with business and development of a competitive environment.

For ease of use, including for persons with disabilities, all portals have a version for the visually impaired. The content of each of the sections of the e-government portal is regularly updated with up-to-date information.

“Open Government” portal

Open government portals have been created and posted on the “Open Government” portal and are *convenient for use by different categories of citizens, including persons with disabilities* - there is a version for visually impaired users.

² What is e-government and what is it for? // <https://egov.kz/cms/ru/information/about/help-elektronnopravitelstvo>

The information posted on these portals has *a high degree of relevance*, since it is regularly updated.

The “Open Data” portal is a separate element of the “electronic government” of the Republic of Kazakhstan. **The main purpose of the portal is to** provide the public with the opportunity to participate in the management of the state using data and the creation of applications based on them, to conduct comprehensive analyses and studies.

On the portal **four of its key tasks** are declared:

1. Providing access to open state data.
2. Facilitate analysis and research.
3. Ensuring the work of the Government of the Republic of Kazakhstan.
4. Improving the efficiency and effectiveness of the work of state bodies.

With the “Open Data” portal, the public can easily find, download and use datasets that are created by government agencies. The portal contains descriptions of government datasets, as well as information on how to access datasets and additional tools. The set of data catalogs, as well as the data itself, are updated on an ongoing basis.

Work on improving the “Open Data” portal is carried out on an ongoing basis with the help of two main tools: feedback and comments, and user recommendations.

Since January 1, 2015, the number of downloads from this portal amounted to 137,893, the number of views - 4,935,699. In the “Statistics” section on the portal itself, the number of applications for publication is 256, applications for updating - 668, 37 developed applications and services. The share of relevance of open data sets is 89%.

Portal “Open legal acts”

The portal is designed to post draft concepts of draft laws and draft regulatory legal acts that do not contain information with limited access for public discussion by users.

The portal is aimed at solving the following tasks:

1. making normative legal act developed for users accessible;
2. providing feedback to the user (commenting, voting);
3. ensuring the formation of a public vision regarding the promotion of an innovation in the field of regulatory legal acts;
4. ensuring the formation of final reports for subsequent analysis.

The portal “Open legal acts” provides statistical information on the main indicators of its activities, including information on the number of normative legal act, the number of views, the number of comments and so on.

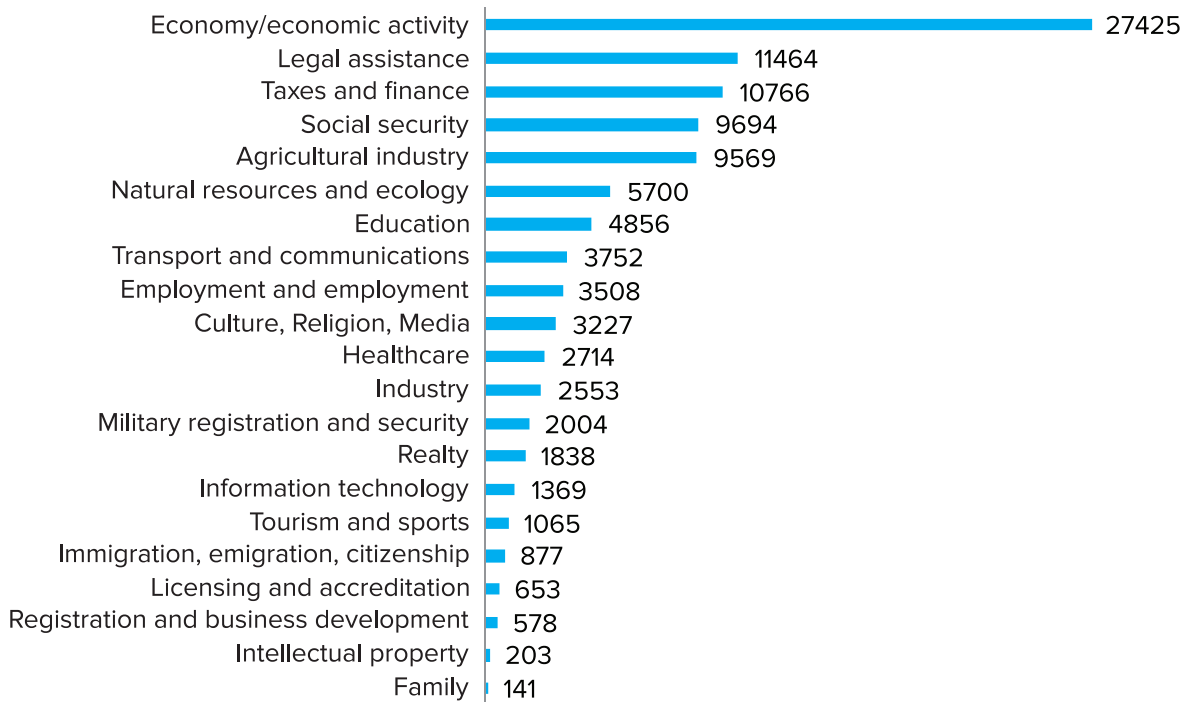


Figure 26 – Number of legal acts (information from the portal “Open Legal Acts”)



Figure 27 – Number of viewers (information from the portal “Open Legal Acts”, November 2022)

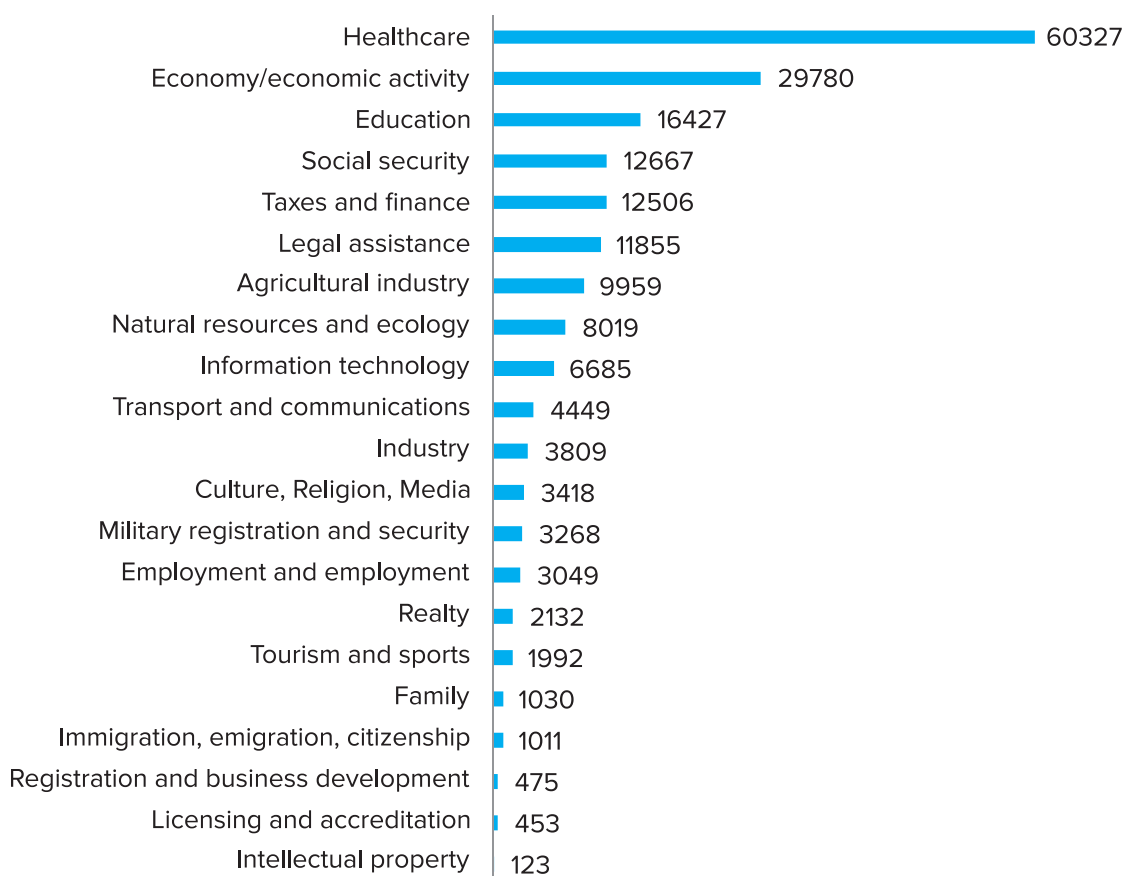


Figure 28 – Number of comments (information from the portal “Open Legal Acts”, November 2022)

“Open Budgets” portal

The “Open Budgets” portal was created to facilitate the understanding of citizens about the concept of “budget” in the state and to promote the development of an active civic position through public control over the spending of budget funds. To this end, the portal publishes draft budget programs before they are approved, thereby giving people the opportunity to make changes in the process of spending budget funds. In addition, information on the results of state audit and financial control is systematically published, which makes it possible to find out exactly what violations arise as a result of inspections. Also, public budget reporting is used by citizens conducting research and other scientific projects.

According to the “Statistics” section of the portal, the total number of materials published on it is 52,166, the number of published draft budget programs is 132,594.

“Open Dialogue” portal

According to the information posted on the portal itself, the “Open Dialogue” is an open platform for dialogue between the population and the state, which eliminates such barriers as distance, live queue, ignorance of compliance with mandatory conditions.

The main purpose of the portal is to involve citizens in the activities of state bodies: users can directly submit an appeal and send proposals to a specific state body or local akimat, participate in socially significant surveys. The portal consists of three main services:

1. The blog platform of the first heads of the civil society, initiated by the Prime Minister of the Republic of Kazakhstan, having given a corresponding instruction in 2009 to create a single Blog platform where citizens can address questions or proposals directly to the first head of the Central State Body. In 2015, heads of Local executive bodies of the Republic of Kazakhstan were connected to the Blog platform for effective feedback from residents of cities and villages, as well as to attract the attention of local authorities to the current problems of citizens on the ground.
2. Internet conferences designed to allow users to ask questions or ask local executive bodies and get a comprehensive answer online.
3. Surveys, the main purpose of which is to obtain feedback, complaints, expectations from users by ensuring the collection of user opinions.

According to the information published on the portal, the total number of appeals to the portal is 480,111, forwarded appeals - 15,825, published appeals - 364,273, appeals that received a response - 460,567.

Manual submission of appeals

The Manual submission of appeals and the subject of the questions depends on the profile of the activities of the state body.

Among the ministries, the number of applications deliberately prevails in the Ministry of Labor and Social Protection of the Population in 2020 during the pandemic: out of 2,117 appeals, 931 appeals were regarding the payment of a one-time allowance of 42,500 tenge. The Ministry of Education was most often contacted by citizens on issues of suicide and bullying among children at school, the activities of the “INDIGO” website, regarding admission to the 1st grade and educational grants for Nazarbayev Intellectual Schools (opening new classes). The Ministry of Finance was most often approached with issues of bankruptcy of individuals, revision and calculation of the indicator of financial stability in public procurement, and also that find out the phone numbers of the performers according to the documents.

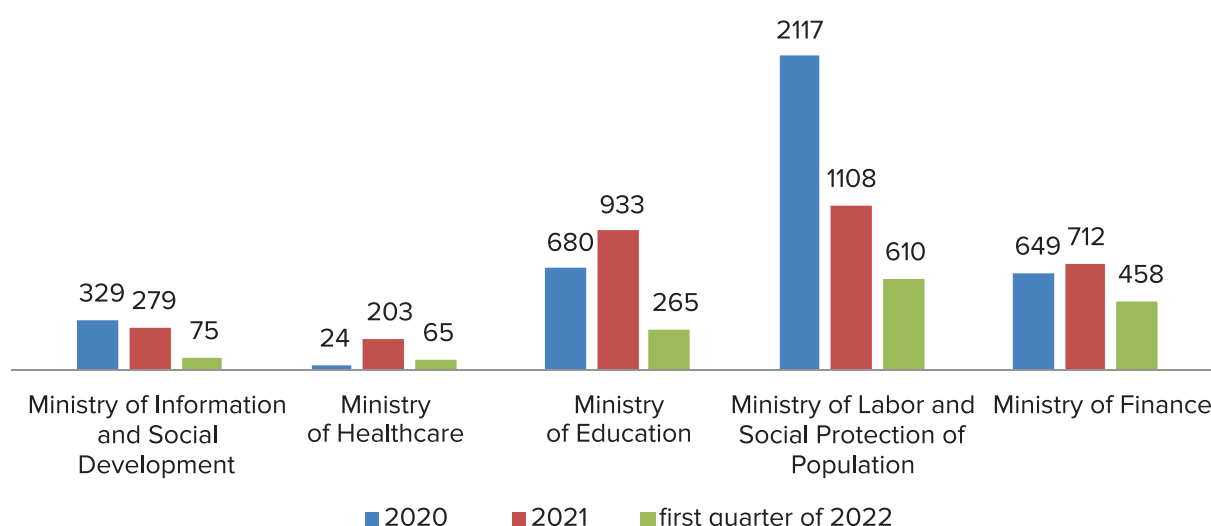


Figure 29 – The number of manual submission of appeals by the ministries for 2020 – first quarter of 2022

Among local executive bodies, the largest number of applications was deliberately recorded among akimats of cities of republican significance (Almaty, Astana, Shymkent). Most often,

questions were addressed regarding construction and land use, housing and communal services, social security, employment, as well as roads and public transport.

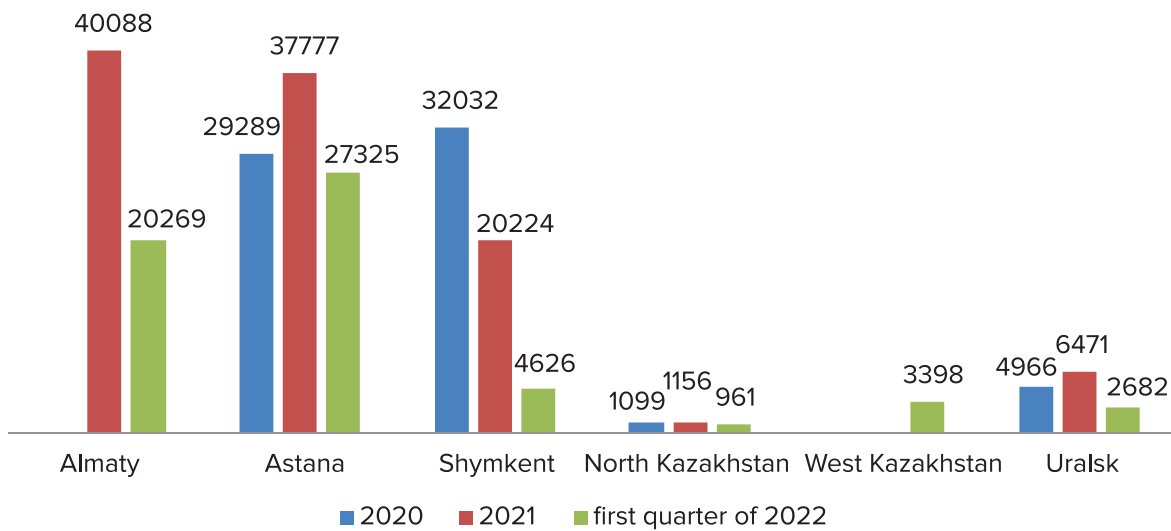


Figure 30 – The number of manual submission of appeals by the akimats for 2020 – first quarter of 2022

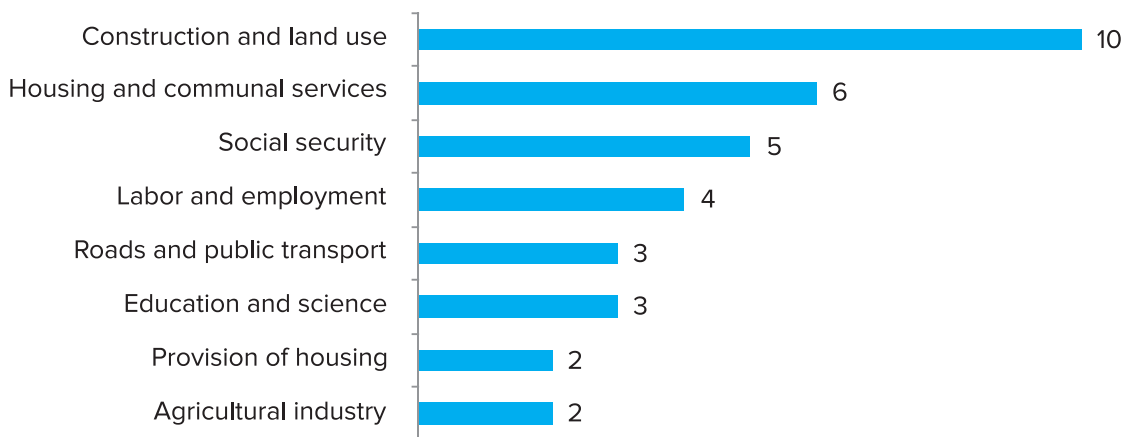


Figure 31 – The most frequent questions addressed to akimats for 2020 – first quarter of 2022

Special mobile applications

The ministries did not provide any data on special mobile applications. The Ministry of Education is developing a Telegram bot **@bilim1450bot**, thanks to which citizens will be able to quickly receive answers to their questions on preschool, secondary, technical, and vocational education.

Special applications have been developed under the akimats of Astana, Petropavlovsk, Uralsk, and the West Kazakhstan region.

The mobile application of the Akim’s Office of Astana **Smart Astana** is presented on **the AppStore and Google Play** platforms and was downloaded 282,000 times. The number of active users is 8,000 - 10,000 people per month. The application allows you to view the news feed, receive push notifications from emergency services, submit water meter readings, send complaints via QR, monitor the movement of buses, receive reference information on medical, educational and sports institutions, organizations, make payments through a third-party payment system, etc., more than 60 services in total.

The mobile application of the Akimat of Petropavlovsk - **ePetropavl** allows you to view news, exchange rates, search for ATMs, parking lots, work, educational and medical institutions, attractions, contains a directory with phone numbers of city institutions. Also, ePetropavl allows to leave an appeal, attach a screenshot with a request to pay attention to the problem, check the tracking of parcels of the “Kazpost” service, view the schedule of intercity transport, control home quarantine.

The **Smart07** mobile application of the West Kazakhstan region allows to get services for more than 50 services, including job search, obtaining information on public services (district, polyclinic, energy, vehicle inspection), medical and educational institutions. Also, with the help of Smart07, it is possible to contact iKomek 109, to check social payments or tax debt, to calculate transport tax, to make an appointment with a doctor, to check train schedules, etc.

Functionality of **the AvtoBus** application, released under the auspices of the Akimat of the city of Uralsk is limited only to monitoring and paying for the public transport system, obviously since the functions necessary for citizens are covered by the Smart07 application mentioned above.

E-otinish

According to the data of the Ministry of Information and Public Development, the E-oninish system has been implemented in more than 25,000 administrative bodies and in 26,000 of their subordinate and structural divisions, where more than 192,000 employees are used, and more than 2,064,000 applications from 815,000 applicants have been registered in an informational system with a single number for all state bodies according to the Administrative Procedural and Process-Related Code.

The ability to submit an application, complaint, request or suggestion, write a response or message, is built into the functionality of the official websites of government agencies on the platform gov.kz.

According to the Ministry of Information and Social Development, the level of informing the population about this service is quite high.

According to a sociological survey conducted during the study, 54% are more or less aware of the Internet, of which only 15% have actual experience with this system. At the same time, 70.5% of those who are more or less aware of this service believe that the E-otinish service is needed as an element of communication with government agencies.

1.3 Conclusions and recommendations

There is a demand in society to optimize the channels of communication between the population and state bodies. As the survey data show, there should be several channels, they should be flexible and convenient. The main criterion, according to the interviewed Kazakhstan citizens, should be the most rapid response of state bodies to citizens' requests. Obviously, the state is aware of this fact, which is objectively expressed in the gradual progress of communication channels. However, the analysis shows some problems in this area.

In order to optimize the work of communication channels, it is recommended:

- ✓ to develop a single standard of communication channels for the central state bodies and the local executive bodies, taking into account the characteristics of each state body,
- ✓ conduct comprehensive monitoring, which will include the perception of various channels by different target groups of the population in the context of age, region, occupation, etc.,
- ✓ differentiate the functions of the channels, eliminate duplication of functions,
- ✓ to develop standards on communication channels, separate for the central state bodies and the local executive bodies, which will contain new refined criteria for resolving issues,
- ✓ develop uniform standards for mobile applications for regional centers and cities, which include basic mandatory functionality,
- ✓ integrate all channels of communication with citizens into a single complex,
- ✓ consider the possibility of establishing departments for communication with citizens in the central state bodies and the local executive bodies. Proceeding from the fact that the activities of state bodies are basically aimed at ensuring the rights and needs of citizens, improving their lives, departments for communication with citizens should be an important part of the structure of state bodies.

In order to develop communication standards and optimize channels and monitoring, it is recommended that temporary coordination groups be established in the central state bodies and the local executive bodies to optimize communication channels.

In the course of the study, it was revealed that in organizations that announced the activities of public reception offices, most of them operate on the basis of the public reception party “AMANAT”. It is recommended to withdraw public reception offices of ministries and akimats from the auspices of the “AMANAT” party, which will ensure the principle of equality of political parties in Kazakhstan.

Personal reception of citizens by the leadership of a state body

Personal reception as a way of communication between citizens and state bodies retains its importance, especially in older age groups. In the survey, it is in second place among the most preferred by the population (after E-gov). However, if we consider the statistics of personal receptions of citizens in different ministries, you can see a different level of need of the population depending on the profile of the the central state bodies. So, for the same period, for example, the Ministry of Information and Social Development received 131 citizens, while the Ministry of Education received 1186 people. At the same time, the Ministry of Information and Social Development received 1186 people. The schedules of admission of citizens in both ministries are similar (about 1 time per month per representative of the leadership).

In this regard, *it is recommended to* adjust the standards for the admission of citizens, in accordance with the demand and the number of incoming applications for personal admission.

The wide variation in the responses of different bodies concerning the proportion of issues resolved (from 10 to 100%) may indicate discrepancies in the understanding of the criteria for their resolution. Perhaps these criteria need to be improved.

It should be noted that often personal meetings of the first leaders (ministers and akims) with the population (not within the framework of a personal reception) are more effective than other communication channels. Perhaps it is worth considering this channel as a separate channel of communication between state bodies and citizens and study its possibilities and limitations.

Public reception in a state body

Judging by the answers of state bodies about public receptions, it can be assumed that there is still no clear single standard that would determine the essence of public reception offices and the procedure for their work. For example, in the Ministry of Labor and Social Protection of the Population, the public reception is essentially identical to a personal reception.

The public reception at the Akimat of Almaty implies contacting through several other communication channels, such as the front office, call center, portal and accounts in social networks. At the same time, for example, in Astana, the public reception is an offline communication channel.

In this regard, *it is recommended* to clarify the status of this communication channel in relation to other channels, to clearly spell out the difference between them (for example, between the public reception and the personal reception of citizens). At the same time, the Almaty example of integrating various channels, accumulating them within the framework of a single complex “Open Almaty”, regardless of the term that calls this phenomenon, seems to us a justified and constructive solution.

Front office of the state body

Analysis of the number of visits to front offices shows that this type of communication with citizens is in demand, the front offices of akimats of some million-plus cities and regional centers (Astana, Shymkent, Uralsk) accept tens of thousands of applications a year.

However, ministries often do not have front offices. In the study sample, none of the organizations, with the exception of the Ministry of Education, have these offices. The presence of the front office of the Ministry of Education is explained by the high degree of demand for communication channels between the population and this Ministry due to the scope of its competence. However, there are ministries that are also in demand, for example, the Ministry of Healthcare.

In this regard, *it is recommended* to analyze the relevance and feasibility of opening front offices at all ministries. It is also desirable to create a single regulation that would set the standards of service.

According to the answers of state bodies, there are no cash desks in any front office. Perhaps an additional analysis of the feasibility of opening cash desks at front offices is needed to optimize the process of servicing the population.

Call-center and contact center

Call-centers and contact centers, at least when it comes to the work of akimats, duplicate each other in their functions. For example, the contact center of Astana and the Call center

of Almaty solve approximately the same issues. Accordingly, there is no Call center at the Akimat of Astana, and there is no contact center at the Akimat of Almaty.

In this regard, *it is recommended* either the functional delineation of these channels, or the unification into one channel.

There is also a question of confusion between the functions of call centers and such a channel as a helpline. For example, the Ministry of Healthcare does not have a call center, but there is a helpline. In the Ministry of Education, the situation is reversed. In fact, both channels perform similar functions, working with the population by phone with answers to questions within the competence of the ministry.

Helpline

According to the answers of state bodies, it can be assumed that there is no unified regulation of the communication channel “Helpline”, including the appointment of a responsible person for receiving calls. It is also worth paying attention to the fact that some state bodies, responding to the request, gave information regarding the work of the call-center and contact center.

In this regard, *it is recommended* to clarify the status of this communication channel in relation to other channels. There is need in determination of the rules of work on the helpline and the appointment of a responsible person for receiving calls.

Blog of the first head of the state body and the “Online reception”, “Question-Answer” services on the official website of the state body

The status of the blog of the first executives of the organization currently seems blurred. Part of its functions overlap with the “Question-Answer” and almost entirely with the channel “Electronic Appeals” (E-otinish). It seems necessary to distinguish the functions of these channels.

The function of the “Question-Answer” service is in demand as an alternative, for example, to Call-centers, in situations where you need to get a prompt answer online. The service is understandable and convenient to use. It should be noted that with some akimats of the district level there is no such function.

The official account of the state body in social networks

State bodies are unevenly represented in social networks, Instagram and Facebook are leading here. Let’s note the small number of accounts of state bodies on the Vkontakte network, although in October 2022 the number of visits to this network in Kazakhstan was more than four times higher than the number of visits to Facebook and twice the number of visits to Instagram.

Accounts of state bodies in social networks perform their function partially. They allow you to convey this or that information to subscribers, but as a rule, government agencies do not use this channel for feedback.

In this regard, *it is recommended* to analyze the popularity of social networks among Kazakhstanis and strengthen work with accounts in the most popular networks. It seems necessary to ensure a full dialogue with subscribers.

Official website of the state body

Official websites of government agencies are usually unified and collected on the gov.kz portal, which seems to be quite user-friendly. However, the pages of some government agencies do not have complete information, for example, about the schedules of personal reception of citizens, social networks, management contacts.

In this regard, *it is recommended* to monitor the pages of government agencies on a regular basis.

“E-government” and “Open Government” (Open Data, Open Legal acts, Open Budgets, Open Dialogue)

The E-gov e-government portal is better known to citizens, compared to other online services. According to the survey results, 66% of respondents declared acquaintance with it to some extent. However, only 38% of the total number of respondents said that they used it. But of those respondents who applied to government agencies over the past two years, a large proportion of respondents used the E-gov portal - 56.8%. This probably indicates the growth of portal users in recent years.

At the same time, 41.8% of respondents admitted that they have difficulties with the electronic way of requesting state bodies due to the low level of digital literacy skills.

In this regard, *it is recommended* to strengthen work with the population aimed at developing digital literacy skills, working with E-gov and Open Government portals.

Special mobile applications

The ministries' lack of special mobile applications for communication with the public should probably be explained by the lack of objective need to develop them. A specially developed mobile application implies the need for regular interaction of the user with the state body, which is not typical for ministries.

Another thing is akimats, the specifics of whose activities are to serve the population of a particular settlement or region. Akimats constantly generate information that relates to many aspects of a citizens' daily life, are engaged in infrastructure and life support. Akimats need special applications and, obviously, if there is a convenient functionality, they will, one way or another, be in demand, at least in large cities.

At the same time, mobile applications are not available at all akimats, and the available mobile applications of different cities with similar features have certain differences.

In this regard, *it is recommended* to develop a standard for urban mobile applications with a mandatory set of services and technical requirements.

Manual submission of appeals

Manual submission of appeals is currently a popular communication channel, despite the development of electronic filing of appeals.

In this regard, statistical monitoring of issues of citizens' appeals *is recommended*.

E-otinish

The E-otinish system, which is currently integrated into government portals and should contribute to the digitalization of the population's communication with state bodies, is not yet popular. 54% of respondents have heard of it, but only 15% have used it at least once. Moreover, in the matter of preferred channels of communication with the state, this system ranks eleventh, gaining 5.8% of the votes of respondents.

Older age groups know especially little about this system. In the 46-60 age group, 47.3 percent had either heard nothing about E-otinish or found it difficult to answer. In the 61-year-old group and older, the figure is even higher at 57.1 percent.

In this regard, *it is recommended* to carry out work to raise awareness of citizens on the E-otinish system, possibly in conjunction with the measures for the development of digital skills and work with eGov, mentioned in paragraph 8.

Considering the system of all 15 communication channels, it is worth noting that they as a whole do not actually represent a complete full-fledged system. The multi-temporal appearance of individual channels, a weak level of centralized coordination, contributed to the fact that various channels overlap, and sometimes completely replace each other in the functions performed. For many of these channels, full-fledged statistics are missing (or unavailable), which complicates the analysis and optimization work.

In this regard, *it is recommended* to distinguish several main communication channels, each of which would be a flexible, operational and functional tool for communication between the state and citizens. At the same time, the functions of the channels should not be duplicated. The functional features and operating procedures of each channel should be spelled out in the regulations and distributed among state bodies to ensure uniform standards. For example, the function of receiving requests from the blog of the first head of state body is overlapped by the E-otinish system, which is much more functional. The presence of two channels for receiving appeals that work in a similar way seems redundant in this case. The functions of the blog, respectively, can be reduced, leaving only the information component.

To optimize the operation of communication channels, it is also recommended to allocate a certain period during which a comprehensive monitoring study will be carried out. As part of the monitoring, it is recommended to pay special attention to the perception of various channels by different target groups of the population (age, regional, professional, etc.).

Obviously, there should be at least two communication channel systems. One of them should be intended for ministries, the other for akimats, in view of the specifics of the activities of both. Akimats, as can be seen from the statistics, in principle are much more in demand by the population, receive much more requests, especially in million-plus cities. Accordingly, there are channels that are needed in akimats, but are not needed in ministries (at least not in all ministries). An example of mobile applications that are being developed in akimats, but not under ministries, has already been given above. Two more examples are contact centers and front offices, which akimats of large cities frankly need, and most ministries do not need such a developed permanent tool for direct communication with the population.

Section 2. Comparative analysis of the work of communication channels of state bodies with the population: international experience

2.1 Introduction

The formation of an extensive system of channels of communication between state bodies and the population is a priority direction for reforming public administration in many countries. Every year, new platforms are being created to increase the involvement of citizens in decision-making, in particular, online platforms are being strengthened. This is evidenced by the international initiative of the UN Open Government Partnership (OGP), the growing popularity of online petition services on state websites, the expansion of the list of electronic public services and other trends to support civic participation.

The main principles of interaction between the state and citizens are the following criteria: increasing the availability of information on the activities of state bodies, increasing the level of civic participation, as well as ensuring access to new technologies. Thus, the development of electronic opportunities for participation and interaction between society and government becomes a key factor in view of the high possibilities of ensuring openness and accessibility of interaction.

In recent years, Kazakhstan has been actively developing e-government and Open Government portals and other online platforms such as I-komek, E-otinish. Also, no less important in increasing the openness and accessibility of state bodies is the representation of heads of state bodies in social networks, which is an international trend.

2.2 Analysis methodology

To analyze the international experience in the development of communication channels between society and the authorities, this work considers the experience of OECD countries as the most successful examples of increasing the level of electronic interaction, as well as countries with starting opportunities similar to Kazakhstan.

However, the UN e-Government Review shows how well digital government and digital services are accessible, how well UN Member States provide efficient, accountable and inclusive digital services, and how well digital government supports sustainable development. According to the results of the latest UN E-Government Ranking (EGDI)³, the number of advanced countries included Denmark, Finland and South Korea among 193 countries.

Thus, Denmark, Finland, South Korea, Estonia, Canada, Lithuania and Georgia were taken for a comparative analysis of functioning communication channels on the basis of two categories: as countries with a developed system of communication between the authorities and society and as countries with common features of social development with Kazakhstan.

The comparative methodology of the study was based on the approach of illustrative comparison, where the units of comparison were the components of the Open Government, e-gov and traditional forms of interaction (personal receptions of citizens, Public Councils,

³ EGDI - e-Government Development Index, EGDI

written appeals, etc.). Thus, the study of the practices of the countries represented is based on open data from official websites of interaction channels and assessment of the functioning of the components of the Open Government program.

2.3 Denmark

Denmark is in the top ten countries for the digitalization of the public sector. According to a study by the European Commission, in 2020, Denmark ranked first among 45 countries in the index of digitalization of the economy and society⁴. Issues of digitalization of the communication system between the state, society and business are the responsibility of the Digitalization Agency.

One of the achievements and the basis of the digital infrastructure of relations between the government and society is the provision of every Danish citizen with a digital key “MitID” (“MyID”), through which citizens get easy access to all online services of the public and private sector. In general, the state aims to switch to the principle of “digitalization by default”, when the use of the traditional “paper” method of contacting public or private institutions remains only as a last resort.

An analogue of Kazakhstan’s egov in Denmark is the Borger.dk portal, which accumulates information about all government departments, administrative procedures, as well as the rights and obligations of citizens and institutions. The information on the website is maintained both by the editorial board of the portal and by a number of state bodies. Each state body is responsible for ensuring that all information on the portal is reliable and up-to-date within the framework of their responsibility.

In addition, the portal provides access to more than 2,000 electronic public services, regardless of whether they are provided by central or regional authorities. In general, the general structure of the portal is similar to Kazakhstan’s e-gov. However, there are certain differences. For example, the Danish portal provides an opportunity through the “My Overview” tab to view the user’s personal data that is stored and used by state bodies, as well as the history of their interaction with government agencies. It is worth noting here that due to the organizational and infrastructural complexity, this service is still in the process of implementation.

Communication between residents of Denmark and government agencies is mainly carried out through e-mail, and a single portal Borger.dk allows users to send messages to government agencies through the Digital Post service, as well as read and respond to messages, which is similar to the Kazakhstani Open dialogue service. However, Danish users, in addition to sending letters, appeals to public authorities, can also forward messages from one public authority to another or other people. It is also possible to get information, public services, exchange messages through mobile applications.

It is worth highlighting the presence of a separate portal for migrants, or persons planning to move to Denmark similar to Borger.dk - Lifeindenmark.dk that provides information on the rules, regulations of work, study and life in Denmark, as well as step-by-step instructions and algorithms for actions upon arrival in the country.

⁴ International Digital Economy and Society Index 2020 // <https://op.europa.eu/en/publication-detail/-/publication/fb3f7212-433c-11eb-b27b-01aa75ed71a1>

Similar to the Kazakhstan “Open Data” portal and there is a portal datafordeler.dk, which makes it possible to find, download for personal use public information in various formats, including geodata. A response to the request must be provided within 10 calendar days and in case of refusal, the citizen must receive written notification of the reasons for the refusal of public information.

Central and municipal authorities in Denmark have several channels of communication with the population: the Borger.dk portal, telephone contacts, e-mail, social networks (Twitter, LinkedIn, Facebook). At the same time, the main flow of communications goes through the portal and e-mail. In general, it is worth noting that there is a sufficient load of information on the official websites of Ministries that provide basic information about the department, news, events, and various publications: strategies, reports, surveys, and more.

In general, the inhabitants of Denmark are known for their activity in solving issues of public importance, which they show by participating in the activities of various public organizations and NGOs. At the same time, they are not fully involved in political decision-making processes, since regional and municipal authorities actively interact with the civil sector. In addition, it is worth noting the high level of public trust in the state and state institutions⁵. However, despite a certain passivity of citizens in the matter of direct participation in the adoption of political and state decisions, the state creates various platforms. Thus, one of the practices of joint decision-making on a municipal problem is the creation of “target committees” at the city council of a municipality near Copenhagen, which included five civil servants and ten citizens. Citizens were chosen by councilors in accordance with the description of the competencies required to perform the role, and in proportion to the representation of each political party in the council. The task of each committee was to discuss and develop proposals for solving specific problems of the municipality identified by the city Council.

In conclusion, it is worth noting that the relationship between the authorities and society in Denmark is of a trusting nature, around which the system of communications between society and the state is built. In general, Denmark, like other countries, is in the trend of digitalization of the system of public communications and service provision.

2.4 Finland

E-government is part of a major governance reform run by the Ministry of Finance. The Suomi.fi platform provides citizens and organizations with a single portal for accessing both public and relevant private sector services. Online e-government services consist of the following components:

- Suomi.fi Messages - exchanging messages with authorities. It should be noted that the component is similar to the Kazakhstan E-otinish system. However, it has its own characteristics. For example, if necessary, it is possible to change the delivery method from the electronic format of the response to the request for a paper version. Also, an authorized user, in addition to government agencies, can interact with private organizations that are represented on the platform. In turn, organizations can send information about solutions on request and other documents, such as invoices, in the form of attachments.

⁵ Systems of local governance and how citizens participate: international review // <https://www.gov.scot/publications/systems-local-governance-citizens-participate-international-review/pages/8/>

- Information and services for citizens has an identical list of public services as egov.kz. At the same time, in comparison with Kazakhstan, the Finnish government provides electronic services on the topic of personal finance. Currently, this direction in Kazakhstan is mainly represented separately from e-government on the websites of the services of the National Bank of Kazakhstan, which makes the service less noticeable to citizens.
- View personal data in the registers of various authorities. In particular, such databases as the databases of the Digital and Population Data Agency, the National Cadastral Service, the Finnish Patent and Registration Office, Traficom, the Finnish Centre for Pensions, the Finnish National Agency for Education. In general, similar information is available for Kazakhstanis in the personal profile of egov.kz. However, attention is drawn to the possibility and availability of rapid changes in personal data in state registers independently. In general, Suomi.fi encourages Finnish citizens to keep the information in the registers up to date. Also, on the website there is instructions for changing the registration information if an error of personal data is detected.

Thus, the lack of a clear distinction between the functionality of e-government and the Open Government, in addition to “Open dialogue” and “Public services” centralized on one website, stimulated the creation of a separate platform to increase the level of civic participation - Demokratia.fi.

The e-participation portal Demokratia.fi⁶, maintained by the Ministry of Justice, is a portal that collects information from various democracy-related websites and news in the field of political decision-making. In this way, the website makes it easier for citizens to find suitable channels for participation and influence, and increases transparency and government engagement. The portal provides additional eDemocracy web-services: lausuntopalvelu.fi, otakantaa.fi, nuortenideat.fi and kansalaisaloite.fi. Demokratia.fi also contains links to the websites of other government agencies with information on current issues on which public discussions are possible. In addition, it covers the latest news, for example, from the parliament and the government.

The purpose of the Kansalaisaloite.fi component is to create, maintain and monitor civil initiatives – online petitions. In the service, the Kansalaisaloite.fi procedure of the initiative is three-staged. A civil initiative may be put forward by at least five Finnish citizens with the right to vote.

After initiation, the initiative proceeds to the collection of applications for support, and if at least 50,000 approved applications of support are found during the verification of information by the Digital Information and Population Registration Agency, the initiative can be submitted to the Parliament for consideration. A citizens’ initiative may contain either a legislative proposal or a proposal to start drafting a law. The initiative may also concern the amendment or repeal of the current law. If the initiative is formalized in the form of a bill, it must contain a legal text. The initiative should focus on one issue and should always include justifications.

Citizens’ requests have a similar processing and response algorithm to other countries. A special part is the fact that in Finland, persons requesting information are not required to state the reasons for such a request or confirm their identity, unless they request personal or

⁶ Finland’s e-Participation Portal // <https://www.demokratia.fi/>

other confidential information. Responses must be made within 14 days. While in Kazakhstan, a citizen requesting information must identify himself by specifying personal data.

The Finnish government actively uses social networks. Live broadcasts of government press conferences and other speeches of the Government are held on the official YouTube channel. Also on the website of state bodies there is a hyperlink to the official pages in social networks of ministries, legislature and ministers, including the prime minister. When referring to the personal pages of politicians, it is specified that the ministries are not responsible for the content of personal pages of civil servants.

In addition, live broadcasts of the meetings and other events of the Parliament are conducted on a special web resource - www.eduskunta.fi. All videos published in the online broadcasting service after September 23, 2020, can also be found in text format. At the same time, constant work is underway to increase the information accessibility of the website. For example, the website user has the right to request alternative versions of content that are not available on the website. Also, on the website there is an opportunity ask a question through the feedback form, the answer to the question must be provided within 14 days⁷. The Government's website also has a "feedback" section where it is possible to leave feedback or send a request⁸.

Thus, Finland is actively introducing electronic formats of interaction, aiming to increase the availability and security of information, as well as to increase civic participation.

2.5 South Korea

South Korea is a recognized leader in the field of digitalization, actively implementing the concept of digital government. The government has developed and is implementing the Digital Government Masterplan 2021-2025. Already, South Korea ranks 1st among OECD countries in the Digital Government Index (2019)⁹.

The digital government of South Korea includes a wide range of different services aimed at interacting with citizens, accessibility and openness of state bodies for the population. One of such services is the portal of online petition and discussion – E-People¹⁰ - an online communication channel, through which citizens, as well as foreigners can submit a civil petition, proposal and request reports on budget embezzlement via the Internet in a convenient form for them, providing comprehensive services through close integration with all administrative institutions (central, local authorities, education departments, foreign agencies). To date, 924 state institutions have been incorporated into the system.

Through the portal, citizens and foreigners can submit a petition, a request for clarification or interpretation of administrative issues, including laws; proposals for improving public policies or governance systems and their operation; requests to address such problems as illegal actions of administrative bodies, unfair or passive measures that infringe on the rights of people, create difficulties; and requiring administrative authorities to take action on various issues.

⁷ Official website of the Parliament of Finland // <https://www.eduskunta.fi/FI/Sivut/Saavutettavuusseloste-verkkolahetyspalvelu..aspx>

⁸ Official website of the Government of Finland // <https://valtioneuvosto.fi/palaute>

⁹ OECD Digital Government Index (DGI); 2019 // <https://www.oecd.org/digital/digital-government/oecd-digital-government-index-2019.htm>

¹⁰ Online Petition and Discussion Portal – E People // <https://www.epeople.go.kr/petition/pps/pps.npaid>

To fill out a petition or request, a citizen needs to log in to the portal via e-mail, then the system will send it to the most suitable state institution, which is obliged to consider it and respond with a letter to e-mail. It is worth noting that the portal provides a wide range of languages in which the petition can be filled, which is due to the ability of foreign citizens to submit such requests and requirements.

Another feature of the service is the built-in function of analyzing big data, which systematically monitors petitions, appeals, requests, complaints of the population and in a proactive form sends recommendations to state bodies to correct the situation, which is a preventive way to solve problems.

Another portal and open.go.kr¹¹ service is an analogue of the Kazakhstan “Open data” portal, which contains ready-made public information of various kinds. Also, citizens have the opportunity to request information, data that are not available on the portal. In addition, the portal also contains information on budget expenditures of central and regional authorities. Similar to the Kazakhstan version, the portal provides links to information posted by a state body. In case of request, the agency must respond within 10 calendar days.

To submit a request, an individual must register on the portal through an ID, I-PIN - a personal identification number on the Internet to confirm identity without using a resident registration number. Also, a mobile application has been developed for the convenience of users.

Similar to the I-komek service in Seoul, there is a website <https://eungdapso.seoul.go.kr/> that accepts from residents any claims, complaints, both about the actions of the authorities and offenses on the part of the citizens themselves. In addition, residents have the opportunity to report facts of corruption, violence, human rights violations, or offer recommendations for improving city governance to the administration of the mayor of Seoul. At the same time, citizens can file their complaints, reports of offenses online through the website, mobile application, social networks, chatbot, hotline, as well as special machines for receiving complaints located throughout the city.

After that, the system redirects the appeal of residents to the state body responsible for resolving the issue described in the appeal. The results of the consideration of the case are communicated to the applicant via e-mail. The system also allows you to notify citizens registered in the system about emergency situations.

One of the channels of communication between the authorities and the population is the website and mobile application Mvoting¹², which hosts various surveys, votes on various issues, that is, in this way the authorities get the opportunity to hear the opinions of residents, and the citizens themselves to speak out and directly participate in decision-making. This website was developed by the municipality of Seoul, but it can be used by residents of the capital, or all citizens, which is determined by the purpose and geography of the survey. It is possible to register on the website, the application through a phone number, or an account in social networks.

The user can also create his own survey or vote and get answers from citizens. In addition, the service provides an opportunity to get acquainted with the result of the vote and find out how it influenced the solution of a particular issue.

¹¹ Service open.go.kr // <https://www.open.go.kr/com/tema/temaSrhList.do?topictype=00026>

¹² Mobile app Mvoting // <https://mvoting.seoul.go.kr/mvoting/voting/hotissue/selectPageListHotissue.do>

Similar to Kazakhstan's Egov in South Korea, there is the Government24 portal, which, as the name implies, provides services 24 hours. In addition to receiving various public services, the user can also get public information about the activities of state bodies, or about the public services themselves. To date, the portal has collected information about more than 90,000 services provided by local and central authorities, as well as 3,000 services are provided online.

It is possible to log in to the system in several ways of authentication: a joint financial certificate, a digital one-time login, an identity card and security authentication by fingerprint. The portal provides a wide range of educational materials, guidebooks for different categories of citizens explaining how to use the portal. In addition, a separate mechanism has been developed for feedback from users who can complain about its work, or suggest any improvements. An innovation is the allocation to a separate tab for searching and applying for any subsidies from the state.

Thus, South Korea is a leader in the digitalization of the process of communication between state bodies and citizens, the involvement of citizens in decision-making and interaction with the authorities. At the same time, there are more traditional communication channels: call centers, websites, pages in social networks (Twitter), e-mail of central and regional state bodies.

2.6 Estonia

Estonia is often presented as a country that has managed to achieve world leadership in the digitalization of public services and transfer part of the interaction with citizens to the electronic level. E-government is perfectly focused on citizens and offers a wide range of opportunities. At the beginning of March 2018, the portal had 154 electronic services, 1,330 articles and 2,866 contacts.

The database of draft laws works similarly to the database of the Legal acts of the Open Government of Kazakhstan. As well as in the Kazakhstan database, the "Information System of Accounts" (Eelnõude infosüsteem - EIS) has the opportunity to view draft laws in the work of the legislature, and if desired, citizens can submit their comments or take part in public consultations. In addition to national documents, draft European Union legislation and other documents related to the decision-making process in the European Union are available in the EIS.

The distinctive features of the Estonian version of the draft law framework are that the EIS is also a working environment in which interdepartmental coordination, submission and transmission of issues submitted to the Government for discussion and decision-making, documents related to the decision-making process in the European Union, as well as ministerial regulations and other documents are carried out.

For convenience, the projects are divided into (1) submitted for public discussion; (2) submitted for approval; (3) draft laws submitted to the Government¹³. And through EIS, anyone can monitor the processing of draft law, find documents in the information system by searching, participate in public consultations and submit comments on the document under approval.

¹³ Eelnõude infosüsteem - EIS // <https://eelroud.valitsus.ee/main#THc9p9Ob>

Similar to the I-komek service in Estonia, there is an Internet resource www.anna-teada.ee¹⁴, developed by order of the Ministry of the Interior and funded by the European Regional Development Fund. On the website, every citizen can inform the local government about the problem of public order. The user can mark the problematic place on the map and write a short description of the problem, attaching a photo. For example, common topics are posts about garbage in the forest, an open well, problems with street lighting, and so on. Difference from I-komek service is that the website works throughout the country. So, the system itself automatically forwards a message about violations to the specified local government. The message is treated as a “hint” and generally no feedback is provided. The only feedback is the following labels: a problem marked in green on the map means that the authorities have taken note of the problem, are working on a solution, or have resolved the problem. An issue marked in red means that the issue is currently unresolved.

The receipt of information from public institutions is regulated by the Law on Public Information¹⁵. According to Estonian law, the request for information is made immediately, but no later than within five working days. While in Kazakhstan, a response to a written request is provided within fifteen calendar days from the date of receipt by the owner of the information. As in Kazakhstan, Estonian civil servants can extend the deadline for fulfilling an information request to 15 working days with notification of the requester of information about the extension of the period, indicating the reasons within five working days. In Kazakhstan, the owner of the information must inform about the extension of the period for consideration of the request within three working days from the date of extension of the period of consideration.

The Estonian Public Information Act also regulates the operation and maintenance of official websites of state bodies. In addition to the fact that the website must have up-to-date information and full user access to the website, the website must also provide direct access to the websites of the institutions under their jurisdiction from the websites of the State Chancellery, the Ministry and the County Government of Estonia. In addition, the websites of public authorities provide links to the official Facebook pages of government departments and ministers. For example, there is an official page of the Parliament¹⁶, the Cabinet of Ministers¹⁷, the city of Tallinn¹⁸, the Maardu City Government¹⁹, etc. Thus, state institutions of all levels are represented in social networks at the official level.

The rules for the personal reception of citizens at the level of local self-government are established by the councils on their own. For example, the Maardu city government from September 1, 2022, switched to a face-to-face reception by appointment again. To make an appointment, citizens must first arrange a meeting by phone or e-mail with an official.

Thus, the communication channels in Estonia are identical to those in Kazakhstan. It also actively uses the capabilities of the Open Government, social networks, and various platforms to support the activities of public utilities. However, it is necessary to note the more developed system of interaction between state bodies and citizens in Estonia. Their electronic database of legal acts provides opportunities not only for discussion and

¹⁴ Internet resource www.anna-teada.ee // <https://www.anna-teada.ee/#>

¹⁵ Estonian Public Information Act // <https://www.riigiteataja.ee/akt/122032011009>

¹⁶ Official page of the Estonian Parliament // <https://www.facebook.com/riigikogu>

¹⁷ Official page of the Cabinet of Ministers of Estonia // <https://www.facebook.com/stenbockimaja>

¹⁸ Official page of the city of Tallinn // <https://www.facebook.com/tallinnalinn>

¹⁹ Official page of Maardu City Government // <https://www.facebook.com/MaarduLinn/?ref=hl>

monitoring of adopted draft laws, but also allows to track the internal movement of drafts between departments, which makes the legislative process more open.

2.7 Canada

Canada is one of the leaders in the field of communications digitalization of the public administration system, which actively uses and builds an open government system. It is worth noting that all information about the government, the cabinet of ministers, the open government system is on a single website - Canada.ca.

Canada's open government system includes such elements as "Open Data", "Open Information" and "Open Dialogue".

The latter includes the possibility of participating in consultations on any legal act, strategy and plan of any state body of the country, both at the central and regional levels. Proposals are accepted by e-mail, or citizens can express their opinion in discussions in social networks - Twitter, Facebook, which is a significant difference from the Kazakhstan version of the "Open legal acts", where discussions and comments take place directly on the website.

In addition, the "Open Dialogue" involves the posting of data on the past consultations; information on the general principles that the Government adheres to in the matter of civic participation.

"Open data" not only provides access to public information in different formats through a separate website, but also places information on the map in the form of geospatial data - this is data that can be associated with a location on the map, for example, street address, city, province or any other geographical object. Another feature of the portal is the placement of the contact of the person responsible for collecting data, and in case of any questions or detection of errors, a citizen can contact him/her directly.

A significant difference between the Canadian "Open Data" portal and the Kazakhstan's portal is that the website provides various tools for teaching visitors to process, visualize and analyze data. In addition, the website hosts various mobile and web applications created by the Government of Canada, the public, as well as winners and participants of the Canadian Open Data Experience, which can be used to process information²⁰. Citizens can also request the databases they need, as well as offer their own application.

To raise awareness and use open data resources, the government is holding a competition among Canadian students for the best works using public information.

The "Open information" service allows to request the necessary information, reports, data on projects and government pilot projects from any government body, as well as to find the necessary data from the list of already completed requests. Moreover, through this service, citizens can find information, budgets published by government agencies proactively without special requests.

The legislative framework for the functioning of open government includes a wide range of different documents: laws, directives, strategies, action plans and standards: Canada's Digital Ambition 2022; Policy on Access to Information; Policy on Communications and Federal Identity; Policy on Privacy Protection; Policy on Service and Digital; Directive

²⁰ Government of Canada website - mobile and web applications // <https://open.canada.ca/en/apps>

on Open Government; Directive on Service and Digital; Digital Standards; Standards on Application Programming Interfaces (APIs) and more.

In general, it can be noted that the concept of the “Open Government” of Canada is similar to Kazakhstan’s, but the Canadian system includes more opportunities to involve citizens in participation, to show initiative, and also provides a greater amount of various information, including aspects of training.

Direct communication, contacts between government agencies and citizens take place through e-mail, phone calls, or official pages of state bodies in social networks. The two main social networks used for these purposes are Facebook and Twitter. In addition, various institutions, located in the department of a particular state body, providing services to the population, may have either special information centers, front offices, where citizens can obtain any information, or a service within the competence of the state body. It should be noted that information, service can be obtained by coming personally to these organizations, and by phone, e-mail, or through applications.

An analogue of E-gov in Canada is the Service Canada system, which is also available through the website Canada.ca., on which more than 70 services and programs are available. Registration on the portal is possible through an electronic ID card, bank account, or GCKey - a unique electronic identity card issued by the Government of Canada for use with state online services. As well as in Kazakhstan, Canada has front offices for the provision of public services - Service Canada Office, the website allows to find the nearest similar office, it is only necessary to set the location²¹.

An interesting case is to provide the population with a list of useful mobile applications that allows to get certain, point information useful for life, travel, recreation, developed on the basis of open data of the Government of Canada.

Thus, the Canadian system of communication between society and the state is sufficiently centralized and regulated, which is maintained at all levels of government. In addition, it is worth noting the Canadian government’s focus on digitalization, including its functions and mechanisms for interacting with the population.

2.8 Lithuania

All state and administrative services of the state in electronic form are available through the e-government portal - epaslaugos.lt. The Epaslaugos.lt platform consists of two main parts: the interaction platform and the “E-government gateway” e-services portal.

The “E-Government Gateway” portal provides citizens, enterprises, and the public sector with access to a large number of electronic services, which are divided into such categories as “Healthcare”, “Migration”, “Taxes”, etc.

At the same time, in order to build closer interaction between citizens and the authorities in Lithuania, the E-pilietyje portal is functioning. E-pilietyje (or e-citizen) is an online space for dialogue between society and the authorities, created for the purpose of collecting the opinions of the public or target groups, proposals for the preparation, implementation or evaluation of a legal act or other decisions. Through the online platform, every authorized

²¹ Government of Canada website - Service Canada Office // <https://www.servicecanada.gc.ca/tbsc-fsco/sc-hme.jsp?lang=eng>

citizen can apply to participate in the discussion of current draft laws. The main ways of participation are: survey, focus groups, interview cycles, conferences and/forums, round tables, public hearings and citizens' meetings. Information about all ongoing consultations is published on the E-pilietyje website in the "Public consultations" section, where everyone can get acquainted with the list of proposed innovations and apply for participation on the topic of interest.

Consultations take place at all stages of the legislative cycle:

- application for legislative initiative;
- drafting of legal acts;
- enactment of legislation;
- implementation of legislation;
- review of legislation.

Within the framework of the platform, 296 public hearings were organized: in 2018; in 2019 – 301; in 2020 - 62 public hearings. At the same time, in 2020, most of the consultations were conducted by the Ministry of Internal Affairs – 13 consultations; Ministry of Environment - 10 consultations; Ministry of Culture - 8 consultations²².

At the same time, everyone can send an official or anonymous proposal on the topic stated by the state body. However, if, when submitting an official proposal, the user can follow the progress of its consideration and receive an official response from the institution, the anonymous offer does not provide the opportunity to monitor the progress of the proposal, and the state body is not responsible for providing a response to the anonymous user. In general, such a differentiated approach makes it possible to increase the availability of communication channels for all.

It is noteworthy that citizens can also initiate a topic for public discussion. Thus, the E-pilietyje platform allows citizens to take part in an already given topic, as well as to give publicity and inform the authorities about a new relevant topic that requires public attention.

In addition, on the website you can submit a petition, thereby giving additional opportunities for one citizen or a group of citizens to initiate the legislative process, reforms, and other important issues. A petition is a written or electronic appeal of the applicant with requirements and proposals for resolving issues. It may be addressed to the Seimas (Parliament), the Government or self-government bodies.

At the first stages, the petition is considered by the Government Commission on Appeals, which is a permanent interdepartmental body established by the Government. The main task of the Commission is to take decisions on petitions: recognition of their admission to consideration; consideration of petitions; presentation of the results regarding the fulfillment of the requirements and proposals set forth in them.

Appeals (petitions) addressed to the Seimas shall be examined by the Saeima Petition Committee, consisting of members of the legislative body, which shall take decisions on applications for the adoption of appeals/petitions for consideration, consider them and give opinions on the satisfaction of the requirements and proposals set out in the application. If it is possible to fulfill the requirements and proposals set out in the application, a draft of the

²² Viešųjų Konsultacijų ABC: viešųjų konsultacijų kūrimas E. Pilietyje (ABC of Public Consultations: Creation of Public Consultations in E-Citizen) // https://epilietis.lrv.lt/uploads/epilietis/documents/files/EPilietis_%20konsultacijos%20k%C5%ABrimas..pdf

relevant legal act may be prepared (as a rule, the draft is prepared by the Commission on the applications of the Seimas). If necessary, a commission or working group is formed to prepare a draft regulatory legal act.

Also on the website of the Seimas of Lithuania there is an opportunity to participate in the evaluation of the legislative project on the “E.teisėkūros iniciatyva” portal (e. legislative initiative). The work of the portal is built similarly to the “Open legal acts” of the Kazakhstan Open government website. In this way, authorized users can leave comments and suggestions regarding published legislative initiatives. It is also possible to evaluate the legal act, the statistics of assessments is published on the website.

As in other countries, Lithuania actively uses social networks by state bodies to involve and inform citizens. For example, government meetings and consultations are broadcast live on the Vyriausybė website (Lithuanian government website) and on Facebook. Audio recordings of meetings and consultations also remain available on the government’s website.

Also, on the pages of the Prime Minister and Ministers on the official website of the Government there is a hyperlink to the personal pages of heads of state bodies. Often these are their Facebook or Twitter profiles.

To all of the above, there are also traditional forms and channels of communication between citizens and state bodies. It is possible to make an appointment for a personal reception of members of the Government in several ways: by submitting applications by phone, in writing, by e-mail, upon arrival at the reception of the Government or by filling out an electronic registration form at the address. It should be noted that the schedule of reception of citizens by members of the Government of the Republic of Lithuania in the reception hall of the Government is published on the website, where every citizen can get acquainted and choose the date and the necessary ministry²³.

Thus, the channels of interaction of state bodies with the population in Lithuania also tend to switch to electronic format. Lithuania has formed a multidisciplinary electronic system to increase the participation of citizens in political decision-making through various methods of consultation.

2.9 Georgia

Georgia is one of the countries in the post-Soviet space that has managed to establish an effective system of communications between the government and society, where one of the key roles is played by new technologies. In general, it is worth noting that since 2017, the country has been implementing the Strategic Communications Program of the Government of Georgia, aimed at developing skills in the field of strategic communications among public relations officials of the Government of Georgia; the skills of statesmen to effectively counter disinformation in the media space; creation of an effective communication network among regional and national institutions and managers.

²³ Schedule for the second quarter of 2022 of reception of residents by members of the Government of the Republic of Lithuania in the Reception Hall of the Government // <https://www.pasvalys.lt/naujienos/1/lietuvos-respublikos-vyriausybes-nariu-vykdomo-gyventoju-priemimo-vyriausybes-priimamajame-2022-metu-ii-ketvircio-grafikas:8500>

To date, in Georgia, as in Kazakhstan, there is an e-government portal (my.gov.ge), through which the population can receive public services (about 400 services), participate in the discussion and consultation of legislative projects, as well as get acquainted with any administrative act of the government, send an appeal and request data from any state body, which is an analogue of Kazakhstan's services "Open legal acts", "Open Dialogues" and "Open Data". There is no analogue of "Open Budgets", but a citizen can request information by contacting any state institution through the portal. At the same time, public information must be submitted immediately or within 10 calendar days, while in Kazakhstan - 15 calendar days. In case of refusal, people have the right to appeal the decision directly to this body, or through the court within 30 days after receiving the decision²⁴.

The portals are identical in the possibilities of paying for services and taxes, monitoring the promotion of the application, citizen's appeal, licensing, receiving notarial services, recording a visit to the Public Service Center / House of Justice, obtaining the necessary information through a single contact center, etc. One of the significant differences is that Kazakhstan has developed and operates the E-gov mobile application, as well as the Telegram bot, while in Georgia such tools are not currently in operation.

As in the Kazakhstan version, entering the portal and receiving an electronic service is carried out by means of an ID-card or an electronic digital signature, but there is no possibility of using an SMS code.

One of the features of the e-government system of Georgia is the independent financing of the institutions included in this system, but while maintaining their accountability to the Ministry of Justice. For example, the Digital Governance Agency, responsible for the functioning of e-government, as sources of financing, in addition to the targeted funds allocated from the state budget, also has funds received for the provision of services by the Agency, on targeted loans and grants, from work performed on the basis of a contract, and others²⁵.

In Georgia, as well as in Kazakhstan, a single law regulating the work of e-government has not been developed, the legislation includes a number of laws that collectively regulate its work: "On the Unified State Register of Information", "On Electronic Signatures and Electronic Documents", "On Information Security", "On Protection of Personal Data" and others.

In addition to the e-government portal, public information can also be obtained through the open data website - <https://data.gov.ge/>, where citizens can download ready-made published information in various formats, as well as request additional information. In general, the open data website is identical to the Kazakhstani analogue. The only difference is the ability to evaluate and rate the published data.

The websites of the state bodies of Georgia are located on a single platform of Internet resources Gov.ge and, as a rule, all central and regional authorities have official pages of departments in several social networks: Facebook, Twitter, YouTube or Instagram, as well as a hotline for citizens' appeals. On a personal initiative, the first heads of departments also maintain their own pages on social networks.

²⁴ General Administrative Code of Georgia.

²⁵ Law on Georgia "On Public Law Legal Entity – Digital Governance Agency"

Some state bodies have public reception offices – Citizens’ Reception Office, within which citizens can obtain any information related to the activities of this department. The reception of citizens provides the following types of services: assistance to citizens in writing letters, applications, complaints, and appeals; providing advice on social and other issues; monitoring timely response to letters. For the purpose of simple and timely access to information in the reception also operates a system of telephone consultations.

In addition, meetings with the head of a state body are planned and organized through public reception offices. For example, the leadership of the Ministry of Defense of Georgia and the General staff meet with citizens every working day according to a certain schedule, which corresponds to Kazakhstani practice.

On a monthly basis, public reception staff compile statistics reflecting the most problematic issues raised by the population. A report on the work done is also compiled within three months. In addition, employees by filling out questionnaires by citizens periodically provide self-assessment of daily activities.

The existing front offices of state bodies include public service centers under the Ministry of Justice and, as well as public centers at the regional level, which provide services and information to the population on the principle of “one window”, which is similar to the work of the Public Service Centers in Kazakhstan.

In Georgia, there is also an institute of Public Councils - Council of Civil Advisors. For example, the Batumi City Council consists of 19 members, who are elected through extensive consultations with civil society and local business. The work of the Council is facilitated by NGOs in the field of support for civic participation. The Council has a broad mandate and works to increase the involvement of citizens in the decision-making process, informing the public about the work of the municipality, as well as familiarizing with initiatives, legal acts. However, as in Kazakhstan, the effectiveness of the work of such Councils depends on the activity and involvement of the participants themselves.

One of the features of the institutional organization of communications between society and state bodies in Georgia is that under the central state bodies there are departments or public relations managers who determine the strategies of state bodies in the field of information and explanatory work, PR and image building.

In conclusion, it is worth noting the sufficient similarity of the mechanisms used to establish contact between the authorities and the population, increase civic activity, ensure the openness and accessibility of state bodies to the population between Georgia and Kazakhstan.

2.10 Conclusions

Based on the foregoing, we can distinguish the following trends in the topic of communication channels of state bodies with the population, established in international practice:

- A new stage in the development of the Policy of the Open Government Partnership (OGP) is aimed at increasing civic engagement and involvement of the population in the decision-making process, primarily through online platforms. The principles of the policy of expanding communication channels are indicated by openness, inclusiveness,

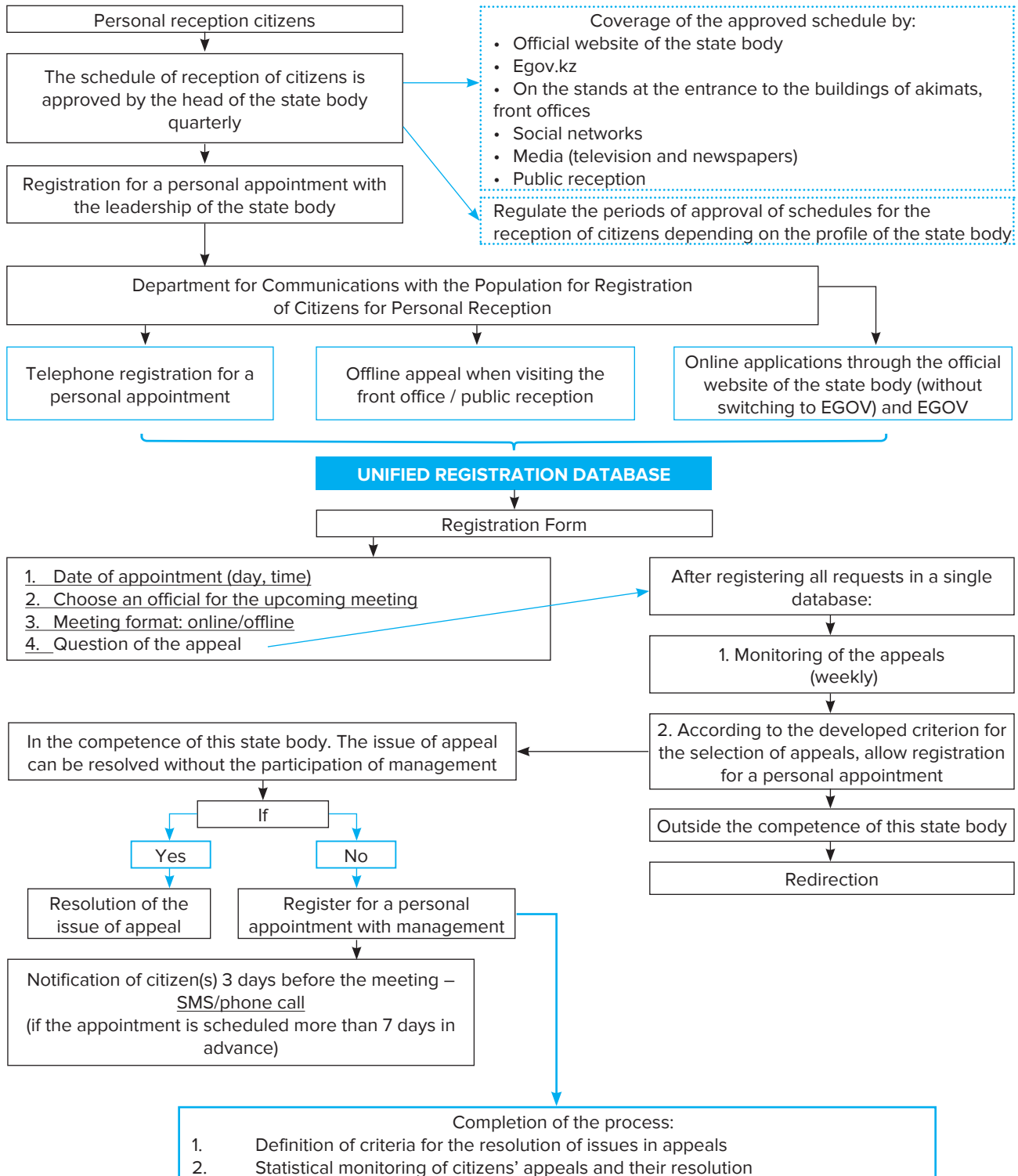
accountability, and the formation of a responsive government. As an illustrative example, there are the practices of such countries as Finland with its E-participation portal Demokratia.fi, Lithuania with the E-pilietyje portal (e-citizen), etc.

- The system of communications between society and the state is becoming quite centralized and regulated, including digital interaction. Most forms of participation, whether it is submitting requests or initiating petitions, are focused on a single website.
- At the same time, more traditional communication channels also work: call centers, websites, pages in social networks (Twitter), e-mail of central and regional state bodies, the work of public councils and public reception offices.
- Legislative bodies are actively involved in the process of expanding channels of interaction with the population. Thus, in Lithuania, the Saeima Petition Commission has been established, where petitions, appeals and petitions addressed to the legislature can be sent.
- Live broadcasts are becoming an important factor in ensuring the openness and accessibility of public authorities. Currently, many countries continue to use the possibilities of social networks. It's mostly Facebook and YouTube. However, attempts are being made by individual countries to create separate web resources where live broadcasts are shown and stored. At the same time, there is a tendency to expand the list of events broadcast live - from government conferences to meetings of working groups, etc.

Section 3. Maps of the processes of interaction between state bodies and the population

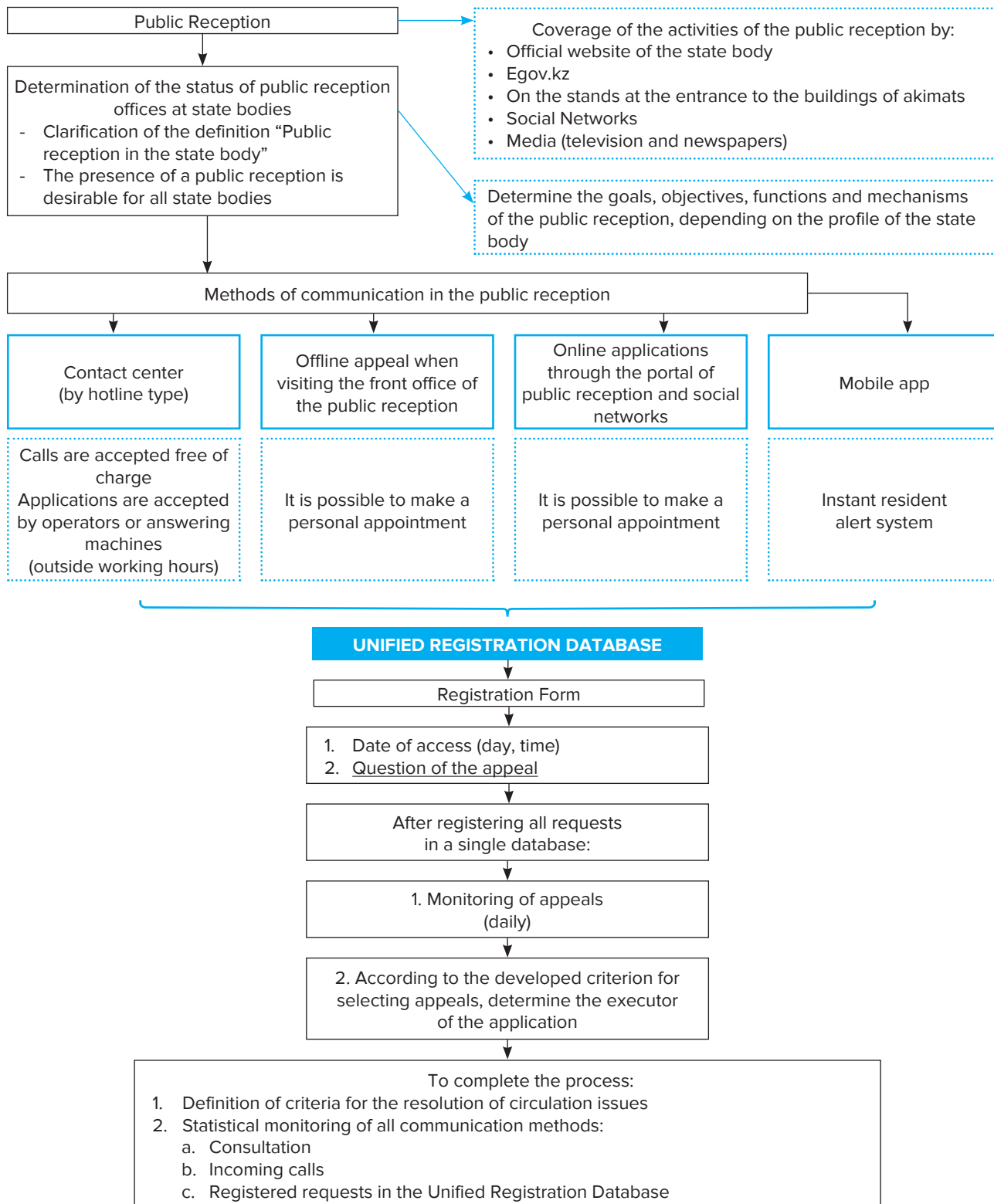
3.1 Personal reception of citizens by the head of a state body

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH PERSONAL RECEPTION OF CITIZENS BY THE HEAD OF THE STATE BODY



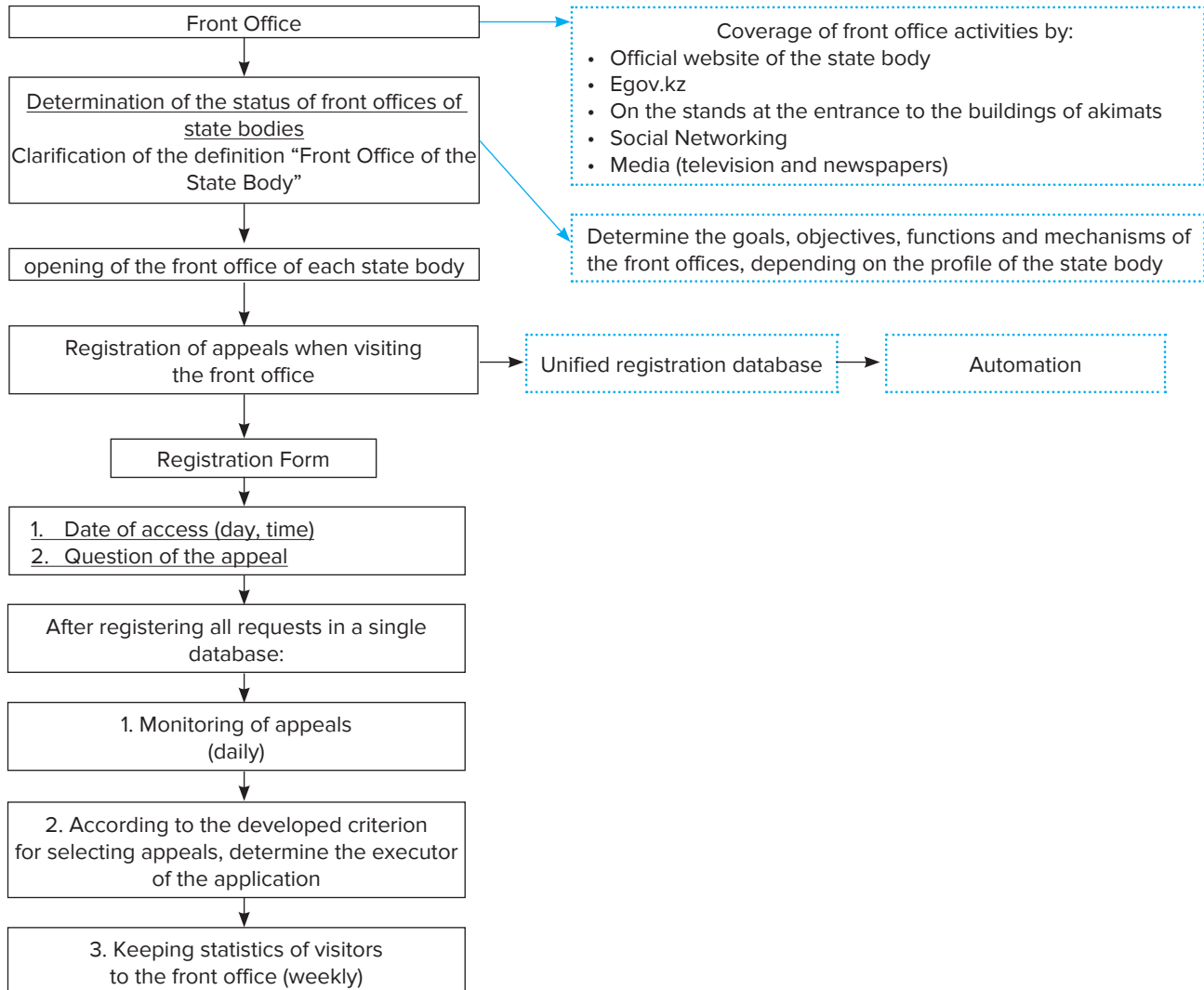
3.2 Public reception in a state body

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE PUBLIC RECEPTION IN THE STATE BODY



3.3 Front Office of the State Body

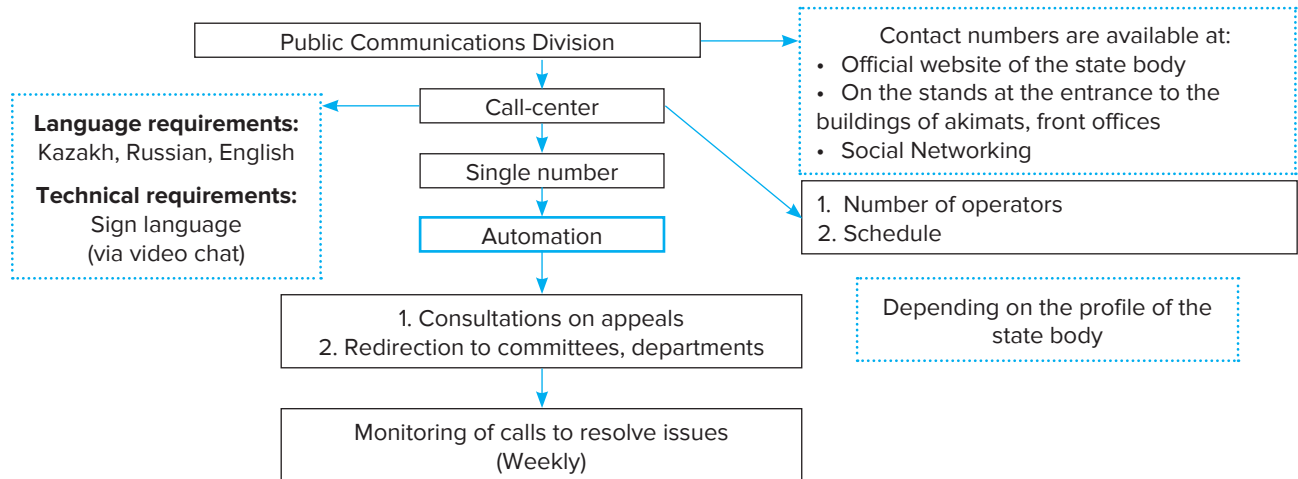
PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH THE FRONT OFFICE OF THE STATE BODY



* After the introduction of monitoring of citizens' appeals and the work of front offices, determine whether to abolish or merge the functions of the front office with the public reception

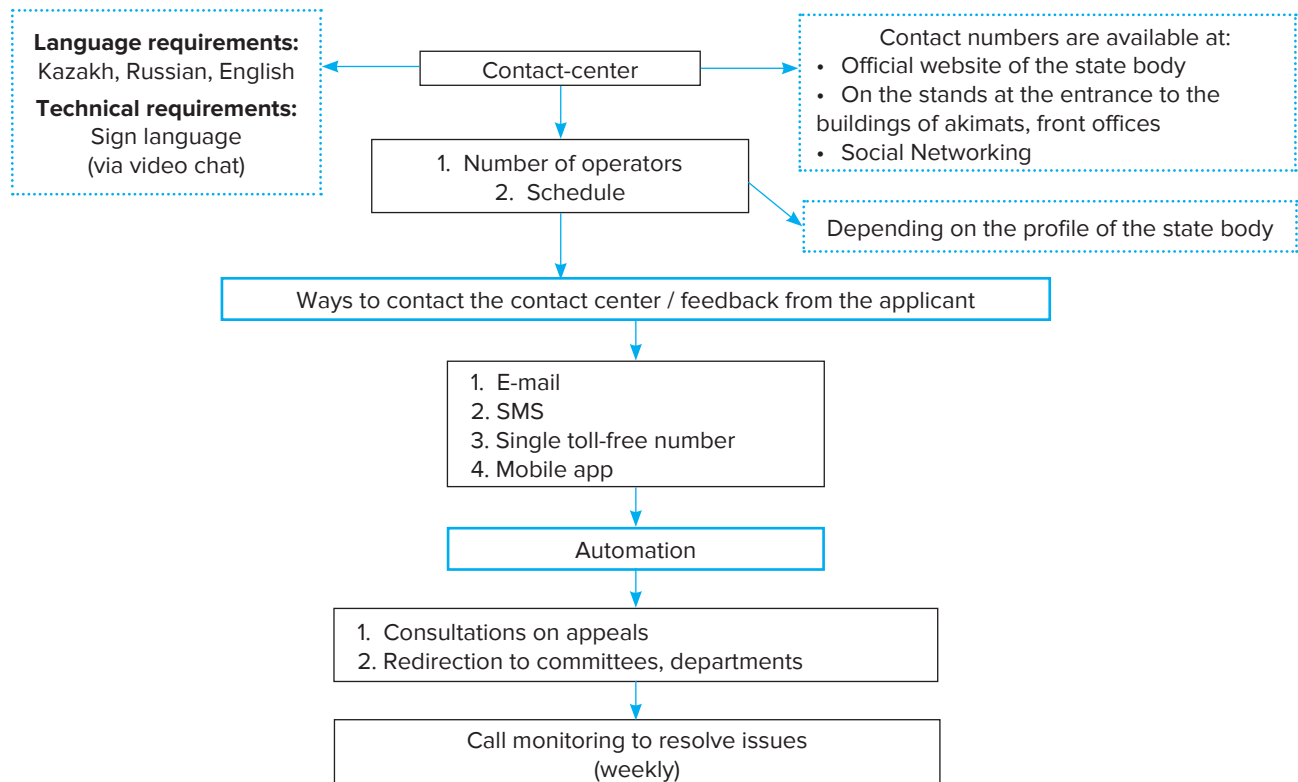
3.4 Call-center

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE CALL-CENTER



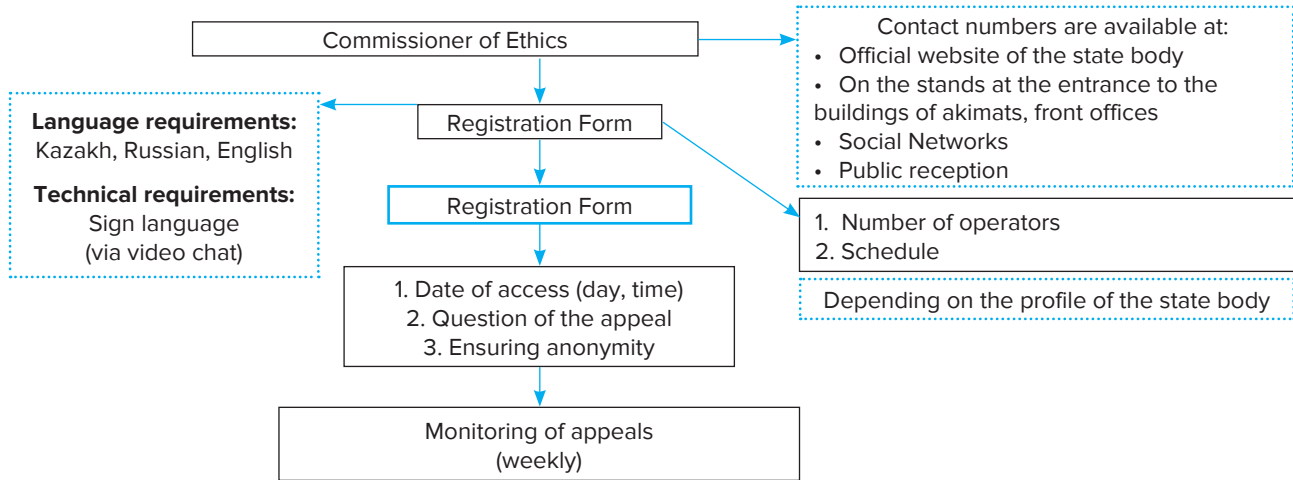
3.5 Contact Center

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE CONTACT CENTER



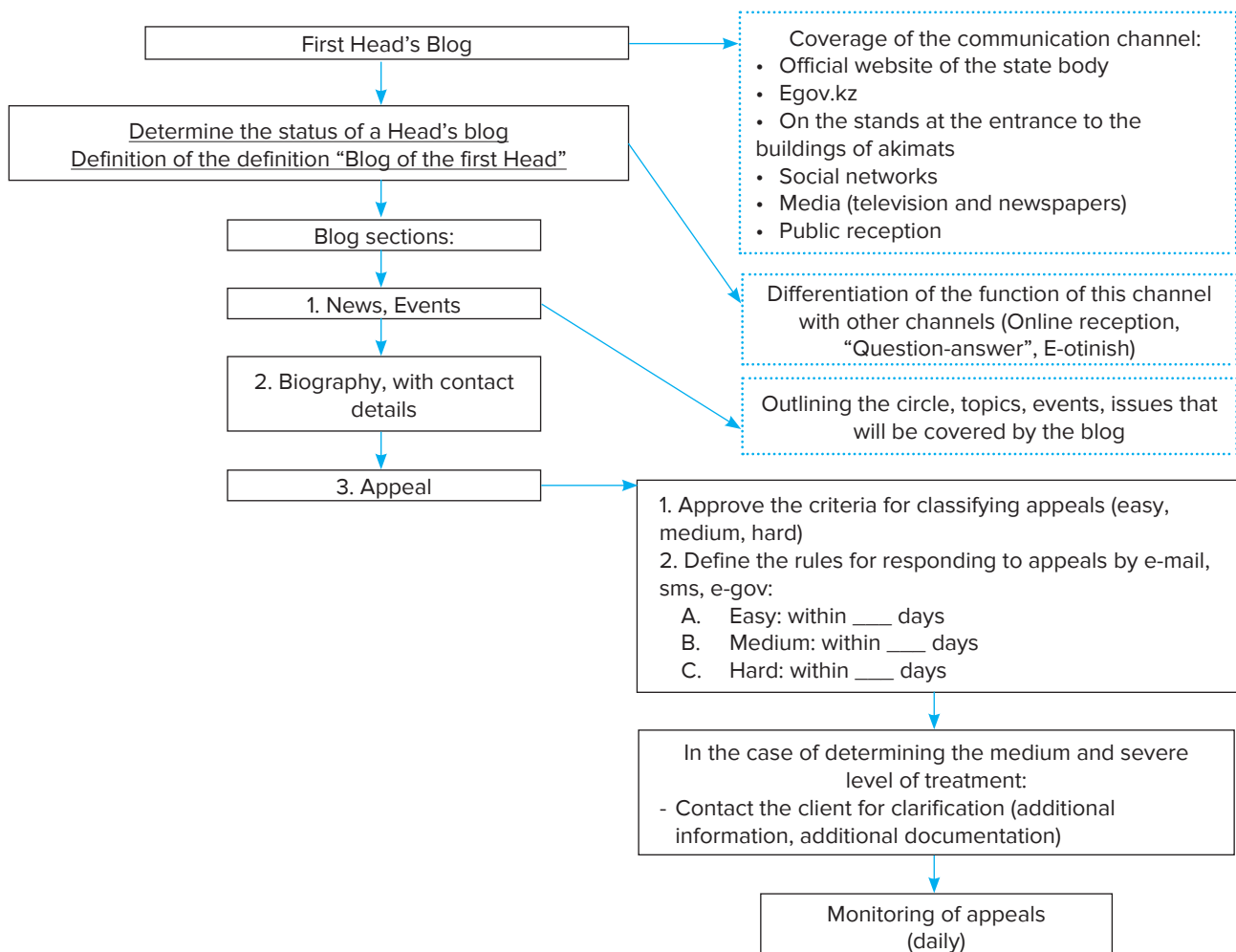
3.6 Helpline

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE HELPLINE



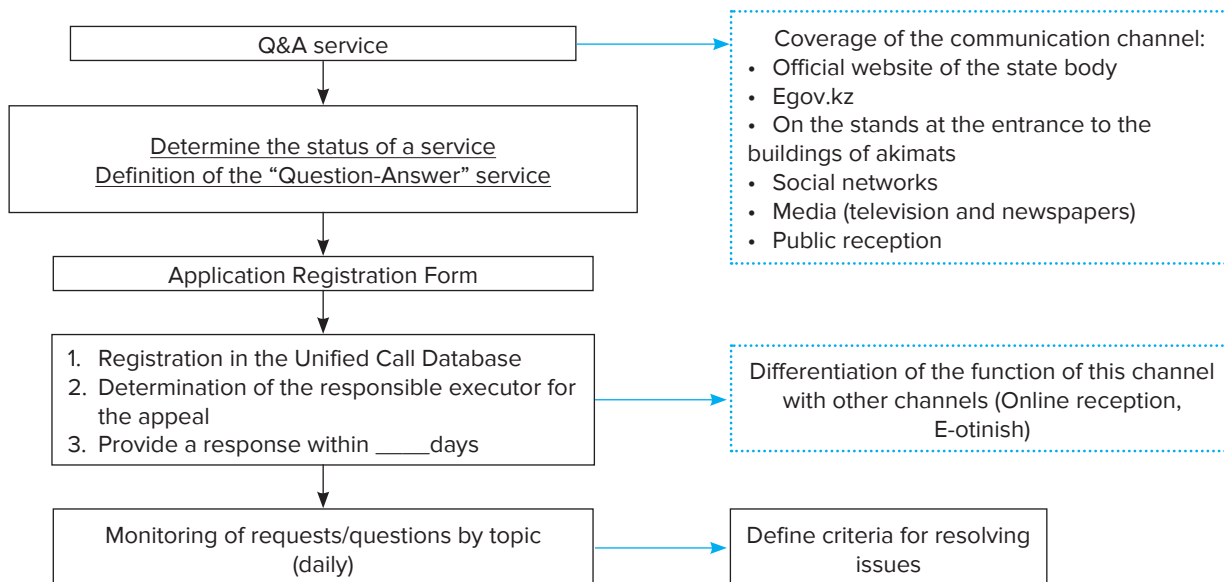
3.7 Blog of the first head of state body

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE BLOG OF THE FIRST HEAD OF THE STATE BODY



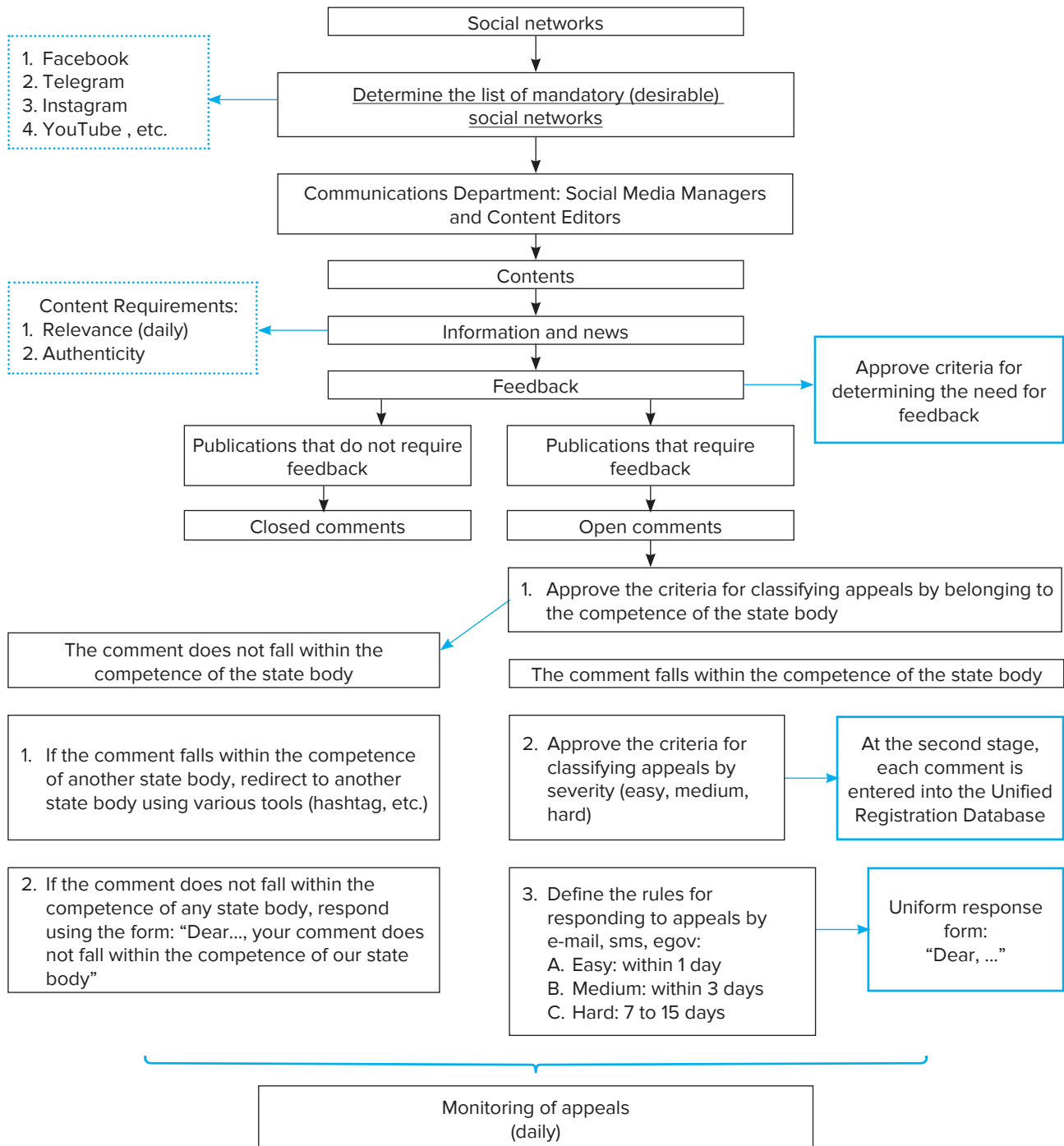
3.8 Question-Answer service on the official website of the state body

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH CERVIS “QUESTION-ANSWER” ON THE OFFICIAL STATE WEBSITE



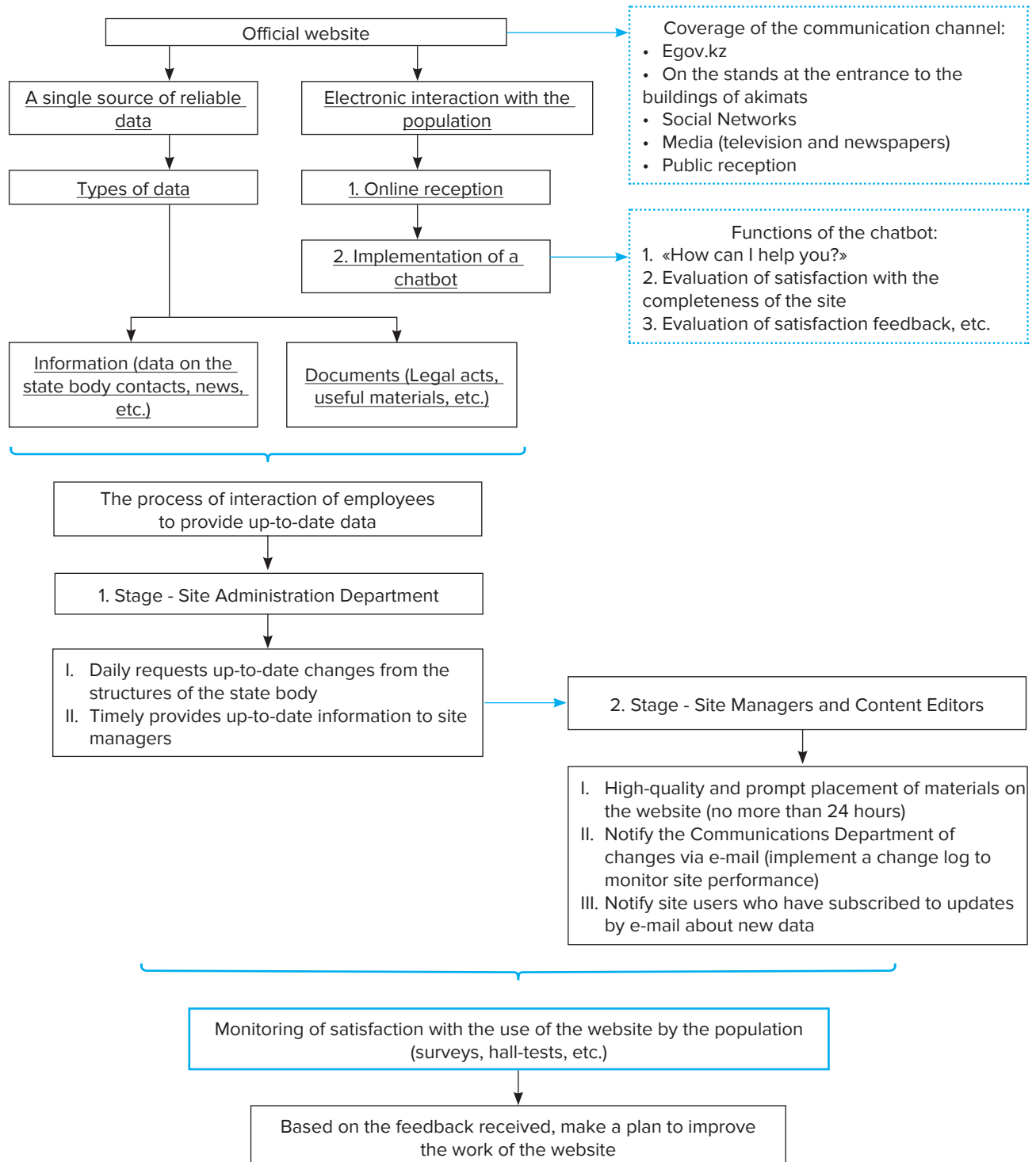
3.9 Official account of the state body in social networks

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH THE OFFICIAL ACCOUNT OF THE STATE BODY IN SOCIAL NETWORKS



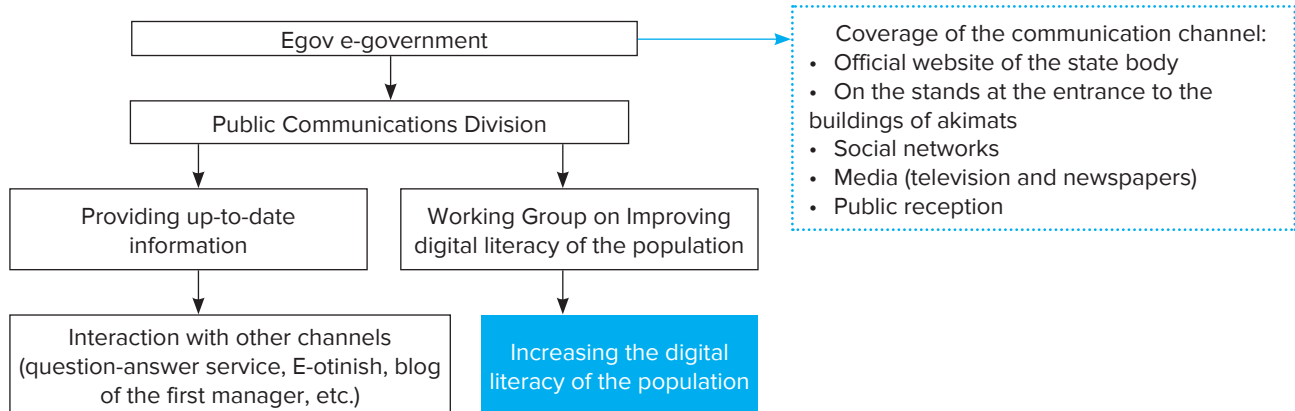
3.10 Official website of the state body

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH THE OFFICIAL WEBSITE OF THE STATE BODY



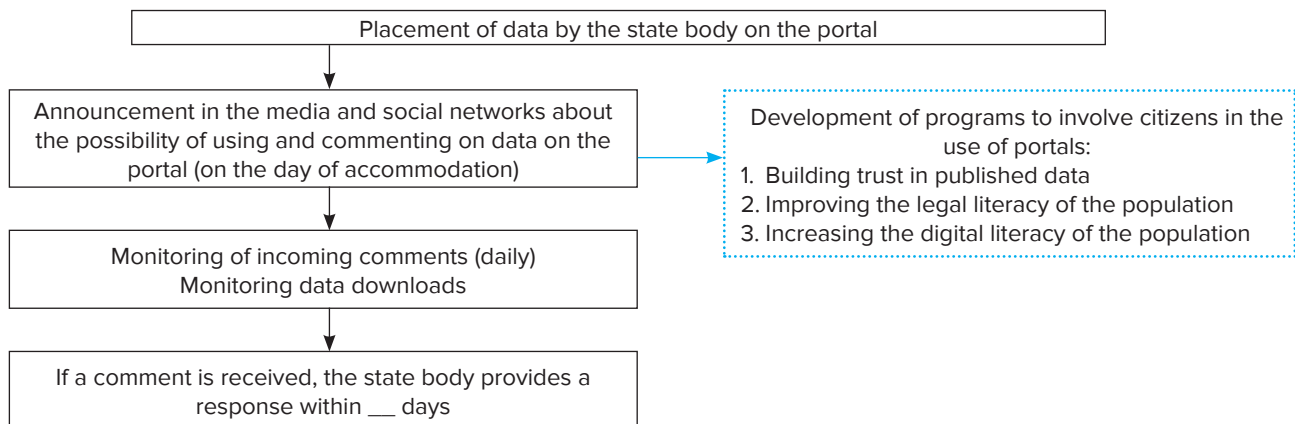
3.11 E-Government Portal

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH THE E-GOVERNMENT PORTAL EGOV

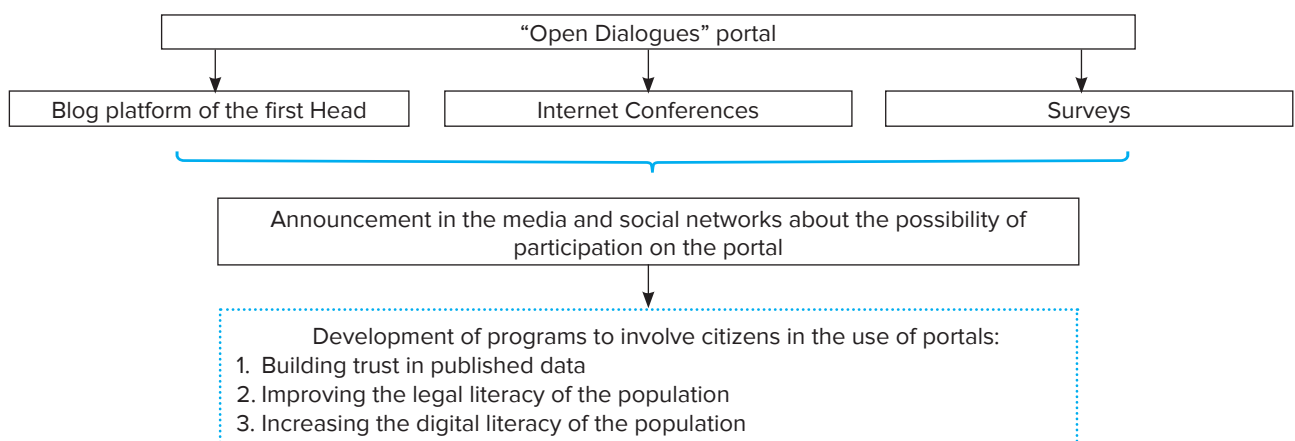


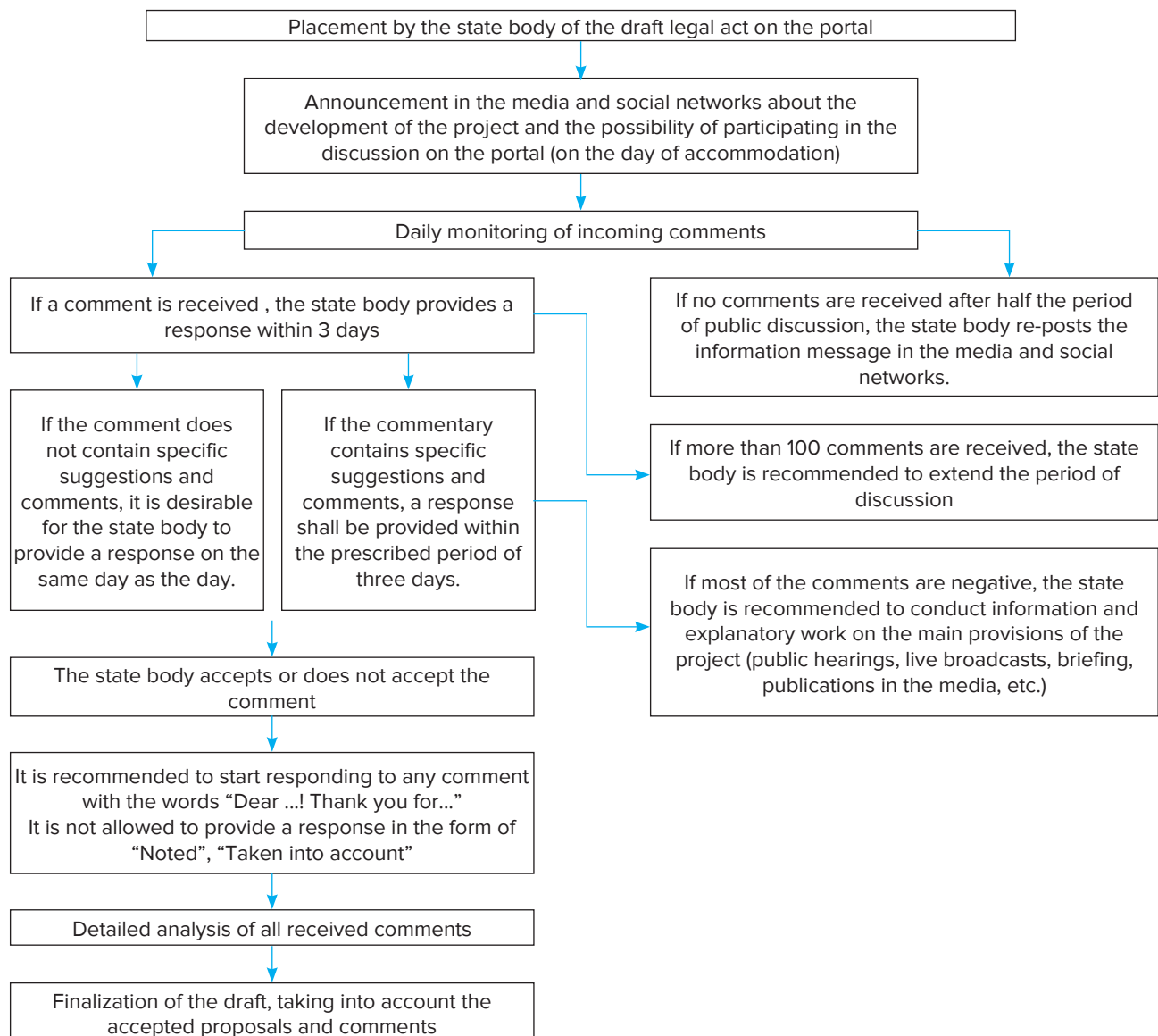
3.12 Open Government Portals

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH OPEN DATA AND OPEN BUDGETS PORTALS



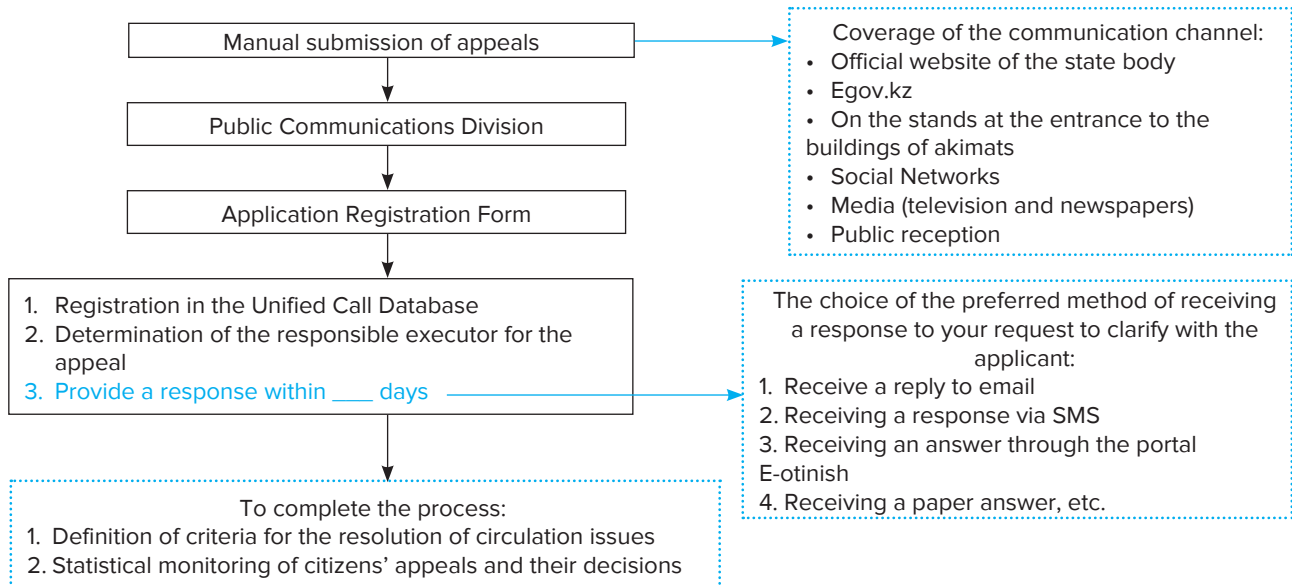
PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH THE OPEN DIALOGUES PORTAL



PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH THE OPEN LEGAL ACTS PORTAL

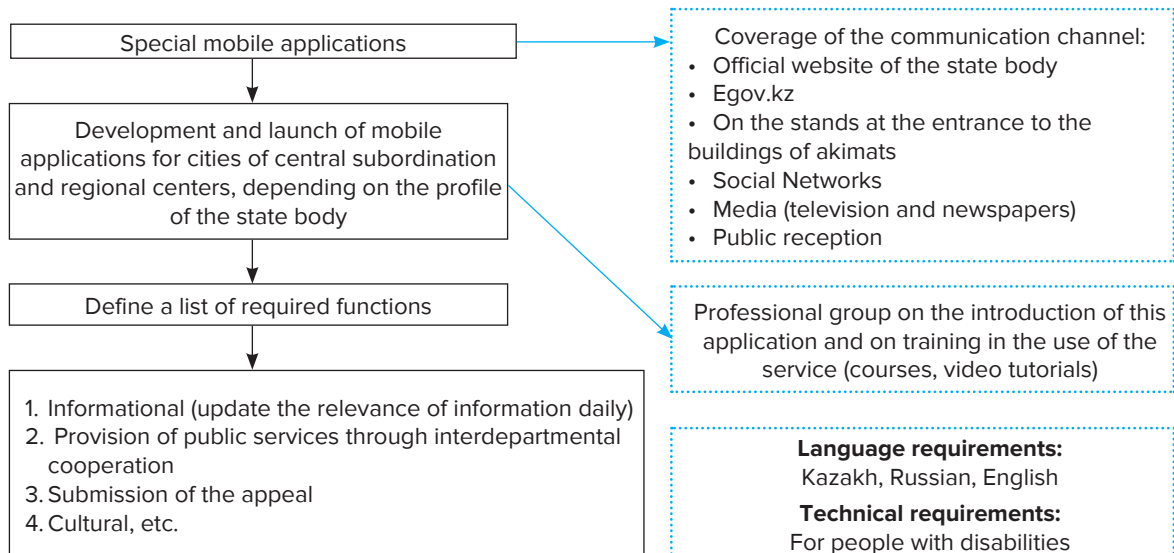
3.13 Manual submission of appeals

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
BY MANUAL SUBMISSION OF APPEALS



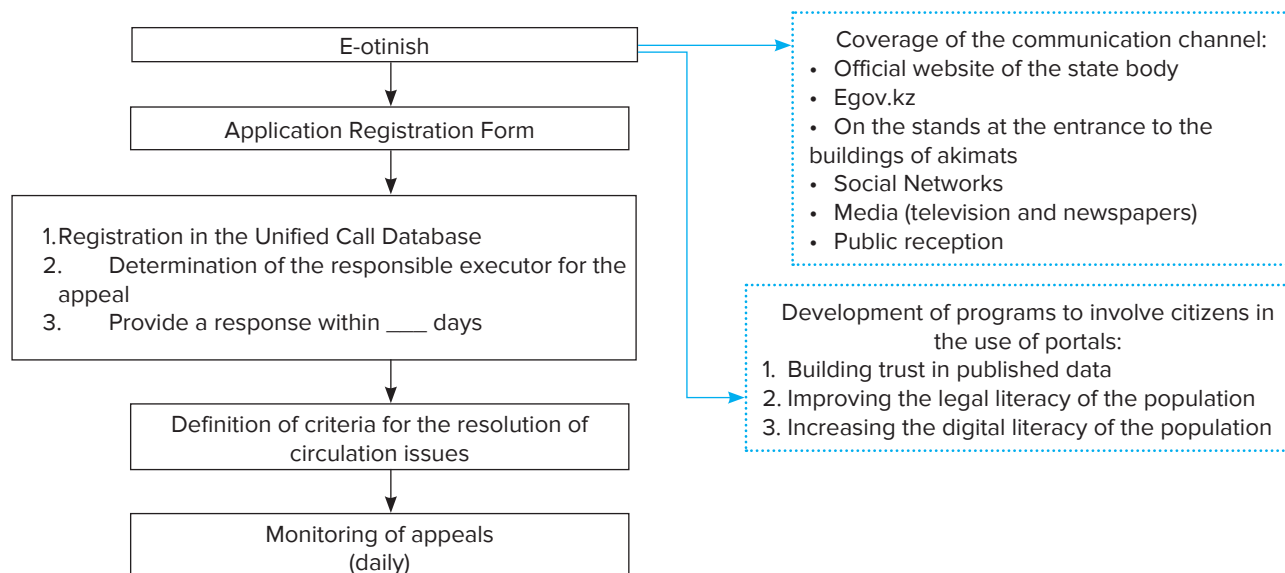
3.14 Special mobile applications

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION
THROUGH SPECIAL MOBILE APPLICATIONS



3.15 E-otinish

PROCESS MAP OF INTERACTION OF STATE BODIES WITH THE POPULATION THROUGH E-OTINISH



Section 4. Roadmap for the implementation of the developed recommendations

Steps	Target audience	Developers	Language	Geography	Result (for what)	Responsible authorities	Regularity	Notification of citizens
Adjustment of standards for the reception of citizens in accordance with the demand and the number of incoming applications for personal reception	Population of Kazakhstan	Working groups in the responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	Development of flexible and convenient schedules for the reception of citizens for each body, based on the level of need of citizens depending on the profile of the central state body and the Ministry of Education	Central state bodies, local executive bodies	1 time per year	Mass media, websites of state bodies, egov, social networks
Finalization of criteria for the resolution of citizens' issues	Population of Kazakhstan	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	Development of uniform criteria for the resolution of citizens' issues for all bodies	Central state bodies, local executive bodies		Mass media, websites of state bodies, egov, social networks
Integration of various communication channels into a single complex (front office, call center, portal, contact center, helpline and accounts in social networks, etc.)	Population of Kazakhstan	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	1) Clarification of the status of Public Reception offices under state bodies. 2) Differentiation of the difference between Public reception and personal reception of citizens. 3) Differentiation and description of the functions of the front office, Call center, portal, contact center, helpline. 4) Integration of the named communication channels into a single complex, coordination between communication channels 5) elimination of duplication of functions between communication channels	Central state bodies, local executive bodies		СМИ, сайты госорганов, egov, соцсети

Steps	Target audience	Developers	Language	Geography	Result (for what)	Responsible authorities	Regularity	Notification of citizens
Analysis of the demand and feasibility of opening front offices under the ministries	Population of Kazakhstan	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	Decision on the advisability of opening front offices under the ministries	Central state bodies		Mass media, websites of state bodies, egov, social networks
Delineation of the functions of the communication channels "Blog of the first head", "Question-answer", "Electronic appeals" (E-otinish).	Population	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	Elimination of duplication of functions of communication channels, revision of channel functions	Central state bodies, local executive bodies		Mass media, websites of state bodies, egov, social networks
Work with the population aimed at developing digital literacy skills, working with eGov, E-otinish and Open Government portals.	Population	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian	17 regions, Astana, Almaty, Shymkent	Increasing the level of digital literacy of the population, Promotion of the use of electronic services and portals Creation of training programs to develop basic skills of digital literacy, digital security. Creation of instructions for the use of electronic state portals and services.	Ministry of Digital Development, Innovation and Aerospace Industry, Ministry of Information and Social Development, Ministry of Education, Ministry of Science and Higher Education		Mass media, websites of state bodies, egov, social networks
Development of a standard for urban mobile applications	Population of Kazakhstan	Working groups in relevant bodies, coordination between working groups of responsible bodies	Kazakh, Russian		With the standard of urban mobile applications, which includes a mandatory set of services, the standard of technical requirements for urban mobile applications	Ministry of Digital Development, Innovation and Aerospace Industry, Ministry of Information and Social Development		

Conclusion

There is a demand in the society to optimize communication channels between the population and government agencies. According to the survey data, there should be several flexible and convenient channels. As mentioned by interviewed Kazakhstanis the main criterion should be the promptest response of state bodies to citizens' requests. Obviously, the state is aware of this fact, which is objectively reflected in the gradual progress of communication channels. However, the analysis shows some problems in this area.

In order to optimize the operation of communication channels, it is recommended:

- ✓ develop a unified standard of communication channels for central state bodies and local executive bodies, taking into account the specifics of each state body,
- ✓ conduct comprehensive monitoring, which will include the perception of different channels by different target groups of the population by age, region, occupation, etc.,
- ✓ differentiate channel functions, eliminate duplication of functions,
- ✓ develop standards for communication channels, separate for central state bodies and local executive bodies, which will contain new refined criteria for resolving issues,
- ✓ develop common mobile application standards for regional centers and cities that include basic mandatory functionality,
- ✓ integrate all channels of communication with citizens into a single complex,
- ✓ consider the possibility of creating departments for communication with citizens in the central state bodies and local executive bodies. Based on the fact that the activities of state bodies are mainly aimed at ensuring the rights and needs of citizens, improving their lives, departments for communication with citizens should be an important part of the structure of state bodies.

For the development of communication standards, channel optimization and monitoring, it is recommended to create temporary coordination groups for optimizing communication channels in central state bodies and local executive bodies.

In the course of the research, it was revealed that in organizations which have declared the activities of public reception centers, most of them operate on the basis of the public reception center of the AMANAT party. It is recommended to remove public reception offices of ministries and akimats from the aegis of the AMANAT party, which will ensure the principle of equality of political parties in Kazakhstan.

Personal reception of citizens by the head of a state body

Personal reception as a way of communication between citizens and government agencies remains important, especially in older age groups. In the survey, it is in the second place among the most preferred by the population (after eGov). However, if we look at the statistics of personal receptions of citizens in different ministries, we can see a different level of population needs depending on the central state body profile. For example, during the same period, the Ministry of Information and Social Development received 131 citizens, while the Ministry of Education received 1,186 citizens. At the same time, the reception schedules

for citizens in both ministries are similar (approximately once a month for one representative of the management).

In this regard, it is recommended to adjust the standards of reception of citizens, in accordance with the demand and the number of incoming applications for personal reception.

A wide range of responses from different state bodies regarding the proportion of issues resolved (from 10 to 100%) may indicate differences in understanding the criteria for their resolution. These criteria may need to be improved.

It should be noted that often personal meetings of the first leaders (ministers and akims) with the population (not in the framework of a personal reception) are more effective than other communication channels. It may be worth considering this channel as a separate channel of communication between state bodies and citizens and exploring its possibilities and limitations.

Public reception in a state body

According to the responses of government agencies about public receptions, it can be assumed that there is still no clear single standard that would define the essence of public receptions and the procedure for their operation. For example, in the Ministry of Labor and Social Protection of the Population, a public reception is essentially identical to a personal reception.

The public reception at the akimat of Almaty implies contacting through several other communication channels, such as the front office, call-center, web-portal and social media accounts. At the same time, for example, in Astana, the public reception is an offline communication channel.

In this regard, it is recommended to clarify the status of this communication channel in relation to other channels, and clearly state the difference between them (for example, between a public reception and a personal reception of citizens). At the same time, the Almaty example of integrating various channels, accumulating them within the framework of a single “Open Almaty” complex, regardless of the term that this phenomenon is called, seems to be a justified and constructive solution.

Front office of a state body

Analysis of the number of visits to front offices shows that this type of communication with citizens is in demand, the front offices of akimats of some cities with millions of residents and regional centers (Astana, Shymkent, Uralsk) receive tens of thousands of applications per year.

However, ministries often do not have front offices. In the research sample, none of the organizations have them, with the exception of the Ministry of Education. The presence of a front office at the Ministry of Education is explained by the high degree of demand for communication channels between the population and this ministry due to its area of competence. However, there are ministries that are also in demand, such as the Ministry of Healthcare.

In this regard, it is recommended to conduct an analysis of the demand and feasibility of opening front offices in all ministries. It is also desirable to create a single regulation that sets service standards.

According to the responses of government agencies, no cash registers are functioning in any of the front offices. It may be necessary to conduct an additional analysis of the feasibility of opening cash registers in front offices in order to optimize the process of servicing the population.

Call-center and contact center

Call-centers and contact centers, at least when it comes to the work of akimats, duplicate each other in their functions. For example, the contact center of Astana and the call-center of Almaty solve approximately the same issues. Accordingly, the akimat of Astana does not have a call center, and the akimat of Almaty does not have a contact center.

In this regard, it is recommended to functionally separate or combine these channels into a single channel.

There is also a question of mixing the functions of call-centers and such a channel as a hotline. For example, the Ministry of Healthcare does not have a call-center, but there is a hotline. In the Ministry of Education, the situation is reversed. In fact, both channels perform similar functions, working with the population by phone with answers to questions within the competence of the ministry.

Helpline

According to the responses of government agencies, it can be assumed that there is no unified regulation for the operation of the Helpline communication channel, including the appointment of a person responsible for receiving calls. It is also worth paying attention to the fact that some state bodies, responding to a request, provided information about call-center and contact center.

In this regard, it is recommended to clarify the status of this communication channel in relation to other channels. It is necessary to define the rules for working on the helpline and appoint a responsible person for accepting calls.

Blog of the first head of a state body and the “Online reception” service, “Question Answer” service on the official website of a state body

The status of the blog of the first head of the organization is currently blurred. Its functions are partially covered by the Question Answer channel and almost completely by the Electronic Appeals channel. It seems necessary to distinguish between the functions of these channels.

The Question Answer function is in demand as an alternative to call-centers, for example, in situations where citizens need to get a prompt response online. The service is clear and easy to use. It should be noted that some akimats of the district level do not have such a function.

Official account of a state body in social networks

Government agencies are unevenly represented in social networks, with Instagram and Facebook leading the way. We should note that the number of government accounts on the Vkontakte network is small, although in October 2022 the number of visits to this network in Kazakhstan was more than four times higher than the number of visits to Facebook and twice higher than the number of visits to Instagram.

Government agencies' social media accounts partially perform their function. They allow to convey different information to subscribers, but as a rule, government agencies do not use this channel for feedback.

In this regard, it is recommended to analyze the popularity of social networks among Kazakhstan citizens and strengthen work with accounts in the most popular networks. It is necessary to ensure a full-fledged dialogue with subscribers.

Official website of a state body

Official websites of government agencies are usually unified and collected on the gov.kz portal, which seems pretty user-friendly. However, the pages of some government agencies do not have complete information, such as personal reception schedules of citizens, social networks, and management contacts.

In this regard, it is recommended to monitor the pages of government agencies on a regular basis.

E-Government and Open Government portals (Open Data, Open Legal Acts, Open Budgets, Open Dialogues)

The eGov portal is better known to citizens than other online services. According to the survey results, 66% of respondents declared their familiarity with it to some extent. However, only 38% of the total number of respondents said that they used it. However, among those respondents who applied to government agencies over the past two years, the eGov portal was used by a large proportion of respondents - 56.8%. This probably indicates the growth of portal users in recent years.

At the same time, 41.8% of respondents admitted that they have difficulties with the electronic method of requesting information to state bodies due to the low level of digital literacy skills.

In this regard, it is recommended to strengthen work with the population aimed at developing digital literacy skills, working with eGov and Open Government portals.

Special mobile applications

The lack of special mobile applications for communication with the population by ministries should probably be explained by the lack of an objective need to develop them. A specially developed mobile application implies the need for regular user interaction with a government agency, which is not typical for ministries.

Another thing is akimats, whose specific activity is to serve the population of a particular locality or region. Akimats constantly generate information that concerns many aspects of a person's daily life, deal with infrastructure and life support. Akimats need special applications

and, obviously, if they have convenient functionality, they will, in one way or another, be in demand, at least in large cities.

At the same time, not all akimats have mobile applications, and the existing mobile applications of different cities have certain differences with similar features.

In this regard, it is recommended to develop a standard for urban mobile applications with a mandatory set of services and technical requirements.

Manual submission of appeals

Manual submission of appeals is currently a popular communication channel, despite the development of electronic filing of appeals.

In this regard, it is recommended to organize statistical monitoring of the issues of citizens' appeals.

E-otinish

The E-otinish system, which is currently integrated into government portals and should help digitalize communication between the population and government agencies, is not yet popular. 54% of respondents have heard of it, but only 15% have ever used it. Moreover, in the question of preferred channels of communication with the state, this system takes the eleventh place, gaining 5.8% of the respondents' votes.

Older age groups know especially little about this system. In the group from 46 to 60 years old, 47.3% either did not hear anything about E-otinish, or found it difficult to answer. In the group of 61 years and older, this figure is even higher – 57.1%.

In this regard, it is recommended to carry out activities to raise awareness of citizens about the E otinish system, possibly in conjunction with measures to develop digital skills and work with eGov, mentioned in paragraph 8.

Considering the system of all 15 communication channels, it is worth noting that they generally do not represent a complete full-fledged system. The different timing of the appearance of individual channels, the weak level of centralized coordination, contributed to the fact that different channels overlap, and sometimes completely replace each other in the functions performed. For many of them, full-fledged statistics are missing (or unavailable), which makes it difficult to analyze and optimize them.

In this regard, it is recommended to identify several main communication channels, so each of them would represent itself as a flexible, operational and functional tool for communication between the state and citizens. At the same time, the channel functions should not be duplicated. The functional features and operating procedures of each channel should be spelled out in the regulations and distributed to government agencies to ensure uniform standards. For example, the function of receiving requests from the first head's blog is overlapped with the E otinish system, which is much more functional. Having two channels for receiving requests that work in a similar way is considered redundant in this case. Blog functions, accordingly, can be reduced, leaving only the information component.

To optimize the operation of communication channels, it is also recommended to allocate a certain period of time during which a comprehensive monitoring research will be conducted.

As part of monitoring, it is recommended to pay special attention to the perception of different channels by different target groups of the population (age, regional, professional, etc.).

Obviously, there should be at least two communication channel systems. One of them should be intended for ministries, the other for akimats, due to the specifics of the activities of both. Akimats, as can be seen from statistics, are generally much more popular with the population, and receive much more requests, especially in million-plus cities. Accordingly, there are channels that are needed in akimats, but not in ministries (at least not in all ministries). Above, an example of mobile applications has already been given, which are developed in akimats, but not in ministries. Two more examples are contact centers and front offices, which akimats of large cities frankly need, and most ministries do not need such a well-developed permanent tool for direct communication with the population

Application

1. Personal reception of citizens by the leadership of the state body ²⁷	<ul style="list-style-type: none"> - how is the appointment made; - who conducts a personal reception; - the number of receptions held for 2020-2021 and the 1st quarter of 2022; - the number of accepted citizens for the specified period; - frequently asked questions; - % of the solution of the raised problems (voiced questions) during a personal reception; - in what time frame is a decision made on the issue voiced by a citizen; - format of a personal reception; - availability in the public domain of the current schedule of reception of citizens and contact person numbers for making an appointment for a personal appointment, etc.
2. Public reception in a state body ²⁸	<p>Determine which government agencies have Public Reception rooms and answer the following questions:</p> <ul style="list-style-type: none"> - is there an approved procedure (regulations) for the work of the public reception; - frequency of admission; - by whom the reception is carried out and on what issues; - are the questions voiced during the reception taken into account (registered); - where is the public reception physically located; - the total number of citizens' appeals to the public reception for 2020-2021 and the 1st quarter of 2022; - how many visitors to the public reception on average per day; - what questions are most often asked; - is their information in the public domain (for example, on the GO website), etc.
3. The front office of the state body	<p>Determine which government agencies have Front offices rooms and answer the following questions:</p> <ul style="list-style-type: none"> - is there an approved procedure (regulations) for the work of the front office; - the total number of citizens' requests to the front office for 2020-2021 and the 1st quarter of 2022; - how many front office visitors per day on average; - for what services (with what questions) can I contact the front office; - terms of consideration of incoming questions; - who is receiving at the front office; - at what levels are there front offices (regional, district, city); - is their information in the public domain (for example, on the GO website), etc.

²⁷ Personal reception of citizens is conducted in accordance with the requirements of the Administrative Procedural and Process-Related Code.

²⁸ Public reception offices function in separate state bodies (for example, the Ministry of Healthcare, akimat of Almaty, akimat of East Kazakhstan region)

4. Call center ²⁹	<p>Determine which government agencies have Call centers (list all) and answer the following questions:</p> <ul style="list-style-type: none"> - is there an approved procedure (regulations) of work; - what questions can I ask; - average processing speed of one call; - number of operators; - the total number of calls received to the call center for 2020-2021 and the 1st quarter of 2022; - how many calls are received to the Call Center on average per day; - number of resolved issues; - is it possible to forward the call to another GO or organization; - do citizens have difficulties with dialing; - is there information in the public domain (for example, on the GO website), etc.
5. Contact center (for example, I-komek) ³⁰	<p>Determine which government agencies have Contact centers (list all) and answer the following questions::</p> <ul style="list-style-type: none"> - is there an approved procedure (regulations) of work; - what questions can I ask; - terms of consideration of issues; - number of operators; - the total number of calls received to the contact center for 2020-2021 and the 1st quarter of 2022; - how many calls are received to the Contact Center on average per day; - number of resolved issues; - do citizens have difficulties with dialing; - is their information in the public domain (for example, on the GA website), etc.
6. Helpline	<ul style="list-style-type: none"> - is there an approved procedure (regulations) of work; - specify the helpline of each TH; - is there a person responsible in the GO for receiving calls; - what questions can I ask; - what questions are most often addressed; - the total number of incoming calls to the helpline for 2020-2021 and the 1st quarter of 2022; - how many calls are received to the helpline on average per day; - number of resolved issues; - whether phone numbers, etc. are publicly available (for example, on the website).

²⁹ A number of government agencies have call centers. For example, the Unified telephone number «112» for emergencies.

³⁰ A number of government agencies have contact centers. For example Contact Center «1424» for Combating Corruption, Contact Center «1411», Contact Center of the State Revenue Committee of the Ministry of Finance of the Republic of Kazakhstan, Legal Information Service of the Ministry of Justice of the Republic of Kazakhstan «119», «58-00-58», Uniform contact centers iKOMEK 109.

7. Blog of the first head of the state body ³¹	<ul style="list-style-type: none"> - is there a person responsible in the GO for receiving requests received on the blog; - what questions can I ask; - what questions are most often addressed (determine the top 5 questions); - the total number of received requests to the blog for 2020-2021 and the 1st quarter of 2022; - the number of requests whose responses did not satisfy citizens (dislikes) for 2020-2021 and the 1st quarter of 2022, etc.
8. Service «Online reception», service «Question-Answer» on the official website of the state body ³²	<ul style="list-style-type: none"> - what questions can I ask; - what questions are most often addressed (determine the top 5 questions); - the total number of questions received for 2020-2021 and the 1st quarter of 2022, etc.
9. Official account of the state body in social networks	<ul style="list-style-type: none"> - in which social networks is GA represented; - GA activity in social networks (number of posts, etc.); - feedback (responses to comments, etc.); - number of subscribers; - what content is mainly published, etc.
10. Official website of the state body ³³	<ul style="list-style-type: none"> - completeness of information; - relevance of information; - correctness of information (rus/kaz); - convenience of information search; - ease of use of the site; - availability of technical conditions for the disabled, etc.
11. E-government Portal	<ul style="list-style-type: none"> - convenience of using portals, including for the disabled; - relevance and relevance of the posted information, etc.
12. . Open government portals (open data, open NPAs, open budgets, open dialogue) ³⁴	<ul style="list-style-type: none"> - convenience of using portals, including for the disabled; - relevance and relevance of the posted information, etc.
13. Filing an appeal on purpose	<ul style="list-style-type: none"> - the total number of applications submitted for 2020-2021 and the 1st quarter of 2022; - what issues were most often addressed by citizens (to determine the top 5 issues), etc.
14. Special mobile applications (for example, the application Smart Astana), etc.	<ul style="list-style-type: none"> - is there an approved procedure (regulations) of work; - specify which special services and applications the GA has; - what is the functionality of the application; - number of users; - whether information about this communication channel is publicly available (for example, on the website), etc.
15. E-otinish	

³¹ The blog platform of the first leaders is located on the «Open dialogue portal» - www.dialog.egov.kz.
The order of work is determined by the Rules for working on the Internet portal of the open dialogue.

³² The «Online reception» service is available on the pages of state bodies on the Unified Platform of Internet Resources of State Bodies - www.gov.kz

³³ Websites of state bodies are located on the Unified platform of Internet resources of state bodies - www.gov.kz

³⁴ Portal «Open data» - www.data.egov.kz. Portal «Open legal acts» - www.legalacts.egov.kz
Portal «Open budgets» - www.budget.egov.kz . «Open dialogue» - www.dialog.egov.kz

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Gulden Ashkenova, Master of Social Science, Director of the Public Opinion Research Institute. She has 14 years of experience in the field of sociological research. She participated in more than 20 projects related to the study of the attitude of the population towards various state institutions, diaspora policy, assessment of the state bodies works in the provision of public services, etc. Proficient in SPSS, R, STAT and other data processing and analysis programs. She has certificates of completion of the Training Course on the methods of conducting the international survey of adult skills (PIACC) and conducting pilot and main research (PIACC) in Kazakhstan. She is able to conduct mass surveys, in-depth interviews, expert interviews, narrative biographical interviews, focus groups. Has field work experience in the USA, Germany, Türkiye, Mongolia. Member of the World Association for Public Opinion Research - WAPOR (<http://wapor.org/>).

Ainur Mazhitova, Master of Social Science, Deputy Director of the Public Opinion Research Institute. She has 15 years of experience in the field of sociological research. She took part in the preparation of the methodology of sociological research of the public administration system, assessment of the organizational culture and working environment in the public service of Kazakhstan. She is able to conduct mass surveys, in-depth interviews, expert interviews, narrative biographical interviews, focus groups. She was chief coordinator of sociological expeditions in Mongolia, China, Kyrgyzstan, Uzbekistan, Russian Federation. Has field work experience in South Korea, Germany, Türkiye. She has certificates of completion of the Training Course on the methods of conducting the international survey of adult skills (PIACC) and conducting pilot and main research (PIACC) in Kazakhstan.

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