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The e-government portal of the Republic of Kazakhstan and the digitalization of public services: a comparative perspective with leading countries and Poland

Introduction

Improving the quality of public services is one of the government's most important tasks in each country. The population's satisfaction with the state's work and the level of trust in it depends on the quality of public services. In the era of the technological revolution in developed democratic countries, the main priority is the possibility of providing public services through automation and digitalization of service delivery processes. E-government (electronic government) is the use of information and telecommunication technologies in public administration. However, the scope of this phenomenon is wide and difficult to define, due to its interdisciplinary nature¹. The concept of electronic document and document management in administration is crucial. Archival science seems to be a discipline authorized to study this phenomenon and certainly to observe the practice. The article presents the development and state of e-government in Kazakhstan and compares it to the situation in Poland. The choice of comparison is more justified if we look at the data UN. In 2024, in the UN EGDI (E-Government Development Index) ranking, Poland ranked 37th and Kazakhstan 24th².

¹ R. Jedlińska, B. Rogowska, *Rozwój e-administracji w Polsce*, „Ekonomiczne Problemy Usług” 2016, No. 123, pp. 137–147; K. Mikulski, *Technologia informacyjna w administracji i dla administracji*, Bydgoszcz 2008.

² The United Nations e-government knowledgebase (UN-EgovKB), <https://publicadministration.un.org/egovkb/en-us/About> (accessed: 26 I 2026).

E-government in Kazakhstan

Cardinal changes have been taking place in the provision of public services in the Kazakhstan over the past decade. Following the latest global trends brought by the Digital Economy, important regulatory acts have been adopted, the processes of providing public services have been optimized, and e-government project has been implemented, the *Government for Citizens* state corporation has been created, and several other measures have been taken to improve the quality of public services.

An important legal act was the law *On Informatization*, approved in 2003. It regulates the process of informatization, development and protection of information resources and information systems. Defines the competence of state bodies, and the rights and obligations of citizens and businesses in this area. For the first time, the law defines the principles of state regulation in the field of informatization: free development of the information services market, ensuring the interests of national security, ensuring the protection of confidential information, high quality and efficiency of information services for citizens and organizations, creating conditions for free and equal access, dissemination and use of information resources³.

In general, state regulation in this area is aimed at the development of state information resources, information systems and information networks to ensure their compatibility and interaction in the single information space of Kazakhstan. However, the law does not offer specific ways to develop the infrastructure necessary for the large-scale organization of electronic services for citizens and businesses. Faster document processing requires more efficient use of information technology in a more conservative part of public administration, document management. This step is a very important element in the development of e-government in Kazakhstan.

In 2003, the Government of Kazakhstan enacted the Law *On Electronic Document and Electronic Digital Signature* regulating the exchange of electronic documents. In particular, this law is aimed at regulating the use of electronic digital signatures, changing or terminating legal relations, as well as the rights and obligations of the parties in the process of issuing an electronic document⁴.

There are many tools for interaction between the state and society, and electronic information resources and their management are one of the priority areas. Currently, digital technology is rapidly developing as a tool for management and administration. Therefore, in the field of digital governance, it is crucial to track global trends and advanced solu-

³ Law of the Republic of Kazakhstan dated January 11, 2007, No. 217-III, on Informatization.

⁴ Law of the Republic of Kazakhstan dated January 7, 2003, on electronic document and electronic digital signature.

tions. This article will present trends in e-government leaders: the EU, the USA, Singapore, and South Korea. Particular attention is paid to the development of e-government services in Poland and Kazakhstan. The article uses scientific methods such as general analysis, systematization, comparison, and generalization to examine the e-government portal and electronic document management. Furthermore, it focuses on the legal acts that provide the basis for the use of modern electronic document management tools in administration.

Definition of e-government and e-document

One of the fundamental challenges for this exchange is establishing definitions, both scientific and legal. The Organization for Economic Co-operation and Development (OECD) links the definition of e-government to the use of modern information and communication technologies (ICT) by governments of all countries in all areas of public services⁵. The UN, in turn, rather concisely defines e-government as the use of ICT by governments of all countries to change and regulate their internal and external relations⁶. In its definition of e-government, the World Bank uses information technologies as a governance tool (the Internet, mobile data, and networks), which constitute a mechanism for ensuring interaction with society, businesses, and other groups. Furthermore, e-government can improve areas such as the provision of public services, effective interaction with business and industry, access to information, and increased trust in government by expanding citizens' rights and opportunities⁷.

Kazakh researchers do not agree with a single opinion on the definition of e-government. For some, this is a modern model of public administration based on the use of ICT as organizational and managerial innovations, while others define e-government as a new form of providing public functions to citizens through a "service" approach.

Member of the Committee on ecology and environmental management of the Mazhilis of the Parliament of the Republic of Kazakhstan Utemisov Sh.A. noted that there are many options for defining "e-government". But in Kazakhstan's legislation, the term "e-government" is a definition of a public administration system that ensures high-quality and timely provision of public services through ICT. E-government is a mechanism for interaction between various entities, in particular state bodies, the population and companies in the use of information and communication technologies⁸.

⁵ Link to the official website of the Organization for Economic Cooperation and development: <https://www.oecd.org/digital/digital-government> (accessed: 26 I 2026).

⁶ Link to the official website of the United Nations: http://unpan3.un.org/egovkb/egovernment_overview/ereadiness.htm (accessed: 26 I 2026).

⁷ Link to the official website of the World Bank: <https://www.worldbank.org/en/topic/digitaldevelopment/overview> (accessed: 26 I 2026).

⁸ Official website of the Parliament of the Republic of Kazakhstan: <http://www.parlam.kz/ru/blogs/utemisov/Details/4/22938> (accessed: 26 I 2026).

In Poland, it is equally important to parade an electronic document. A natural electronic document can be defined as: a record that has been a set of data stored in electronic form since the beginning of its existence, readable only by means of appropriate electronic devices, not having a non-electronic original, containing a record of a fact or legal act or its completion, lawful form and certified, so as to give it legal force⁹.

The level of development of e-government services in Poland differs from the average in the EU, but also in Kazakhstan. Poles are eager to use e-government services, but the intuitiveness of the systems is crucial for them. In Poland, the development of e-government is significant, but it is slower than the corresponding processes in most EU countries¹⁰.

Results in Kazakhstan

People usually use paper documents, but an electronic document is no longer something special. Electronic document management in Kazakhstan has so far been a common technology for the remote exchange of official correspondence, although it is structural and systemic compared to conventional e-mail. As a result, there was a need to create a unified working environment for government agencies, which allows significantly reducing the time for interaction with each other, automating the processes of departmental and interdepartmental document management.

Two projects that are part of the "electronic government" program of the Republic of Kazakhstan are aimed at these purposes: the unified system of the electronic document management of state bodies (USEDSEB) and the intranet portal of state bodies (IPSB).

Since 2001, the USEDSEB in the Republic of Kazakhstan has been functioning first as a system of registration of documents and control over their execution, and then as a system of interdepartmental electronic document management.

In 2005, the integration of the certification centre of state bodies with the "Electronic government" component and the connection to the unified transport environment of state bodies made it possible to expand the functionality of the USEDSEB and ensure interdepartmental document flow using an electronic digital signature. Its effectiveness is expressed in the following indicators:

- reduction of the time of delivery of documents (electronic);
- reduction of the time of registration of documents (the details of the document generated on the sender's side are automatically brought to the addressee and placed in the recipient's database);

⁹ A. Górak, *O potrzebie dyplomatyki elektronicznej dla archiwistyki*, „Wschodni Rocznik Humanistyczny” 2021, Vol. 18, No. 1, pp. 45–74.

¹⁰ D. Miłek, P. Nowak, *Rozwój usług elektronicznej administracji publicznej w Polsce na tle Unii Europejskiej*, „Social Inequalities and Economic Growth” 2021, No. 65(1), pp. 47–73.

- delivery guarantee (sending the sender an email notification of delivery);
- tracking by the state body-the sender of the letter of the progress of the execution of the document by the recipient (receipt by the author of the letter of a note on delivery, registration, resolution, the executor of the document and the results of execution)¹¹.

The integration of the USEDSCS with the web portal of “Electronic government”, the national Certification Centre of the Republic of Kazakhstan allowed citizens to apply to government agencies on issues of interest to them from anywhere in the world. To do this, a citizen only needs to access the Internet and obtain a certificate from the National Certification Center to sign his application. In 2017, the “Digital Kazakhstan” program became the main regulator of digitalization in the country. According to the program, by 2022, the share of public services received in electronic form should reach 80% of the total volume of services. To date, 90% of the total number of registered public services has been transferred to an electronic format. You can get public services not only through the e-government portal but also through a mobile device. Thus, 22 public services can be obtained through a telegram bot and 91 services through the Egov mobile application. The service is being implemented in a proactive format in the country, the digital documents service has been developed, and the receipt of an electronic digital signature has been transferred to an online format without the need to visit a Public Service Center¹².

President of the Republic of Kazakhstan Kassym-Jomart Tokayev, at an expanded meeting of the government on July 15, 2019, noted the need for systematic work to establish an effective communication system of the state apparatus with the population and business, where he noted the importance of using social networks by civil servants on supervised issues to ensure high-quality direct and feedback with the population¹³.

The official website of the state body is one of the most important indicators of the department’s current communication with citizens and the business community. It is possible to determine the level of motivation and accountability, transparency of processes and management decisions to provide information on the content and content of the website of any department. Electronic government in the Republic of Kazakhstan is a single mechanism of interaction between the state and citizens, and also ensures the interconnection of state bodies with each other and the consistency of various processes.

¹¹ E-government formation program for 2005–2007. Decree of the president of the Republic of Kazakhstan dated November 10, 2004.

¹² Resolution of the Government of the Republic of Kazakhstan dated December 12, 2017, No. 827, on approval of the state program „Digital Kazakhstan”, <https://adilet.zan.kz/rus/docs/P1700000827> (accessed: 26 I 2026).

¹³ Link to the official website of the president of the Republic of Kazakhstan: https://www.akorda.kz/ru/speeches/internal_political_affairs/in_speeches_and_addresses/vystuplenie-glavy-gosudarstva-k-tokaeva-na-rasshirennoy-zasedanii-pravitelstva (accessed: 26 I 2026).

E-government will reduce queues within the walls of state bodies and speed up the receipt of permits, various certificates and certificates.

Today, the most developed countries successfully use modern technologies in the framework of public administration and are at the final stage of forming an e-government infrastructure. This is due to the updating of global trends related to the development of openness, open access and freedom of information. In this context, information technologies are considered a means of implementing a new form of democracy – electronic democracy, which guarantees a high level of participation of citizens in the life of the state.

The portal of “electronic government” Egov.kz ensures the functioning of some state functions through ICT created by the Government of the Republic of Kazakhstan. The main objectives of the portal and the data set are the provision of electronic public services and the compliance of public policy with the information needs of the population. E-government system Egov.kz provides permanent access to such categories of services as “Citizens”, “Family”, “Health care”, “Education”, “Employment”, “Social Security”, “Citizenship, migration and Immigration”, “Real estate”, “Customs and taxes”, “Legal assistance”, “Transport and communications”, “Tourism and sports” and “Military accounting and security”. The listed 12 sections cover almost all areas of public services for the population and are an effective means of finding the necessary data or documents. The portal interface provides functions such as making Internet payments, downloading legal documents and accessing web links of various government agencies¹⁴.

The e-government system of the Republic of Kazakhstan in the UN “e-government Development Index” currently ranks 24rd out of 193, which is higher than the average. This fact testifies to the contribution of the government to the development of the system and methods of e-government in the Republic of Kazakhstan. Also, one of the important directions of the development of the e-government system is that the problems of access to the Internet are systemic. It is necessary to ensure public access to electronic services in rural areas of the country.

In general, the OECD proposes to pay special attention to the development of clear and simple procedures in the e-government system, as well as to organize training courses for the public and civil servants on an ongoing basis. As part of information campaigns, such courses are well combined with the dissemination of information, involving government officials and the population in activities and learning new skills and knowledge. Also, as part of the development of tools for interaction with citizens and improving public communication skills, the OECD suggests that the Kazakh government organize dialogue platforms at the Central and local levels to discuss important issues with representatives of civil society, including non-governmental organizations, individual citizens, various public associations and the media.

¹⁴ OECD publication, reforms in Kazakhstan: achievements, tasks and prospects, 2017

The United Nations e-government knowledgebase

Global trends: a source of experience and inspiration

Based on the world experience of leading countries, we can say that digital technologies are one of the tools for improving public services for businesses and the population. Governments of countries focused on innovations in public administration are significantly simplifying the process of providing services to the population and are developing in the direction of empowering citizens and their participation in the development and provision of services. This will make it possible to move from simple administration of services to more effective solutions that contribute to expanding the choice of services, increasing the productivity of government bodies and increasing public confidence in the authorities¹⁵.

To solve this problem, many countries are working to improve legislation. The analysis and study of the experience of foreign countries in improving the processes of providing public services are also important for our countries. In recent years, the task of countries to discover new approaches to technology management has significantly increased, since this, in turn, allows creating of more inclusive and human-oriented processes that allow meeting the needs of stakeholders faster and more effectively, involving various participants¹⁶.

Every two years, the United Nations assesses the development of digital government in 193 member states through the UN E-Government Survey. The study takes into account three key areas: the availability of online services, telecommunications infrastructure and human capital. The EGDI (E-Government Development Index) allows you to compare countries and assess their progress in introducing digital administration. The UN e-Government Survey findings show that there are huge disparities in the access and use of information technologies. The need for a concerted action is emphasized at the national, regional and the international levels¹⁷.

In 2024, Poland ranked 37th in the UN EGDI (E-Government Development Index – 0,8648) ranking. This means a drop of three positions compared to the 2022 edition¹⁸.

¹⁵ G. Sherniyazova, D. Butterfield, *E-government as an anti-corruption strategy in Kazakhstan*, „Journal of Information Technology & Politics” 2017, No. 14(1), pp. 1–12, DOI: 10.1080/19331681.2016.1275998.

¹⁶ K. Schwabs, N. Davis, *Technologies of the fourth industrial revolution* [translated from English], Moscow 2019.

¹⁷ The United Nations e-government knowledgebase (UN-EgovKB), <https://publicadministration.un.org/egovkb/en-us/About> (accessed: 26 I 2026).

¹⁸ M. Goliński, *E-administracja w Polsce w świetle badań ONZ*, „Roczniki Kolegium Analiz Ekonomicznych” 2015, No. 3; *Technologie informatyczne w administracji publicznej i służbie zdrowia*, eds. A. Kobyliński, A. Sobczak, https://rocznikikae.sgh.waw.pl/p/roczniki_kae_z38_05.pdf (accessed: 26 I 2026).

Compare 2024 with: 2004 Download 2024 Data in Excel/CSV format

Country	Group	Rating Class	Rank 2004	Rank 2024	EGDI 2024	Rank Change	MSQ
Kazakhstan	VHEGDI	VH	69	24	0.9009	+45	
Poland	VHEGDI	V3	29	37	0.8648	-8	

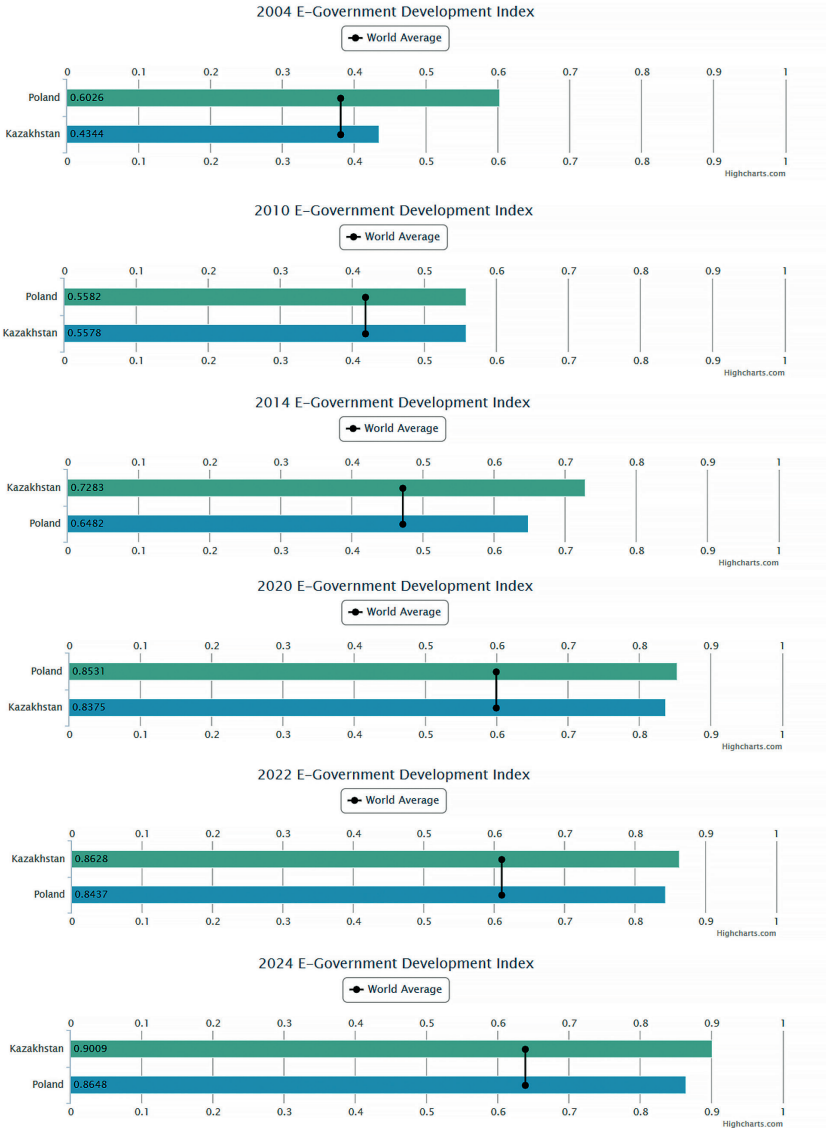


Figure 1. Kazakhstan and Poland’s EGDI rankings (2004–2024)

Source: A. Korekyan, *E-government survey 2024. Accelerating digital transformation for sustainable development*, https://www.unescap.org/sites/default/d8files/event-documents/UN%20DESA%20E-gov%20Survey%202024%20Insights_for%20ESCAP%20event_24092024-ak.pdf (accessed: 30 I 2026).

The EGDI for Polish in 2024 was 0.8648 and is significantly higher than the global average (0.6382) and slightly higher than the European average (0.8493)¹⁹. Kazakhstan (24th place in the world – 0,9009), on the other hand, ranks 8th among Asian countries and is the undisputed leader in the entire Central Asian region. It should be added that The Global average EGovernment Development Index (EGDI) value has risen slightly, from 0.6102 in 2022 to 0.6382 in 2024.

According to the UN 2024 rating, Europe is the leader in the level of e-government development. The development of electronic services may have different goals and reasons, but in countries with high democratic values, the improvement of public services has always been of great importance. The reason is that in these countries the state is an equal partner to society and citizens. This model can be considered in the countries of Western and Northern Europe, the USA, etc.

“Europe remains the leader in e-government development Index (EGDI of 0.8493), followed by Asia (0.6990), the Americas (0.6701), Oceania (0.5298), and Africa (0.4247). Majority of countries in Europe and Asia have very high EGDI values (84% and 53% respectively); in the Americas high EGDI values (57%), and in Africa and Oceania middle EGDI values (52% and 57% respectively)”²⁰.

Goliński notes that Polish’s lagging behind in relation to other countries is growing despite the objective growth of e-government tools and the increase in their use²¹. The leading countries that showed the best results included Denmark, South Korea, Estonia, Finland, Sweden, Australia, Great Britain, New Zealand, the USA and the Netherlands²². Since these countries have extensive practical experience in the development of public services through the introduction of digitalization, their projects will be used to analyze international experience in this work.

Analyzing the experience of Denmark, which today ranks first in the development of e-government, it can be noted that the digitalization strategy in the country is based on the development of a central ICT infrastructure. This solution was created to combine the platforms of central and local authorities with municipalities and general services. We have also developed projects and solutions for data reuse, a digital solution for business, well-being and data protection. Denmark has one national health portal, but various specialized portals are provided for citizens and legal entities.

Among several new children’s projects, we can note the launch of some digital strategies, such as the state strategy for artificial intelligence. As part of the strategy, the

¹⁹ The United Nations e-government knowledgebase (UN-EgovKB), <https://publicadministration.un.org/egovkb/en-us/About> (accessed: 26 I 2026).

²⁰ Ibidem.

²¹ M. Goliński, op. cit.; *Technologie informatyczne...*

²² UN study: e-government 2024, <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20-%20Russian.pdf> (accessed: 30 I 2026).

government has considered a new investment fund to accelerate the spread of digitalization solutions through artificial intelligence projects. Soon Denmark plans to implement several important projects in the field of healthcare, social protection and employment, as well as introduce intersectoral processing of appeals. The government is working closely with the Northern Council, a regional digital transformation body. Also, each citizen will have a digital key that will open all the data for the resident and allow using digital mail to communicate and receive messages from the public sector. The digital key as a collaboration between the public and private sectors is an important factor in the study of whether Denmark can become one of the most digital countries in the world. But the key to success is different, the key is trust between citizens and the Government, the Danes say²³.

The experience of Estonia served as an example of the creation of e-government in Kazakhstan. Thanks to the timely development in the direction of digitalization of public services, Estonia is now among the leading countries in the development of e-government. Work in this direction is carried out on an ongoing basis and the country is considered one of the fastest growing in the field of digital technology development. Residents of Estonia can get almost all services online. The country has developed a multi-channel communication protocol-Road, which provides online services, including functions such as digital identification, electronic taxation, online voting and e-commerce services. Another project Eesti.ee is a single window for electronic services, and also contains open government data. There is a portal of the Rahvaalgatus Civic Initiative in Estonia. Thanks to him, citizens can familiarize themselves with draft legislative acts and send their proposals or collective proposals to the country's parliament by means of a digital signature. This project was developed based on the civil society development strategy²⁴.

During the transition to the digitalization of public services in the UK, special attention was paid to improving the quality of socially significant services. Also, the transition to electronic services was made within the framework of improving public administration and public services, to provide public services to the population as simple and cheap as possible. The first stage for the development of this direction was the creation in 2011 by the government of the country of activities for the unification of all digital services in the UK, where the State Digital Service (SDS) operates. Also, so that citizens do not face excessive paperwork when receiving public services, the country translates all data into an electronic format, as well as intellectual property databases, allowing the private sector to freely register trademarks, patents and other projects online.

²³ Official website of Denmark: <https://denmark.dk/innovation-and-design/denmarks-digital-success> (accessed: 30 I 2026).

²⁴ UN study: e-government 2024. Link to the official website of the president of the Republic of Kazakhstan: https://www.akorda.kz/ru/speeches/internal_political_affairs/in_speeches_and_addresses/vystuplenie-glavy-gosudarstva-k-tokaeva-na-rasshirenom-zasedanii-pravitelstva (accessed: 30 I 2026).

The Government transformation strategy developed by the State Digital Service consists of the following components:

- firstly, to increase the convenience of citizens, businesses and users of the public sector, the transformation of all public portals;
- secondly, in order to improve cross-channel services and improve the efficiency of government agencies, a complete transformation of departments is envisaged for more flexible implementation of target tasks;
- thirdly, it is a mandatory internal transformation of the state apparatus and the government, which may not have an external impact on services, but is necessary for more effective interaction between government agencies in the implementation of digital reforms.

The program of transformation of state bodies has been supplemented with a solid legal framework for 2017–2020²⁵.

The legal framework ensures that everyone who uses e-government services has access only to personalized digital identifiers, and their personal data is protected by the Information Protection Act of 2018 and the EU general data protection regulations. Within the framework of the program, an intergovernmental mechanism has been created to create methods and tools for exchanging experiences with other countries. In addition, in 2019, the Cabinet of Ministers published a strategy for technological innovation and presented an innovative roadmap for the government, constantly improving digital technologies following the rapidly changing technological environment. In the same year, the SDS and Artificial Intelligence Department presented guidelines on the introduction and application of artificial intelligence in the public sector.

The United States Digital Service (USDS), established in 2014, prioritized the solution of the most important social and public digital services of the public sector. The primary task of the USDS was not only to expand and further improve the opportunities for citizens to interact with the government via the Internet, but also to promote the formation of public confidence in the public sector. In 2017, the US Digital Service created corresponding groups in the Department of Homeland Security, the Department of Defense, the Department of Veterans Affairs, the Department of Education, the Department of Health and Human Services, the Small Business Administration and the Office of General Services.

The US policy on the development of digital technologies is carried out in the following areas:

²⁵ The official website of the United Kingdom's e-government according to the UN: <https://www.gov.uk/government/publications/government-transformation-strategy-2017-to-2020/governmenttransformation-strategy> (accessed: 30 I 2026).

- 1) Change of immigration policy.
- 2) A Privileged website for veterans: www.vets.gov. This website operates on the principle of “one window” and functions as an electronic public service center for veterans.
- 3) In the field of education (College Scorecardtool), a tool has been created that makes it easier for parents and students to search for colleges, since it contains all the necessary information about the costs or benefits of an organization, and also sorts the data according to the funds owned by students or parents. The site also works at: www.studentloans.gov/repay. So that parents and students can control the terms of tuition payment.
- 4) There is a portal in the field of healthcare: www.healthcare.gov, which will help citizens get health insurance.
- 5) The tax service. The USDS, together with the Internal Revenue Service, has developed a “secure access” project to confirm user credentials, which allows you to protect users’ tax records.
- 6) Together with the Agency for the Protection of Customs Duties and Borders, the automated commercial environment system has been developed, which is a “single window” for the import and export of the whole country.
- 7) The US Department of Defence has developed a system of defence business trips for its employees. In this project, data is converted into electronic format by creating software (cloudbasedsoftware). The task of this service is to simplify the travel policy and reduce costs²⁶.

As noted earlier, Singapore is one of the leading countries in the development of digitalization, where the main task was to support business and attract investment. To achieve its objectives, the Singapore Government has followed the following steps:

- 1) The main step in the development of the digital space in Singapore was the readiness of the state for the information society. For this purpose, a 10-year “basic plan for ICT-2” was drawn up.
- 2) Special attention was paid to the introduction of the practice of conducting electronic elections and population censuses.
- 3) A project for the development of a three-dimensional ground-based information system based on geospatial data.
- 4) The system of remote monitoring and evaluation plays an important role. For example, monitoring the status of electronic transactions, the condition of patients (telemedicine), and the effectiveness of e-government²⁷.

²⁶ USDS Impact report-2020, <https://www.usds.gov/resources/USDS-Impact-Report-2020.pdf> (accessed: 30 I 2026).

²⁷ B.Ye. Kazbek, *A comparative review of international experience in the digitalization of public services*, „Public Administration and Civil Service” 2017, No. 4(63), pp. 32–36.

One of the strongest projects in Singapore is the “SmartNation” program, the implementation of which has been ongoing since 2017. As part of this initiative, digital and information applications, as well as cybersecurity applications, are being developed.

To date, Singapore is developing in the field of digitalization in the following areas:

- 1) Transformation of libraries, development of electronic books so that people can find and read them.
- 2) The Home Access Program (Home Access Program), the task of the program is to provide access to inexpensive electronic services for low-income households.
- 3) Improvement of the national electronic services platform GovTech. Special attention is paid to the work on improving the quality of electronic services, as well as the work of a virtual assistant.

The Republic of Korea is the leading country in providing online services and has the highest rate in Asia. In the E participation Index ranking, Korea took 1st place in 2010, 2012 and 2014²⁸. Every five years, the country works with sectoral plans for the development of state strategies for e-government. The National e-Government Development Plan for 2020 provides for the goals of an open and innovative government for the population. According to the concept of smart government, a database for artificial intelligence and innovations in the public sector was created in the country. The development of proactive services and the development of inclusive services to provide a favourable environment for citizens to receive services based on their needs. The government is also developing in the implementation of blockchain, the Smart City project, as well as in the industrial and technological sphere for the development of public administration. Projects on electronic participation of people (e-people), electronic procurement and open data are also being implemented in the country. In the implementation of these initiatives, much attention was paid to improving the country’s regulatory framework. The legal framework in the field of e-government in the country protects personal data and is focused on digital security.

The Republic of Korea was one of the first in the world to begin work on the transition from e-government to mobile e-government using smartphones and tablets in 2011:

- 1) civil services – www.gov.go.kr;
- 2) the tax system services – www.hometex.go.kr;
- 3) portal for issuing customs duties of services – www.portal.customs.go.kr;
- 4) Electronic Purchase Portal – www.g2b.go.kr;
- 5) Electronic patent services – www.kiporo.go.kr;
- 6) E-people online portal for receiving and discussing appeals – www.people.go.kr;
- 7) Provision of services to business on the principle of “one window” – www.g4b.go.kr;

²⁸ N.R. Kelchevskaya, E.V. Shirinkina, *Regional determinants of the effective use of human capital in the digital economy*, „Regional Economy” 2019, Vol. 15, 2019, No. 2, pp. 465–482.

- 8) Business Process System – On-nara business process system;
- 9) open exchange data – www.share.go.kr.

Analyzing the experience of the leading countries, it can be concluded that each country has its own way of practising the development of digital technologies in the provision of public services. However, based on the studied material, the following fundamental directions in the development of e-government can be identified:

- 1) The governments of the countries are focused on the development of services for the provision of public services to improve the convenience of citizens and businesses. To implement these tasks, governments are developing in the direction of database integration, data management, the introduction of artificial intelligence and deep research.
- 2) Flexible government. The desire to use all opportunities to create potential in the digital direction. Especially important is the role of creating a favourable ecosystem for the development of digital infrastructure, in particular, improving the regulatory framework and strengthening cybersecurity.
- 3) Competent government. In the implementation of strategic objectives, each country is guided by state programs. However, for their successful implementation, special guides and specialists are needed.

According to international practice, Governments have encountered difficulties in coordinating the work of relevant departments during digital initiatives. The solution to this issue was the introduction of guidelines for the implementation of state programs, which became a tool for combining efforts and successful work of the public sector²⁹.

In the age of the digital economy, it is important that public sector specialists have such competencies as a foreign language “Foreign language Skills”, skills of working with big digital data “BigData Skills”, and the use of digital technologies. There is a transformation of the most significant city “from the word “know”. Employees of the “Education” category now include employees whose work requires analytical work, and improvisation in conditions of uncertainty, while there is a high level of autonomy in the decision-making process. Their training requires a high level of education in a long academic cycle. According to research, there is a risk that employees who have not been retrained after 10 years may not be in demand in their field³⁰.

Based on the studied countries, the following promising areas for the development of the digitalization of public services can be identified:

²⁹ Official website of Denmark: <https://denmark.dk/innovation-and-design/denmarks-digital-success> (accessed: 30 I 2026). Link to the official website of the Organization for Economic Cooperation and development: <https://www.oecd.org/digital/digital-government> (accessed: 30 I 2026).

³⁰ I. A. Zemskova, *The quality of public services in the digital economy*, „Basis” 2017, No. 2(2), pp. 92–98.

- opportunities for public-private partnership and attracting investments in the development of e-government and digital services and opportunities for commercialization of this area;
- development of new services, including digital ones, based on startup projects.

Analyzing the experience of advanced countries in the digital sector, we can say that the state is primarily interested in creating favorable conditions for enterprises for their further independent digital development. It is important to take into account that the formation of Open Government services requires a sufficient database of open data available to the public and businesses³¹.

Conclusion

The development of Kazakhstan in the field of digitalization today not only corresponds to global trends but is also the main instrument of national competitiveness. Improving the quality of public services is one of the main directions of improving the standard of living of the population. The quality of public services also determines the effectiveness of public administration. The speed and efficiency of this process can be an inspiration for Poland.

The introduction of e-government in Kazakhstan has become an important step towards increasing the openness and transparency of state institutions and, as a result, strengthening trust between the people and the state. In Poland, we focus on legal and technical solutions.

Na podstawie analizy poziomu zadowolenia z jakości usług publicznych w Kazachstanie oraz regionalnych doświadczeń w świadczeniu usług publicznych w formie elektronicznej możemy wskazać następujące problemy:

- the incompleteness of integration of information systems of state bodies and insufficient level of their entry into the system of public administration;
- bureaucratization of public services;
- low demand for e-government among the population due to periodic technical failures, misunderstanding of instructions, poor quality of service of a virtual assistant and a Single Contact Center.

We have observed all these problems in Poland, but with different intensity³². In Kazakhstan processes on the integration of the databases of state bodies is carried out at

³¹ M. Shareef, N.Archer, Y. Dwivedi, *An empirical investigation of electronic government service quality: from the demand-side stakeholder perspective*, „Total Quality Management & Business Excellence” 2015, No. 26(3–4), pp. 339–354.

³² A. Górak, *Model wcielony – biurokracja elektroniczna*, „Dzieje Biurokracji” 2019, Vol. 10, pp. 119–130, DOI: 10.36121/agorak.DB.2019.10.119; S.K. Kushybek, *International legal regulation of electronic document circulation*, „Historia i Świat” 2021, Vol. 10, pp. 365–374, DOI: 10.34739/his.2021.10.18.

a very slow pace, which reduces the level of satisfaction with the quality of services rendered and slows down the process of automation of public services. Difficulties associated with insufficient integration of databases when working with e-government portals are experienced not only by citizens and businesses, but also by specialists themselves providing services in the regions. If we compare the advantages of the leading countries in terms of e-government, then first of all it can be noted that the countries have implemented an integrated system of portals and databases. Due to the low integration of databases, the problem of bureaucratization of services arises, namely, the service provider's request for additional documents. This problem arises due to the fact that e-government does not integrate automatically with the databases of the relevant government agencies. In Poland, a similar phenomenon is explained by the transitional stage and the habits of officials.

In general, to continuously optimize the processes for the provision of public services, to reduce the list of documents provided by service recipients, it is necessary to revise them. Only a complete e-government system will allow for a full assessment. At present, we can only talk about political declarations and predictions. We do not know how an imperfect law will translate into a perfect system.

At the same time, the unpopularity of the electronic format of public services in Kazakhstan is often associated with low information about the benefits of using the portal. In this regard, it is proposed to strengthen the work on popularizing the portal and reducing the number of public services provided directly through government agencies. In Poland, the use of electronic administration is already acceptable and popular.

The work was carried out to study the international experience of advanced countries on the digitalization of public services on the e-government portal and analyzed the main aspects of the success of digitalization projects in several countries, especially in Kazakhstan and Poland.

To date, in Kazakhstan, despite the ongoing work to improve public services and electronic document management, to the results of public monitoring, the level of satisfaction with public services rendered in electronic format remains low compared to the quality of public services provided directly through government agencies. The high level of development of e-government does not translate into the satisfaction of the public.

The development of e-government is still a priority in both countries surveyed. As options for improving the quality of public services, electronic document management systems through the introduction of digitalization, the project provides recommendations for improving the integration of government databases, expanding the number of proactive services, as well as the possibility of involving a wide range of organizations in the provision of public services in Kazakhstan.

Based on the above, we believe that the proposed measures to improve the quality of public services provided in electronic format in the electronic document management

system, on the e-government portal, can contribute to the further development of public services and the effectiveness of public administration. However, this must be linked to the transparency of political processes and the improvement of the quality of law.

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The e-government portal of the Republic of Kazakhstan and the digitalization of public services: a comparative perspective with leading countries and Poland

Summary: This article analyzes and compares the e-government portal of the Republic of Kazakhstan with e-government platforms in other countries. It also assesses the provision of digital public services and draws on international experience, including that of Poland, to propose ways of improving service quality in Kazakhstan. Due to the rapid development of the information society, public authorities have to swiftly respond to emerging challenges, including by establishing an appropriate legal framework. In this context, the development of theoretical approaches, a sound legal basis, and clearly defined administrative procedures are of key importance.

Keywords: e-government, e-document, public services, legal framework, European Economic Development Council, Kazakhstan, Poland

Das elektronische Portal der Regierung der Republik Kasachstan und die Digitalisierung öffentlicher Dienstleistungen im Vergleich zu weltweit führenden Ländern und Polen

Zusammenfassung: In diesem Beitrag werden das E-Government-Portal der Republik Kasachstan sowie die E-Government-Portale anderer Länder und die Art und Weise der Erbringung öffentlicher Dienstleistungen analysiert; dabei wird auf die Notwendigkeit hingewiesen, die Qualität elektronischer öffentlicher Dienstleistungen zu verbessern. Es wurden die Erfahrungen anderer Länder, darunter Polens, bei der Optimierung der Prozesse zur Erbringung öffentlicher Dienstleistungen untersucht. Die Dynamik der Entwicklung der Informationsgesellschaft erfordert von den staatlichen Stellen eine rasche Lösung der vor ihnen stehenden Aufgaben, einschließlich der Schaffung rechtlicher Rahmenbedingungen. Zu diesem Zweck sind die Entwicklung wissenschaftlicher Theorien, rechtlicher Grundlagen sowie klar definierter Verwaltungsprozesse von Bedeutung.

Schlüsselwörter: E-Government, E-Dokument, öffentlicher Dienst, Rechtsrahmen, Europäischer Rat für wirtschaftliche Entwicklung, Kasachstan, Polen

Elektroniczny portal rządu Republiki Kazachstanu oraz cyfryzacja usług publicznych w porównaniu z wiodącymi krajami świata i z Polską

Streszczenie: W artykule przeprowadzono analizę portalu e-administracji Republiki Kazachstanu oraz portali e-administracji innych krajów, a także sposobu świadczenia usług publicznych; wskazano na potrzebę poprawy jakości usług publicznych w formie elektronicznej. Zbadano doświadczenia państw zagranicznych, w tym Polski, w doskonaleniu procesów świadczenia usług publicznych. Dynamika rozwoju społeczeństwa informacyjnego wymaga od organów państwowych szybkiego rozwiązywania stojących przed nimi zadań, w tym tworzenia ram prawnych. W tym celu istotne są rozwój teorii naukowej, podstaw prawnych oraz jasno określonych procesów administracyjnych.

Słowa kluczowe: e-government, e-dokument, służba publiczna, ramy prawne, Europejska Rada Rozwoju Gospodarczego, Kazachstan, Polska