

ABSTRACT

to the thesis of Arkenova Zhadyra Ramazanovna on the topic: "Improvement of scientific support of state strategic planning in the Republic of Kazakhstan"
for the degree of Doctor of Philosophy (PhD) in the specialty "6D051000 - State and Local Governance"

Research rationale. The private sector is looking for a stable and favorable environment for safe and profitable investments, while the state, represented by the government, must provide convincing evidence for positive strategic decisions to develop the country. One of the tools that embodies this evidence is the national plan. A well-developed and well-reasoned strategic policy document is of enormous value to the state and society in the allocation of scarce resources. The national plan links project volumes and schedules to available resources and benefits anticipated in the future, allowing realistic and achievable decisions to be made.

In many countries, including Kazakhstan, the national development plan is the main strategic document. Thanks to state planning, the government sees what needs to be done to ensure its country's prosperity and how it must act in the long run to achieve it. Based on the national plan, the government makes strategic decisions that determine the course of events for a certain period.

Today, the Government of the Republic of Kazakhstan is guided by the Development Strategy of Kazakhstan until 2050; the National Development Plan of the Republic of Kazakhstan until 2025, which is a medium-term state planning system document developed as part of the long-term Development Strategy of Kazakhstan until 2050. The main goal until 2025 in the Strategic Plan is to achieve a qualitative and sustainable economic recovery, leading to an increase in human well-being to the level of the countries of the Organization for Economic Cooperation and Development.

The state management of sustainable development in Kazakhstan has been carried out in recent decades on the basis of the President's messages, strategies, concepts and plans of national and regional development, which are regularly updated and amended. However, the developed strategies and concepts of socio-economic development of the republic and other strategic planning documents are often formal in nature, independent experts are not involved in their preparation, the specifics and characteristics of a particular region of the country, as well as significant internal and external development factors are not taken into account, there is weak scientific support of the state strategic planning process. In addition, the current system of state planning is excessively bureaucratic, non-transparent and overloaded with various indicators and documents.

Most importantly, the existing process of state planning does not provide a sound definition of state policy priorities, as well as the relationship between strategic planning and the direct activities of the authorities, the concentration of resources on priority areas of development. This is due not least to the lack of

quality scientific support for state strategic planning, its proper methodological and informational support.

Improvement of state strategic planning and increasing the effectiveness of its implementation require a scientifically sound approach, the development of a unified methodology, the choice of optimal organizational, methodological and informational support, which are currently under formation.

The scientific problem of the thesis is the presence of contradictions between the used scientific support of the process of state strategic planning of socio-economic development of the Republic of Kazakhstan, the imperfection of the system of state planning and the objective challenges of the modern global economy in the absence of a unified theoretical and methodological framework that provides a system of national strategic planning.

The degree of development of the topic. The works of well-known foreign scientists set out the basic approaches to strategic planning as a tool for effective management of organizations in the context of globalization and the new technological order. The representatives of the school of strategic planning made a great contribution to the formation and development of strategic thought: R. Ackoff, I. Ansoff, M. Armstrong, J. Barney, E. Deming, P. Drucker, J.F. Dix and H. Lee, F. Kotler, J. Quinn, M. Mescon, M. Albert and F. Hedourie, G. Mintzberg, M. Porter, A. Thompson, G. Hamel, K. Hofer, A. Chandler, G. Steiner, C. Andrews, and many others.

The development of planning theory in the 20th century, mainly directive, was successfully carried out by representatives of the Soviet scientific school of planning: A.K. Gastev, A.A. Bogdanov, P.S. Osadchev, V.A. Bazarov and others.

In Russian science, the basis of the theory of strategic planning of socio-economic systems development was established in the works of A.G. Aganbegyan, O.S. Vikhansky, E.P. Golubkov, B.S. Zhikharev, D.S. Lvov, and others. The issues of planning in the public sector, including the regional aspect, were specifically addressed by L.I. Abalkin, A.I. Anchishkin, A.V. Buzgalin, B.N. Kuzyk, O. Mamedov, S.I. Miroshnikov, and others.

In Kazakhstan, studies of the features of strategic management and planning were considered mainly in relation to the commodity sector of the economy. These studies are presented in the works of such economists as A. Abishev, N.K. Zhakupov, N.S. Zhanabilov, A.T. Kainarbekova, Z.A. Kuangaliev, T.A. Kulibayev, K.E. Masimov, M. Tokmurziev, N.L. Nursultanova, R.D. Ospanov, M.T. Rustemov, S.M. Smagulov, and others.

Representatives of the scientific school of strategic planning note that the study of issues of state strategic planning is a complex and not fully developed aspect of economic science in both foreign and domestic science, especially with regard to the use of strategic planning in the activities of public administration bodies.

The issue of scientific support of strategic management and planning, including at the regional level, was addressed by V.I. Belousov, V.S. Bilchak, P. Burak, G.B. Kleiner, S.I. Morozov, V.N. Nezamaykin, E.A. Nosachevskaya, S.V. Shmanev and others. Many works emphasize that in the new economic conditions

it is necessary to emphasize both fundamental and applied aspects of scientific support of public administration and planning.

Improvement of mechanisms of public administration on the principles of strategic planning requires a comprehensive problem-oriented scientific-methodological, expert-analytical and informational support of public administration, including strategic forecasting and analysis, as well as assessment of challenges and threats.

Due to the lack of a unified scientific and methodological framework, the need for scientific support of state strategic planning is an urgent issue for the public sector of the Republic of Kazakhstan.

The purpose of this thesis research is to analyze the state of modern scientific support of state strategic planning in Kazakhstan and to develop proposals for its improvement.

The purpose of the thesis research involves solving the following **scientific problems**:

1. Summarize the methodological foundations of scientific support in state strategic planning.

2. Reveal the essence, means, and methods of scientific research in state strategic planning.

3. Analyze foreign experience in the use of scientific research in state strategic planning.

4. Show the peculiarities of the development of the normative-legal base of scientific support in state strategic planning in Kazakhstan.

5. Assess the quality and effectiveness of scientific support for individual state strategic plans of the Republic of Kazakhstan.

6. Study the settings for the use of the scientific component in the region's development programs and government programs of Karaganda region.

7. Provide a comprehensive analysis of scientific research resources in strategic planning.

8. Suggest priority directions of scientific support for improving the effectiveness of state strategic planning.

9. Review the basics of the system of information support for scientific research in state strategic planning.

10. Justify the process of implementing modern research methodologies in state strategic planning.

The objects of the research are the systems of republican and regional levels of state strategic planning in the Republic of Kazakhstan.

The subject of the research is scientific-theoretical approaches, methodologies and practices of scientific support of state strategic planning in Kazakhstan.

Theoretical and methodological basis of the thesis are the scientific works, theoretical and methodological developments and relevant publications of domestic and foreign scientists on scientific support of state strategic planning.

When working on this thesis, the author relied mainly on the works of I. Ansoff, G.B. Kleiner, B.N. Kuzyk, G. Mintzberg, Ye.A. Nosachevskaya, V.A.

Pavlova, A.M. Spirina, R.S. Sukhanova, E.R. Alexander, R. Agranoff, V. Ostrom etc.

Research methods: general scientific methods - generalization, induction and deduction, grouping, comparative analysis, supplemented by the use of system analysis, economic analysis, legal and international-economic approaches as the basis of the methodology of studying modern processes in state strategic planning and forecasting, as well as expert survey.

The hypothesis of the study is that the legal basis of the modern system of state strategic planning in the Republic of Kazakhstan is a set of rules and regulations established in the legislation. Type of state planning - indicative. However, the scientific support of the state strategic planning process is not fully formed, which causes problems with the control and implementation of strategic plans in the Republic of Kazakhstan.

The **empirical** basis of the study were the results of official statistics of the National Statistics Bureau of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, materials posted on the official websites of the Ministry of National Economy of the Republic of Kazakhstan, the Ministry of Education and Science of the Republic of Kazakhstan, State Institution "Department of Economy of Karaganda region" (compiled from materials posted on official websites). The paper presents the results of a survey of employees of the Department of Economy of the Karaganda region, the results of a survey of researchers of the Karaganda region, which provides scientific support for the development, implementation and monitoring, used documents of the system of state planning in the Republic of Kazakhstan.

The scientific novelty of the research consists in the very statement of the problem of scientific support of state strategic planning in the Kazakhstani science, development of theoretical provisions and applied aspects of scientific support in state strategic planning. The thesis summarizes the methodological foundations, clarifies the essence, means and methods of scientific research in state strategic planning; for the first time in the Kazakhstani science the analysis of trends in the application of scientific research in this area in the Republic of Kazakhstan was presented; the priority directions of scientific support for improving the effectiveness of strategic planning were defined; the conceptual foundations of the system of information support of scientific research in state strategic planning were developed; an algorithm for the introduction of modern methods of scientific research in state strategic planning in Kazakhstan was developed.

The main provisions of the thesis for the defense:

1. **State strategic planning** is a special type of planning activity of the government (public administration), which consists of the development of strategic decisions (in the form of forecasts, projects, programs and plans), providing the proposal of such goals, objectives, concepts and strategies of development of the national economy (or region), the implementation of which will ensure its effective functioning in economic and social areas in the long term and rapid adaptation to changing conditions of the environment.

Scientific support of state strategic planning is a complex of scientific, scientific-methodological, scientific-technical, organizational, expert-analytical and other activities aimed at obtaining (development), analysis and effective implementation of new knowledge, techniques and technologies to solve problems in the field of state strategic planning.

Generalization of the methodological foundations of scientific support in state strategic planning led to the following conclusions: 1) at each historical stage, the methodology of planning, taking into account the experience of solving problems of the previous period, the complication of economic and social interrelations, changes in the external and internal environment, changed and improved to solve new more complex problems; 2) methodological basis of state strategic planning can be considered as achievements of foreign scientific schools of strategic planning, and the Soviet scientific school of state planning; 3) an important distinguishing feature of planning in the public sector is the fact that government agencies have no competitors, no task of maximizing sales or profits; 4) today, the methodological foundations of scientific support of state strategic planning are being revised taking into account the irrelevance of a number of concepts of strategic planning, the factor of digitalization of the economy and the public sector in the transition to a new technological mode; 5) there is currently a lack of scientific research on state strategic planning as applied to countries with economy in transition. Not all models of strategic planning proved to be applicable in practice and effective in post-Soviet countries.

2. Despite an extensive amount of research, in one way or another, containing provisions on state (nationwide) planning, in the absence of a single generally accepted methodology for state strategic planning in Kazakhstan, attempts to use the results of theoretical and empirical studies of foreign authors, not adapted to the national specifics of the public sector, create difficulties in the practice of forming strategic plans of Kazakh organizations and institutions. Only some of the approaches, methods and indicators analyzed in this thesis can be applied in various combinations in quasi-state national companies of strategic importance.

3. The scientific support of state strategic planning is based in developed countries on the developments and research of public and private institutions of higher education, nongovernmental organizations, with public and private funding of research conducted by representatives of various scientific schools. In some countries, state strategic planning is standardized and more detailed (EU, China), in others it is abstract and declarative (Russia), which prevents the practical success of the goals and objectives of strategic development. Based on a comparative analysis of foreign experience, for the Republic of Kazakhstan, it is possible to draw certain lessons and formulate the following theoretical recommendations to improve the quality of state strategic planning: 1) the preliminary scientific-analytical stage, preceding the planning stage, must be a strategic macro-forecasting; 2) strategic goals and objectives must be formulated by the development team on the basis of an expert analysis of global challenges and real internal problems of socio-economic development of the country, and not

only taking into account the "wishes" and ideas of the political leadership and government; 3) leading experts from scientific and analytical centers, well-known industry specialists, young scientists, representatives of public organizations, regardless of the degree of affiliation with the public sector, must be involved in the development of strategic plans (possibly on a competitive basis); 4) each goal, objective, and indicator set forth in the strategy must have an appropriate scientific and economic rationale, and provide for a specific set of measures and tools to achieve them; 5) it is necessary to introduce the institution of personal responsibility of representatives of the higher state apparatus in the most important areas of the implementation of the strategy; 6) it is necessary to standardize the process of state strategic planning, which will establish the procedure for selecting developers, mandatory elements of the strategic plan, to designate the timing of planning, to make this process sustainable in general.

4. The documents of state planning presented in Chapter 3 of Decree No. 790 of the Government of the Republic of Kazakhstan dated November 29, 2017 (as amended on 26.02.2021) are proposed to be considered as state strategic planning documents, since this chapter lists the main strategies of Kazakhstan.

The system of state strategic planning and forecasting in Kazakhstan is proposed to be understood as a tool for formation of long-term strategic priorities of state activity, implementation of global and large-scale tasks, ensuring consistency of plans of central and regional authorities, as well as local governments, linking the decisions made with budget constraints for the medium and long term.

The analysis of the regulatory framework of scientific support of state strategic planning, on the one hand, showed a significant updating of legislation, the revision of previously adopted approaches, the transition of the state apparatus mainly to the project method of planning, but on the other hand, some systemic problems continue to be present in practice. In particular, there is a lack of critical analysis of the implementation of previous plans and programs in the National Plan of the Republic of Kazakhstan 2021. This systemic problem of national state strategic planning is related to the lack of clear methodologies, rules and requirements for the preparation of high-level strategic documents and reporting on their implementation.

5. Assessment of the quality and effectiveness of scientific support for individual state strategic plans has led to the conclusion that such an assessment is not carried out by the state bodies themselves. Our analysis has shown that there is a systematic discrepancy between the actual and projected indicators of socio-economic development, both at the republican and regional level. One of the main shortcomings in the field, as in the case of national strategic plans and national projects, is the lack of analysis of previously implemented regional programs and projects. The analysis of indicators in the reporting of the Karaganda region is carried out in a "free form", without linkage to the nine areas of development and the 16 goals defined in the Development Plan of the region for 2021-2025. Therefore, it is impossible to understand which indicators of the Plan are successfully implemented and which are not, what adjustments to the Plan are

necessary, where to increase funding, etc. The lack of communication between strategic documents indicates the low quality of strategic planning in the region.

Assessment of the quality and effectiveness of scientific support of individual state strategic plans and programs in general has shown the lack of a single link, depriving the state strategic planning of consistency and comprehensiveness. There is an insufficient interrelation of nationwide and regional strategic planning processes.

6. The study of attitudes on the use of the scientific component in the region's development programs and government programs of the Karaganda region revealed the following: the role of scientists-experts in the design of regional development programs is purely formal and there is a possibility that they are simply not involved or involved sporadically; the main reasons for the "non-involvement" of scientists in the design of development programs are the lack of interest on the part of government agencies and the lack of funding for the participation of scientists in the design of programs; there is an average degree of effectiveness of scientists in the design of regional development programs; the main value of scientists as participants in the design of programs and strategies for regional development is the presence of his research experience on regional issues; cooperation of state bodies - developers and implementers of regional development programs and scientists-experts need not be built on a permanent basis; state officials show optimistic moods about the participation of scientists in these processes; regional scientists, who have had various experiences in engaging government agencies in expert and advisory activities, express serious doubts about the real interest of government agencies in engaging scientists in the development of regional development programs; the existing practice of involving the scientific component in the process of regional management at the level of design and implementation of development programs can hardly be called effective, the pronounced lack of interest on the part of civil servants allowed to suggest that this situation will persist and be repeated in the future.

7. Comprehensive analysis of resource provision of scientific research in strategic planning revealed a number of problems, including: lack of a unified view on the future development of domestic science, its "catch-up" nature; low science intensity of the economy and the insufficient level of spending on R&D and researchers; low innovation activity of economic entities; lack of interest of scientific organizations in the field of state planning and forecasting. A specific problem of state strategic planning in Kazakhstan is that the developers of strategic plans belong to the public sector and their academic freedom is limited. These institutions are guided primarily by the vision and priorities of the country's leadership. At the same time, research centers at the universities of Kazakhstan are underdeveloped and are completely dependent on the administrations of universities.

Based on the above, it was concluded that the resource provision of scientific research in state strategic planning is unsatisfactory.

Since 2020, the key element of infrastructure, designed to carry out scientific support in the sphere of state strategic planning, is the Agency for Strategic

Planning and Reforms of the Republic of Kazakhstan, established in 2020 by Presidential Decree. The Agency acts as a "core" of the system of state planning, which is entrusted with the mission of developing a methodology, implementing and monitoring the functioning of the system of state planning, and assessing its effectiveness. Establishment of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, possibly in the near future, will provide proper organizational, legal and methodological support of state strategic planning, more effective coordination and control over the development and implementation of strategic documents (Conceptual scheme of the state planning system in the Republic of Kazakhstan is presented in **Annex D**)

As a result of the study, the initial hypothesis was confirmed, which is that the legal basis of the modern system of state strategic planning in the Republic of Kazakhstan is a set of rules and regulations established in the legislation. The type of state planning is indicative. However, the scientific support of the process of state strategic planning is not fully formed, which causes problems with the control and implementation of strategic plans of the Republic of Kazakhstan.

8. The author proposed and justified four priority areas to improve scientific support and enhance the effectiveness of strategic planning: 1) increasing the science intensity of Kazakhstan's economy; 2) strengthening mechanisms for the formation of topics of fundamental and applied research in the field of state strategic planning; 3) creation of a system of information support for scientific research in state strategic planning; 4) improvement of the system of training of expert and analytical staff specializing in state strategic planning and macro-forecasting.

9. The proposed System of information support for scientific research in state strategic planning is a system of planning and management decision support for state and regional authorities. The main goal of the System of information support for scientific research in state strategic planning is to provide authorities and administration with relevant and quality information for the goals of state strategic planning. "Suppliers" of information for the System will be various institutions and sources, including foreign ones. Among the national "suppliers" are: the National Statistics Bureau of Kazakhstan, planning departments of ministries and departments, planning departments of regional akimats, state scientific organizations, private scientific and expert organizations, JSC "National Center for State Scientific and Technical Expertise", higher education institutions, other organizations and institutions.

Within the information support of planning, applied R&D, analytical and forecast conclusions that adequately reflect the relevance of the decisions made and the results of their implementation will be of particular importance.

10. Implementation of scientific results in the process of state planning can be carried out in various forms: implementation of the results of dissertation research in individual norms of legislation; forecasts in strategic documents; methodological developments and recommendations; pilot projects; at experimental sites; through the involvement of scientists as consultants and experts, teachers of special courses for civil servants.

There are two main options for introducing scientific research into the practice of state strategic planning in Kazakhstan: direct (assumes that recommendations or techniques are immediately tested in practice) and indirect (used to improve a particular concept or strategy, allows to improve any management process).

The algorithm of implementation of scientific research in the process of state strategic planning recommended by the author consists of six stages: 1) analysis of research topic and problems; 2) analysis of methodology; 3) analysis of approbation; 4) evaluation of implementation options; 5) drawing a conclusion on the results of the analysis; 6) development and approval of the Plan of Action.

The practical significance of the study according to the author, the introduction of the scientific results in the process of state planning can be carried out in various forms: implementation of the results of dissertation research in individual norms of legislation; forecasts in strategic documents; methodological developments and recommendations; pilot projects; at experimental sites; through the involvement of scientists as consultants and experts, teachers of special courses for civil servants.

There are two main options for introducing scientific research into the practice of state strategic planning: direct (assumes that recommendations or techniques are immediately tested in practice) and indirect (used to improve a particular concept or strategy, allows to improve any management process).

The results of the thesis can also be used in the development of the curriculum of higher education institutions, as well as in the lectures at universities on the following disciplines: "Socio-economic planning", "Social state", "Regional economy and management", etc.

Approbation and implementation of the results of the research. The main results of the thesis research were published in 11 scientific works, including 1 article in a scientific journal included in the base Scopus, 4 articles in the journals recommended by the Committee on Quality Assurance in Education Ministry of Education of the Republic of Kazakhstan, 3 articles in the proceedings of international scientific conferences, 3 articles in the international journal included in the RSCI base. The articles were published in co-authorship with scientific advisors.

Structure and scope of the thesis. The thesis consists of an Introduction, three chapters comprising nine sections, a Conclusion, a list of references including 171 titles, and four annexes. The thesis is 144 pages of typewritten text, contains 12 tables and 15 figures.

The first chapter of the thesis includes an analysis of the literature, summarizing the achievements of various scientific schools and methodological approaches allows us to consider **state strategic planning** as a special type of planning activity of the government (public administration), which consists of the development of strategic decisions (in the form of forecasts, projects, programs and plans), providing the proposal of such goals, objectives, concepts and strategies of development of the national economy (or region), the implementation of which

will ensure its effective functioning in economic and social areas in the long term and rapid adaptation to changing conditions of the environment.

Scientific support of state strategic planning is understood by the author as a complex of scientific, scientific-methodological, scientific-technical, organizational, expert-analytical and other activities aimed at obtaining (development), analysis and effective implementation of new knowledge, techniques and technologies to solve problems in the field of state strategic planning.

A particularly difficult task in state strategic planning is the optimal solution of complex development tasks, which requires the use of interdisciplinary, interdisciplinary and multifunctional tools, close coordination of participants and their interest in achieving the development goals of the state and society. In state strategic planning, everything should be not only scientifically sound, but also balanced. Moreover, it is not external but internal goals and objectives of the government that are primary. These goals are mostly social, and are generated not only by the structural subdivisions of the higher public administration, but also by citizens, business, and their associations. In today's highly turbulent external environment, the state must be not formally, but actually "social," primarily for its citizens and national businesses.

The author formulated the following conclusions about the methodological foundations of scientific support in state strategic planning: 1) at each historical stage, the methodology of planning, taking into account the experience of solving problems of the previous period, the complication of economic and social interrelations, changes in the external and internal environment, changed and improved to solve new more complex problems; 2) methodological basis of state strategic planning can be considered as achievements of foreign scientific schools of strategic planning, and the Soviet scientific school of state planning; 3) an important distinguishing feature of planning in the public sector is the fact that government agencies have no competitors, no task of maximizing sales or profits. Instead of fighting competitors, state managers must explain to the public for what purposes, how and to what extent they intend to spend the financial resources of the budget; state managers are supposed to "serve the community", guided by the political decisions of their superiors and the laws; 4) the peculiarity of the modern period is that the methodological foundations of scientific support of state strategic planning are subject to revision, taking into account the irrelevance of a number of concepts of strategic planning, the factor of digitalization of the economy and the public sector in the transition to a new technological way; 5) there is currently a lack of scientific research on state strategic planning as applied to countries with economy in transition. Not all models of strategic planning proved to be applicable and effective in post-Soviet countries.

The author's position is that the change of the technological mode in public administration has naturally actualized the problem of strategic forecasting at the international level (or macro forecasting), because no single organization or even country is able to conduct large-scale forecasting studies in various scientific areas. In a market economy, strategic macro-forecasting is a preliminary scientific and

analytical stage, preceding the planning stage, a research basis for the preparation of planning decisions.

Analysis of different approaches to the understanding and content of macro-forecasting and strategic planning allows us to conclude that these approaches are not only a powerful tool for strategic planning, but also a multi-level process of modeling the future, including the analysis of the environment, identifying goals and formulating the concept of long-term development of the state and society, taking into account external and internal trends and their prospects; state planning is a comprehensive tool, without which it is impossible to imagine the existence and development of any country.

The author came to the conclusion that, despite an extensive amount of research, in one way or another, containing provisions on state (nationwide) planning, in the absence of a single generally accepted methodology for state strategic planning in Kazakhstan, attempts to use the results of theoretical and empirical studies of foreign authors, not adapted to the national specifics of the public sector, create difficulties in the practice of forming strategic plans of Kazakh organizations. Another thing is that some of the above approaches, methods and indicators can be successfully applied in various combinations in quasi-state national companies of strategic importance.

The scientific support of state strategic planning is based in developed countries on the developments and research of public and private institutions of higher education, nongovernmental organizations, with public and private funding of research conducted by representatives of various scientific schools. At the same time, in countries where the main participants of state strategic planning are only representatives of public administrations, do not achieve positive results in the implementation of strategic documents.

The experience of developed and "catching-up" economies shows that state strategic planning and macro-forecasting were not widely used in the past, but are used today. Medium- and long-term strategic plans for the implementation of major national projects are developed on the basis of macro-forecasts. The analysis of foreign experience also shows that the level of scientific support of state planning linearly depends on the state of the economy. Deindustrialization and the raw-material orientation of the economy are the key disincentives for the development of both science and the public sector. Russia is a good example of this. Giving preference to "pumping out" resources, having a huge scientific and technological reserve left over from Soviet times, for 30 years the country has almost lost its leading position in the global scientific sphere.

In some countries, state strategic planning is standardized and more detailed (EU, China), in others it is abstract and declarative (Russia), which prevents the practical success of the goals and objectives of strategic development.

Based on a comparative analysis of foreign experience, for the Republic of Kazakhstan, it is possible to draw certain lessons and formulate the following theoretical recommendations to improve the quality of state strategic planning: 1) the preliminary scientific-analytical stage, preceding the planning stage, must be a strategic macro-forecasting; 2) strategic goals and objectives must be formulated

by the development team on the basis of an expert analysis of global challenges and real internal problems of socio-economic development of the country, and not only taking into account the "wishes" and ideas of the political leadership and government; 3) leading experts from scientific and analytical centers, well-known industry specialists, young scientists, representatives of public organizations, regardless of the degree of affiliation with the public sector, must be involved in the development of strategic plans (possibly on a competitive basis); 4) each goal, objective, and indicator set forth in the strategy must have an appropriate scientific and economic rationale, and provide for a specific set of measures and tools to achieve them; 5) it is necessary to introduce the institution of personal responsibility of representatives of the higher state apparatus in the most important areas of the implementation of the strategy; 6) it is necessary to standardize the process of state strategic planning, which will establish the procedure for selecting developers, mandatory elements of the strategic plan, to designate the timing of planning, to make this process sustainable in general.

The second chapter includes the analysis of the regulatory framework of scientific support of state strategic planning, on the one hand, showed a significant updating of legislation, the revision of previously adopted approaches, the transition of the state apparatus mainly to the project method of planning, but on the other hand, some systemic problems continue to be present in practice. In particular, there is a lack of critical analysis of the implementation of previous plans and programs in the National Plan of the Republic of Kazakhstan 2021. This systemic problem of national state strategic planning is related to the lack of clear methodologies, rules and requirements for the preparation of high-level strategic documents and reporting on their implementation.

Assessment of the quality and effectiveness of scientific support for individual state strategic plans has led to the conclusion that such an assessment is not carried out by the state bodies themselves. Our analysis has shown that there is a systematic discrepancy between the actual and projected indicators of socio-economic development, both at the republican and regional level. One of the main shortcomings in the field, as in the case of national strategic plans and national projects, is the lack of analysis of previously implemented regional programs and projects. The analysis of indicators in the reporting of the Karaganda region is carried out in a "free form", without linkage to the nine areas of development and the 16 goals defined in the Development Plan of the region for 2021-2025. Therefore, it is impossible to understand which indicators of the Plan are successfully implemented and which are not, what adjustments to the Plan are necessary, where to increase funding, etc. The lack of communication between strategic documents indicates the low quality of strategic planning in the region.

The resource provision of scientific research in strategic planning is also unsatisfactory. The establishment of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, perhaps in the near future, will provide proper legal and methodological support for state strategic planning, more effective coordination and control over the development and implementation of strategic documents.

The third chapter includes a comprehensive analysis of resource provision of scientific research in strategic planning revealed a number of problems, including: lack of a unified view on the future development of domestic science, its "catch-up" nature; low science intensity of the economy and the insufficient level of spending on R&D and researchers; low innovation activity of economic entities; lack of interest of scientific organizations in the field of state planning and forecasting. A specific problem of state strategic planning in Kazakhstan is that the developers of strategic plans belong to the public sector and their academic freedom is limited. These institutions are guided primarily by the vision and priorities of the country's leadership. At the same time, research centers at the universities of Kazakhstan are underdeveloped and are completely dependent on the administrations of universities.

Based on this, it was concluded that until 2020 the resource provision of scientific research in strategic planning was unsatisfactory. The establishment of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, perhaps in the near future, will provide proper organizational, legal and methodological support for state strategic planning, more effective coordination and control over the development and implementation of strategic documents.

As a result of the study, the initial hypothesis was confirmed, which is that the legal basis of the modern system of state strategic planning in the Republic of Kazakhstan is a set of rules and regulations established in the legislation. The type of state planning is indicative. However, the scientific support of the process of state strategic planning is not fully formed, which causes problems with the control and implementation of strategic plans of the Republic of Kazakhstan.

The author proposed and justified four priority areas to improve scientific support and enhance the effectiveness of strategic planning: 1) increasing the science intensity of Kazakhstan's economy; 2) strengthening mechanisms for the formation of topics of fundamental and applied research in the field of state strategic planning; 3) creation of a system of information support for scientific research in state strategic planning; 4) improvement of the system of training of expert and analytical staff specializing in state strategic planning and macro-forecasting.

The author proposes to create the System of information support for scientific research in state strategic planning, which is a system of planning and management decision support for state and regional authorities. The main goal of the System of information support for scientific research in state strategic planning is to provide authorities and administration with relevant and quality information for the goals of state strategic planning. "Suppliers" of information for the System will be various institutions and sources, including foreign ones. Among the national "suppliers" are: the National Statistics Bureau of Kazakhstan, planning departments of ministries and departments, planning departments of regional akimats, state scientific organizations, private scientific and expert organizations, JSC "National Center for State Scientific and Technical Expertise", higher education institutions, other organizations and institutions.

According to the author, the introduction of the scientific results in the process of state planning can be carried out in various forms: implementation of the results of dissertation research in individual norms of legislation; forecasts in strategic documents; methodological developments and recommendations; pilot projects; at experimental sites; through the involvement of scientists as consultants and experts, teachers of special courses for civil servants.

There are two main options for introducing scientific research into the practice of state strategic planning: direct (assumes that recommendations or techniques are immediately tested in practice) and indirect (used to improve a particular concept or strategy, allows to improve any management process).

Defender of thesis

A handwritten signature in blue ink, appearing to be 'Arkenova Zh.R.', written in a cursive style.

Arkenova Zh.R.