

IRSTI 82.13.00

DOI: <https://doi.org/10.55871/2072-9847-2026-70-1-211-221>**Amirova A.**

Doctor of Public Administration, Assistant Professor,  
Astana IT University  
Astana, Kazakhstan  
e-mail: a.amirova@astanait.edu.kz  
ORCID: 0000-0003-1250-0777

**Baktiyarov A.**

Doctoral Student,  
L.N. Gumilyov Eurasian National University  
Astana, Kazakhstan  
e-mail: baktiyarov.asset@gmail.com  
ORCID: 0009-0005-4117-7261

**Galy A.\***

Doctor of Economics, Researcher,  
Center for Research and Development  
of Intellectual Potential  
Astana, Kazakhstan  
e-mail: gagphd2025@gmail.com  
ORCID: 0000-0002-1318-9557

## ADVANCING CITIZEN-CENTRIC PUBLIC SERVICE DELIVERY: EVIDENCE FROM EUROPEAN UNION COUNTRIES AND INSIGHTS FOR KAZAKHSTAN

**Abstract**

The article focuses on improving the provision of public services in selected countries of the European Union (Estonia, Germany, Italy, and the Netherlands) in the context of the agenda of international organizations and the key objectives of the Sustainable Development Goals. Special attention is given to the digitalization of public services and the application of this experience in Kazakhstan. The analysis methodology is based on four parameters, including legal, administrative, digital, and user experience aspects. This allows for a comprehensive assessment of the strengths and weaknesses of country-specific experiences in the digitalization of public services, as well as the development of general recommendations. It is noted that in the last three to five years, the focus has been on the use of advanced Industry 5.0 technologies. At the same time, the most widespread tools have been Artificial Intelligence, Big Data, the Internet of Things, as well as the formation of digital ecosystems and interconnected services based on the principle of «once only» and «life events». As a result, the analysis has identified common patterns and unique features for each country, as well as suggestions for the balanced application of these countries' experiences in Kazakhstan. Taken together, these recommendations will contribute to the development of customer-oriented public services and, in turn, to the further improvement of the public administration system.

**Keywords:** public services delivery, digitization, citizen-centricity, serviceability, state apparatus.

**INTRODUCTION**

The rapid development of digital technologies has significantly transformed public administration systems in many countries. The new opportunities for improving the quality, accessibility, and inclusivity of public services were identified. In the context of achieving the Sustainable Development Goals (SDGs), digital transformation is seen as an important strategic resource that contributes to equitable and citizen-centered development. International initiatives include the Digital Acceleration Programme (International Telecommunication Union, 2022) and the United Nations Development Programme (2022). These documents highlight the importance of developing digital governance and infrastructure, as well as implementing citizen-centered digital services.

However, the level of digitalization remains uneven both between and within countries. The main challenges are significant differences between urban and rural areas and the level of digital skills. These aspects limit equal access to public services. At the same time, the importance of artificial intelligence, big data, and cloud-based solutions poses new challenges for governance. As building blocks the transparency, trust, and data protection could be identified. Besides this, the shift towards more citizen-centric approaches is increasing (United Nations, 2023; United Nations Development Programme, 2023).

The approach of citizen-centricity involves moving away from procedure-oriented models and towards systems that consider the needs and experiences of citizens. However, citizen-centricity is often viewed as an element of service design or technology rather than as a comprehensive management system. This highlights the need for a more holistic and multidimensional approach to studying this aspect.

The European Union (EU) is an important example for studying citizen-centric public service provision. EU countries are developing different models of digital governance. The main principles are transparency, equality, and data protection. The citizen-centric approach includes integration of services and the use of digital technologies.

The **key aim** of this research is to analyze citizen-centricity aspect in public service delivery systems in selected EU countries and to propose relevant suggestions for Kazakhstan. To achieve this goal, the following **research objectives** are proposed:

- 1) to analyze citizen-centricity paradigm in modern public governance;
- 2) to identify strengths and weaknesses of EU countries' public services delivery experience through proposed main methodological parameters;
- 3) to provide well-structured and concrete recommendations for Kazakhstan public sector.

The following **research questions** are conceptualized: How is the citizen-centric public services system operating in selected EU countries? What aspects of this experience could be useful for Kazakhstan? By addressing these questions, the article contributes to digital governance theory and public policy development in Kazakhstan.

The **scientific significance** of the study lies in expanding the understanding of citizen-centric public service delivery as a complex management phenomenon that goes beyond technological solutions. Based on a comparative analysis it is shown that citizen-centricity is formed through the interaction of public values, institutional changes, data management mechanisms, and users' experience in receiving services. The proposed analytical model allows for the consideration of elements such as trust, fairness, service integration, and reduced administrative burden. The results obtained can also be useful for the development of digital reforms in Kazakhstan with the national context in mind.

## LITERATURE REVIEW

In recent years, the concept of **citizen-centricity** has become increasingly prominent in public administration research. It reflects a gradual shift from models that focus on institutions and administrative procedures to approaches that prioritize the needs and experiences of citizens. In this framework, citizens are viewed not just as recipients of services, but as active participants. As Smirnova (2022) notes, citizen-centricity can be considered an important intangible management resource that affects the legitimacy of public institutions, their reputation, and overall effectiveness. Public organizations that consistently implement citizen-oriented approaches are more likely to build higher levels of public trust and cooperation. This understanding is particularly characteristic of the European tradition of public administration. In the European Union, citizen-centricity is closely linked to the principles of democratic accountability, transparency, and social cohesion. European strategies emphasize that public services should be built around the needs of citizens, rather than the internal structures of administrative bodies. As a result, the focus has shifted from the efficiency of individual organizations to the outcomes that matter to society.

The scientific literature also discusses the relationship between **citizen-centricity, user-centricity, and public values** in the context of the digital state. The citizen-centricity approach emerged within the framework of public administration theory. Besides this, user-centricity primarily originated in the fields of human-technology interaction. A study by Weigl et al. (2022) shows that user-centered digital solutions can both support and challenge public values. The authors highlight several aspects of user orientation. They include attention to users' needs, citizen participation in the development of systems, and personalization of services. However, they also draw attention to "design-reality gap", where systems may be less accessible to vulnerable groups. In the context of the European Union, government agencies are required to ensure equal access to services and non-discrimination.

One practical way to implement a citizen-oriented approach is to **integrate public services**. The fragmentation of functions makes it difficult for citizens to interact with the government. In response to this challenge, many countries are implementing **one-stop shop models or services** based on citizens' life events. These solutions aim to simplify the delivery of services and organize them around the needs of the population. Smirnova (2022) also highlights the importance of institutional changes in implementing citizen-centered governance (business processes reengineering, KPIs, etc.). In the EU experience reflects the "once-only" principle. This incorporated interoperability and coordination between different government agencies.

In recent years, the topic of citizen-centricity has increasingly been addressed in the context of **data management**. Vandercruysse et al. (2023) emphasize that the ways in which personal information is stored, used, and shared play a crucial role in shaping modern public services. Shared data storage systems allow public organizations to use data more effectively. However, the authors note practical difficulties (limited resources, different digital literacy, non-equal access). To address these challenges, it is proposed to use flexible data management mechanisms.

The spread of **artificial intelligence** (AI) opens new opportunities for the development of public services, but it also raises new questions. Johnson’s (2025) research shows that citizens’ attitudes towards the use of AI in the public sector are largely influenced by the benefits they perceive from its implementation.

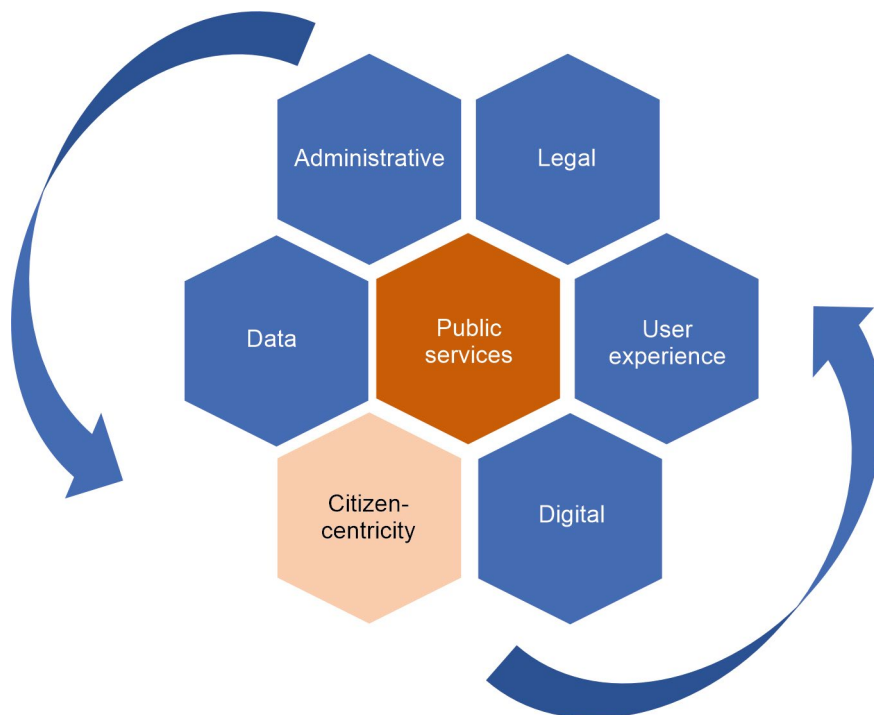
Citizens are more likely to support the implementation of such technologies if they help to reduce administrative procedures, increase the personalization of services, and reduce the likelihood of abuse. However, the level of support may vary depending on the scope of application and the perception of algorithm transparency. This approach aligns with European discussions on the development of “trustworthy” and citizen-centered artificial intelligence.

Xu’s (2023) research highlights the role of technologies such as big data and cloud computing in the development of public services. The use of analytical tools enables public organizations to better understand the needs of the population, improve coordination between institutions, and enhance the efficiency of service delivery.

Despite the increasing number of studies on customer-centricity, there are still several limitations in this area. Firstly, many studies tend to equate customer-centricity with digitalization, neglecting institutional and value-based components. Additionally, the empirical evidence on the actual impact of customer-centric approaches on citizens’ satisfaction and trust remains limited. Finally, there is a shortage of comparable cross-country studies that go beyond descriptive case studies. These limitations necessitate a more comprehensive and comparative approach, which is the focus of this study.

Summarizing the studies reviewed, citizen-centricity in public service delivery systems can be viewed as a complex phenomenon that encompasses several interrelated aspects: legal, administrative, digital, and user (Smirnova, V. V., 2025; Weigl L. et al., 2022; Vandercruysse, L. et al., 2023; Johnson D., 2025; Xu J., 2023). The legal dimension includes societal values, trust, and fairness (Smirnova, V. V., 2025; Weigl L. et al., 2022). The administrative aspect involves the integration of services and reform of business processes (Weigl L. et al., 2022). The digital aspect includes data management, artificial intelligence, and digital infrastructure (Vandercruysse, L. et al., 2023; Johnson D., 2025; Xu J., 2023). And the user experience parameter includes reducing administrative burdens, personalization, and the perceived usefulness of services (Figure 1).

**Figure 1. Dimensions of citizen-centricity in digital public services system**



Taking together, elements shown in Figure 1 suggest that citizen-centric public services system incorporates broader transformation of the public administration sphere.

Despite the significant amount of research on citizen-centricity in public administration, existing approaches remain fragmented, with some focusing on technological solutions, others on administrative mechanisms, and still others on value-based considerations. As a result, there is a lack of a comprehensive understanding of this phenomenon. This study aims to bridge this gap by integrating these aspects into a unified analytical framework. Unlike previous studies that have examined individual elements separately, this study focuses on the

interconnectedness of institutional, digital, and user factors. This approach allows us to better understand how customer focus is formed and implemented in public administration.

## METHODOLOGY AND METHODS

The study uses a qualitative comparative approach. Its goal is to analyze how the principles of citizen-oriented public service delivery are implemented in individual countries of the European Union. Additionally, it examines the possibility of applying certain elements of this experience in Kazakhstan. The comparison is used to identify institutional features and management practices. It does not aim to establish causal relationships.

Estonia, Germany, the Netherlands and Italy were selected as cases. These countries represent different administrative traditions. They also differ in the level of centralization and the development of digital infrastructure. At the same time, all of them are implementing reforms aimed at increasing the orientation of public services to the needs of citizens.

The analysis is based on an analytical framework of four dimensions: legal, administrative, digital, and user experience. The empirical base includes government strategies, legislative documents, and materials on digital platforms. It also uses reports from international organizations, including the United Nations, the International Telecommunication Union, and the Organization for Economic Cooperation and Development. Additionally, academic publications are analyzed. Using multiple sources enhances the reliability of the results.

To enhance analytical rigor, the study incorporates internationally recognized indicators from the United Nations and the OECD. Their use provides a comparable and standardized basis for assessing the level of development of citizen-oriented public services across countries. In particular, the qualitative analysis is complemented by indicators such as the Electronic Government Development Index (EGDI), Online Services Index (OSI), OECD Digital Government Index, and indicators of trust in public institutions.

## RESULTS

A comparative analysis of selected EU countries shows that citizen-oriented public services do not emerge from a single policy or technology. Instead, they are the result of a complex interplay of factors. Legal, administrative, digital, and citizen-oriented aspects all play a crucial role. The differences between countries are not solely due to the level of digital development. They also depend on how these elements are combined and prioritized within the public administration system.

### Legal Aspect of Citizen-Centricity

A comparative analysis of EU countries shows that citizen-centricity is considered an important normative principle. It is associated with public values such as trust, legitimacy, fairness, and accountability of the government. In countries with a more developed digital state, citizen-centricity is understood not only as the convenience of services. It is seen as a duty of the public administration. This is reflected in legislation and policies. Special attention is given to transparency, data protection, and equal access to services. These measures enhance citizens' trust in digital government systems.

Estonia and the Netherlands demonstrate the closest link between digital reforms and societal values. In these countries, reforms aim to reduce inequality between the state and citizens and to ensure fair service delivery. Italy also places more emphasis on accessibility and inclusivity. However, the level of implementation varies between regions. In Germany, legal certainty and institutional stability play an important role. Moreover, the federal structure sometimes leads to fragmentation of practices.

For Kazakhstan, this analysis shows that digitalization is developing quite actively. Besides this, citizen-centricity is often associated with efficiency and innovation rather than with values such as trust and justice. The EU's experience suggests that incorporating these values into governance can strengthen the state's legitimacy and increase citizens' trust.

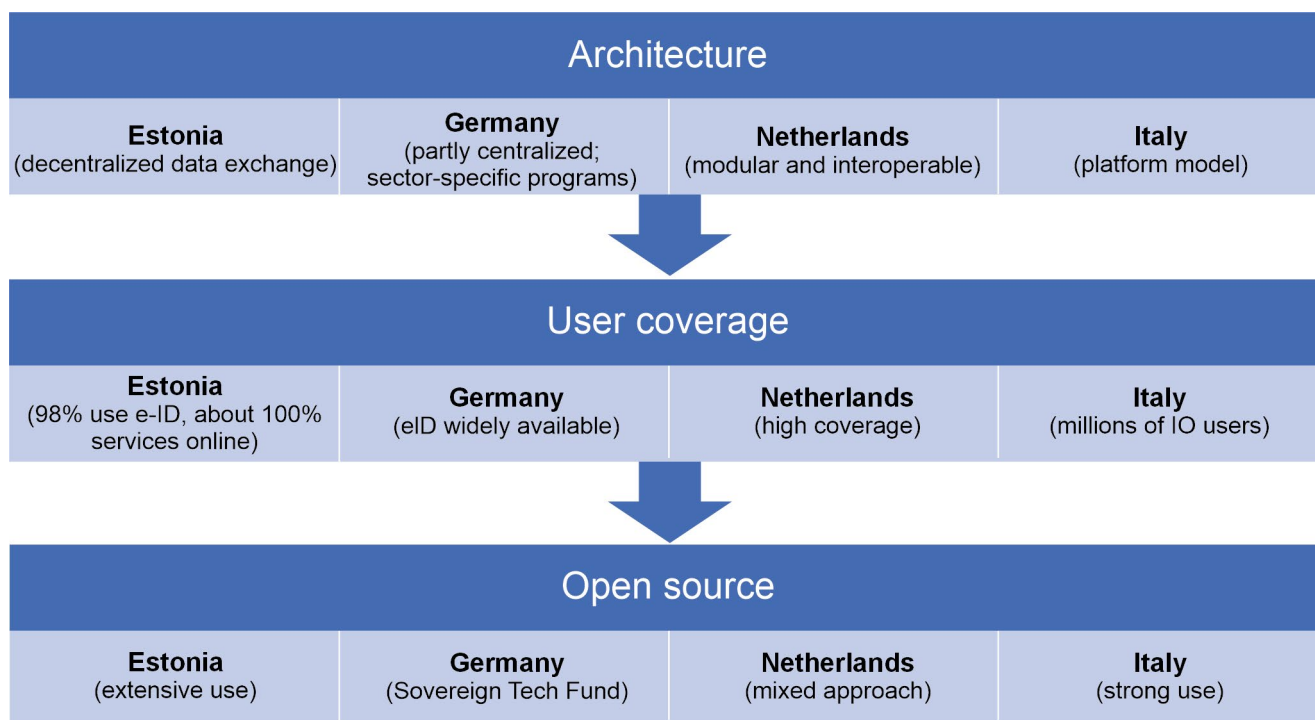
### Administrative Aspect of Citizen-Centricity

The administrative dimension is a key factor in the development of citizen-centered systems. In EU countries with more mature digital services, attention is not only focused on the digitalization of processes. Integration of services, reform of administrative procedures, and evaluation of efficiency based on results for citizens also play an important role.

In Estonia, the "once only" principle allows for the exchange of data between government agencies. This reduces administrative fragmentation and simplifies the provision of services. The Netherlands uses a modular architecture and a citizen-centered approach. This helps to coordinate services and maintain flexibility at the local level. Italy employs a platform model based on pagoPA and the IO app. This combines centralized coordination with convenient access to services. Germany has strong sectoral initiatives, but its federal structure sometimes leads to fragmentation and differences between states.

The results show that service integration is not just a technological issue. It is primarily an organizational and managerial challenge. It requires coordination between agencies, clear responsibilities, and performance indicators that focus on citizen experience (Figure 2).

Figure 2. EU countries comparative study



Note: based on open sources (Agency for Digital Italy, 2023; e-Estonia, 2023; Kalvet T., 2012; Ministry of the Interior and Kingdom Relations, 2022; Sovereign Tech Fund, 2024; Ford C. et al., 2025)

For Kazakhstan, this means that the further development of citizen-centric services depends not so much on the creation of new digital services. It is more important to combine state registers, coordinate the work of various agencies, and develop comprehensive services related to citizens’ life events.

**Digital Aspect of Citizen-Centricity**

The analysis shows that data and technology are more tools than the main drivers of citizen-centricity. In EU countries, advanced digital systems are combined with clear data management rules. Special attention is paid to citizen control, security, and compatibility of information systems.

In Estonia, the X-Road platform facilitates data exchange between government agencies. In Italy, national data exchange and payment platforms help integrate services. In the Netherlands, there is a strong focus on system interoperability and open standards. Germany emphasizes digital sovereignty and the development of open technology solutions. At the same time, there is a growing interest in using artificial intelligence to improve public services in all countries. Transparency, accountability, and ethical use of technology are also being discussed.

The results show that not only digital infrastructure, but also effective data management is important for citizens’ trust. This allows for the development of proactive public services. For Kazakhstan, this means strengthening the compatibility of information systems, clarifying data exchange rules, and implementing ethical standards for the use of artificial intelligence.

**User Experience Aspect of Citizen-Centricity**

The user experience dimension shows how citizens perceive and interact with public services. This is one of the main indicators of citizen-centricity. In EU countries, successful reforms are associated with reduced administrative burdens, more personalized services, and clearer communication between the government and citizens.

Digital platforms, such as Estonia’s X-Road and Italy’s IO app, make it easier to access services. They reduce the need for repeated data submissions and provide notifications. Research shows that citizens are more likely to support the use of new technologies if they see tangible benefits. These benefits include faster service, simpler procedures, and fraud protection.

However, these benefits are not distributed equally. Even in digitally advanced EU countries, digital inequality persists. It is related to age, skill levels, and location. Therefore, citizen-centeredness should consider not only the usability of services, but also their accessibility for vulnerable groups.

For Kazakhstan, this means that the development of digital services must be accompanied by measures to ensure accessibility. Testing services with users and continuous feedback are important.

The integration of international indicators allows for a more systematic interpretation of the results. The analysis shows that countries with a higher level of interoperability and integration of public services tend to achieve better scores on indicators such as the EGD and the OECD Digital Government Index. At the same time, a higher level of public trust is generally associated with a well-developed legal framework and a focus on user needs. The additional inclusion of World Bank indicators provides a deeper understanding of the institutional dimension of citizen-centricity (Table 1).

**Table 1. International indicators for measuring citizen-centric public services (UN, OECD, World Bank)**

Dimension	Indicator	Source	What it Measures	Relevance to Study
Legal	Trust in Government	OECD	Public trust in institutions	Reflects legitimacy and citizen-centric governance
	Rule of Law	World Bank (WGI)	Perception of fairness, contract enforcement, accountability	Institutional foundation of citizen-centricity
	Control of Corruption	World Bank (WGI)	Extent to which public power is used for private gain	Critical for trust and service integrity
Administrative	Government Effectiveness	World Bank (WGI)	Quality of public services and policy implementation	Core measure of administrative capacity
	Regulatory Quality	World Bank (WGI)	Ability of government to formulate and implement sound policies	Reflects policy environment for reforms
	Service Integration	OECD	Coordination across agencies	Shows maturity of service delivery model
Digital	E-Government Development Index (EGDI)	UN	Overall digital government readiness	Core digitalization indicator
	Online Service Index (OSI)	UN	Availability and sophistication of e-services	Measures digital service delivery
	Digital Government Index	OECD	Data governance, interoperability, digital strategy	Reflects quality of digital transformation
User Experience	E-Participation Index	UN	Citizen engagement in governance	Reflects participation and inclusiveness
	User Satisfaction	OECD	Perceived service quality	Direct measure of citizen experience
	Digital Inclusion	OECD, UN	Access across social groups	Measures of services equity
Outcomes	SDG 16 Indicators	UN	Effective, accountable institutions	Links services to development outcomes
	Administrative Burden Reduction	OECD	Time/cost savings for citizens	Measures real impact of reforms
	Voice and Accountability	World Bank (WGI)	Citizen participation and freedom of expression	Reflects citizen engagement and responsiveness

*Note: compiled by the authors based on sources (ITU, 2023; ITU & UNDP, 2022)*

Countries with higher values of public administration efficiency, the rule of law, and control over corruption tend to have more holistic and user-centric public service delivery systems. Therefore, the results indicate that digital transformation alone is not a sufficient condition (Table 2).

**Table 2. E-Government Development Index (EGDI) for selected EU countries (2024)**

Country	EGDI (2024)	Rank (Global)	Level
Estonia	0.9727	2	Very High
Netherlands	0.9538	10	Very High
Germany	~0.89	~20-25	Very High
Italy	0.8356	~30-35	Very High

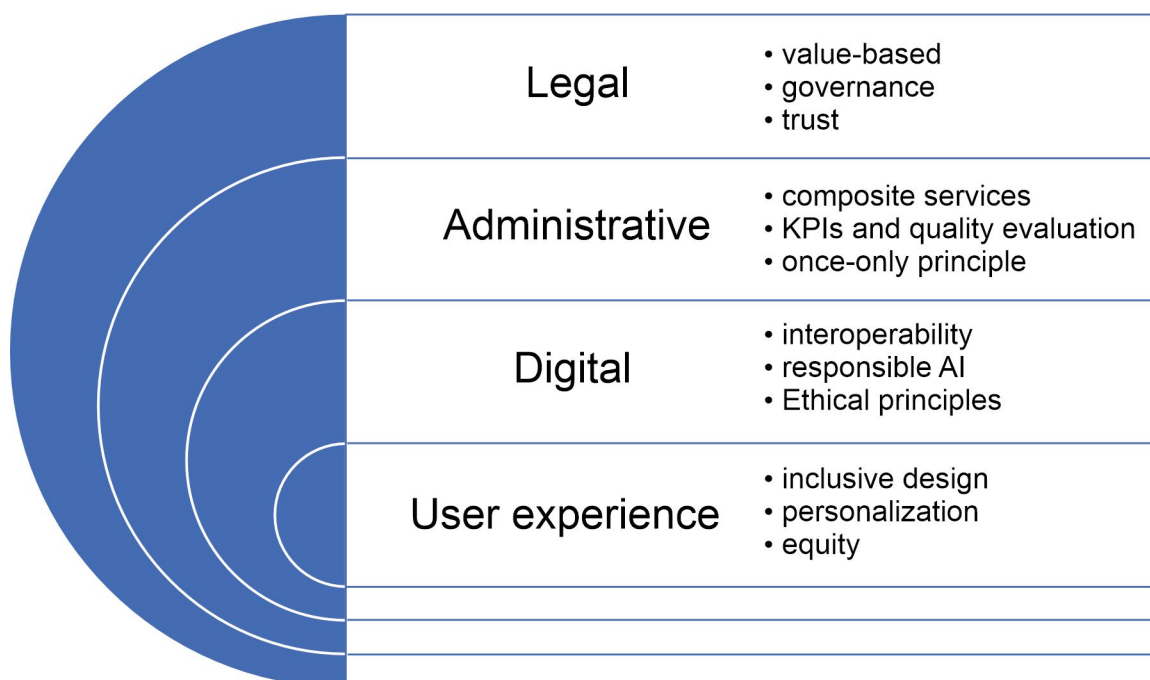
*Note: compiled by the authors based on sources (United Nations Government Knowledgebase, 2024)*

In addition to the qualitative analysis, the study uses data from the United Nations e-Government Development Index (EGDI), which reflects the level of maturity of digital public administration in various countries. As shown in Table 2, Estonia ranks among the top countries in the world with an EGDI score of 0.9727, indicating a high level of development in its digital ecosystem. The Netherlands also demonstrates a very high level of digital maturity (0.9538), indicating a well-developed interoperability and integration of public services. Germany and Italy are included in the group of countries with a “very high” level of EGDI, but their indicators are somewhat lower, which is largely due to administrative fragmentation and uneven implementation of digital solutions.

Thus, despite the high level of digitalization in all the countries under consideration, there are significant differences in the degree of coherence, efficiency, and integration of the state provision systems. A comparison of the EGDI values shows that a high level of digital maturity alone does not ensure full integration of citizen-oriented services. For example, despite Germany’s relatively high scores, administrative fragmentation hinders the practical implementation of customer-centric principles. On the other hand, Estonia’s high performance is driven not only by technological development but also by effective institutional coordination and a well-established data management system.

In general, the EU experience shows that countries use different approaches to developing a digital state. However, their practices complement each other. Estonia and the Netherlands demonstrate the benefits of system compatibility and data exchange. Italy highlights the role of user-friendly platforms and payment services. Germany emphasizes the importance of strategic investments and support for open technologies. The summary of EU cross-country analysis through the four aspects of methodological framework provides insights for future directions of public services delivery system development in Kazakhstan (Figure 3).

**Figure 3. Promising implications for Kazakhstan**



Based on analytical results, the following directions are proposed:

- 1) AI further integration (AI ethics framework and regulatory sandboxes);
- 2) national digital architecture (APIs and unified registries);
- 3) development of GovTech laboratories, PPPs, and digital sandboxes;
- 4) enhancement of AI and digital inclusion education.

These priorities are based on the analysis conducted and could potentially broaden though more in-depth study of each EU country particularly. The analysis shows that the differences between countries are not so much due to the level of digitalization, but rather to the degree of coherence between institutional mechanisms, data management practices, and user-centric service design. The most advanced systems exhibit a balanced development across all four dimensions, while less integrated models show a gap between technological capabilities and institutional readiness to effectively utilize them.

This study makes a three-level scientific contribution. First, it systematizes the concept of citizen-centricity based on a multidimensional analytical model. Second, it identifies cross-country patterns that link the features of public administration models to the results of service provision. Third, the findings are transformed into applied recommendations for Kazakhstan, thereby bridging the gap between theoretical research and public administration practice.

## DISCUSSION

This study analyzes the development of citizen-centric public service provision based on a comparative study of selected EU countries and assesses the applicability of their experience to Kazakhstan. The results show that citizen-centricity is not achieved through individual digital solutions or political initiatives. Instead, it emerges through the interplay of four interconnected elements: legal framework and public values, administrative changes, data and technology management, and the experience of citizens in receiving services. The experience of EU countries demonstrates that successful digital public management is based on values, service integration, responsible use of technology, and reducing administrative burdens for citizens.

A comparative analysis shows that EU countries differ in their institutional structures and technological approaches. However, the most advanced systems demonstrate the coherence of all four elements. Estonia and the Netherlands highlight the importance of system compatibility and data exchange. Italy demonstrates the role of digital platforms and payment services. Germany emphasizes the significance of strategic investments and sustainable digital infrastructure. For Kazakhstan, this means that further digitalization must be combined with the strengthening of citizen-centric values, the integration of government agencies, the development of data management, and the creation of accessible services for different population groups.

However, the study has several limitations. The analysis is qualitative in nature and is based on a limited number of countries. This limits the possibility of generalizing the results. The use of secondary sources and analytical reports does not allow us to directly assess the perception of services by citizens. In addition, differences in institutional and socio-economic conditions complicate the direct borrowing of individual solutions.

Further research can expand the analysis by using empirical data, such as surveys or interviews with citizens and public servants. A promising area of research is also the study of long-term changes in digital services and their impact on trust, fairness, and administrative burden. Additional comparative studies, including analysis of other countries or regions in Kazakhstan, can help to better understand how citizen-centric public services can adapt to different institutional contexts.

## CONCLUSION

The results of the study show that citizen-centric public service delivery cannot be viewed solely because of digitalization. It is linked to broader changes in the public administration system. The experience of EU countries demonstrates that successful reforms require a combination of factors (legal, administrative, digital, and user experience).

For Kazakhstan, this means that the further development of digital public services should not be limited to the expansion of digital platforms. It is also necessary to develop the interoperability of information systems, strengthen coordination between government agencies, and pay more attention to the accessibility of services for different population groups. The responsible use of data and artificial intelligence technologies plays an important role. In addition, the principle of citizen-centricity should take a more prominent place in the system of public administration and reforms.

## FUNDING

This research was funded by Science Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan, grant IRN AP22787363.

## REFERENCES

1. International Telecommunication Union. (2023). Measuring digital development: Facts and figures 2023. ITU. <https://www.itu.int/itu-d/reports/statistics/facts-figures-2023/>
2. International Telecommunication Union, & United Nations Development Programme. (2022). Digital acceleration for the Sustainable Development Goals. ITU & UNDP. <https://www.itu.int/en>
3. United Nations. (2023). The Sustainable Development Goals report 2023. United Nations. <https://desapublications.un.org/publications/sustainable-development-goals-report-2023-special-edition>
4. United Nations Development Programme. (2023). Digital transformation for sustainable development. UNDP. [https://www.undp.org/?option=com\\_content&view=article&i](https://www.undp.org/?option=com_content&view=article&i)
5. Smirnova, V. V. (2022). The role of citizen-centricity and reputation resources of the region in the functioning of the modern public administration system. *Intellect. Innovations. Investments*, 6, 31-39. <https://doi.org/10.25198/2077-7175-2022-6-31>
6. Weigl, L., Amard, A., Marxen, H., Roth, T., & Zavolokina, L. (2022). User-centricity and public values in eGovernment: Friend or foe? In *Proceedings of the European Conference on Information Systems (ECIS 2022)*.
7. Vandercruyse, L., D'Hauwers, R., & Bourgeois, A. (2023). Citizen-centric personal data storage in the public sector. *Journal of Innovation Management*, 11(3), 30-53. [https://doi.org/10.24840/2183-0606\\_011.003\\_0002](https://doi.org/10.24840/2183-0606_011.003_0002)
8. Johnson, D. (2025). Citizen-centric approaches to AI in government programs: Lessons from experimental studies. *Public Administration Review*. Advance online publication. <https://doi.org/10.1111/puar.70077>
9. Xu, J. (2023). An accurate management method of public services based on big data and cloud computing. *Journal of Cloud Computing*, 12, Article 80. <https://doi.org/10.1186/s13677-023-00456-0>
10. Agency for Digital Italy. (2023). Italy's digital public administration and open-source strategy. AgID. <https://www.agid.gov.it/it>
11. e-Estonia. (2023). X-Road: Secure data exchange layer. e-Estonia Briefing Centre. <https://e-estonia.com/solutions/interoperability-services/niis/>
12. Kalvet, T. (2012). Innovation: A factor explaining e-government success in Estonia. *Electronic Government: An International Journal*, 9(2), 142-157. [https://www.researchgate.net/publication/235347972\\_Innovation\\_A\\_factor\\_explaining\\_e-government\\_success\\_in\\_Estonia](https://www.researchgate.net/publication/235347972_Innovation_A_factor_explaining_e-government_success_in_Estonia)
13. Ministry of the Interior and Kingdom Relations. (2022). Digital government agenda of the Netherlands. Government of the Netherlands. <https://www.government.nl/ministries/ministry-of-the-interior-and-kingdom-relations>
14. Sovereign Tech Fund. (2024). Funding digital public goods in Germany. Sovereign Tech Fund. <https://www.sovereign.tech/>
15. Ford, C., Dell'Aquila, M., Grabova, O., Muñoz, I., & Renda, A. (2025). Building the European digital public infrastructure: Rationale, options, and roadmap. CEPS. <https://www.pubaffairsbruxelles.eu/opinion-analysis/building-the-european-digital-public-infrastructure-rationale-options-and-roadmap/>
16. United Nations Government Knowledgebase. (2024). United Nations E-Government Survey. <https://publicadministration.un.org/egovkb/en-us>

## СПИСОК ИСПОЛЬЗОВАННЫХ ИСТОЧНИКОВ

1. Международный союз электросвязи. (2023). Measuring digital development: Facts and figures 2023. ITU. <https://www.itu.int/itu-d/reports/statistics/facts-figures-2023/>
2. Международный союз электросвязи, & Программа развития ООН. (2022). Digital acceleration for the Sustainable Development Goals. ITU & UNDP. <https://www.itu.int/en>
3. Организация Объединенных Наций. (2023). The Sustainable Development Goals Report 2023. United Nations. <https://desapublications.un.org/publications/sustainable-development-goals-report-2023-special-edition>
4. Программа развития ООН. (2023). Digital transformation for sustainable development. UNDP. [https://www.undp.org/?option=com\\_content&view=article&i](https://www.undp.org/?option=com_content&view=article&i)
5. Смирнова, В. В. (2022). The role of citizen-centricity and reputation resources of the region in the functioning of the modern public administration system. *Intellect. Innovations. Investments*, 6, 31-39. <https://doi.org/10.25198/2077-7175-2022-6-31>
6. Вайгл, Л., Амар, А., Марксен, Х., Рот, Т., & Заволокина, Л. (2022). User-centricity and public values in eGovernment: Friend or foe? В *Proceedings of the European Conference on Information Systems (ECIS 2022)*.
7. Вандеркрёйсе, Л., Д'Хауверс, Р., & Буржеус, А. (2023). Citizen-centric personal data storage in the public sector. *Journal of Innovation Management*, 11(3), 30-53. [https://doi.org/10.24840/2183-0606\\_011.003\\_0002](https://doi.org/10.24840/2183-0606_011.003_0002)
8. Джонсон, Д. (2025). Citizen-centric approaches to AI in government programs: Lessons from experimental studies. *Public Administration Review*. <https://doi.org/10.1111/puar.70077>
9. Сюй, Цз. (2023). An accurate management method of public services based on big data and cloud computing. *Journal of Cloud Computing*, 12, Article 80. <https://doi.org/10.1186/s13677-023-00456-0>
10. Агентство цифровой Италии. (2023). Italy's digital public administration and open-source strategy. AgID. <https://www.agid.gov.it/it>
11. e-Estonia. (2023). X-Road: Secure data exchange layer. e-Estonia Briefing Centre. <https://e-estonia.com/solutions/interoperability-services/niis/>

12. Калвет, Т. (2012). Innovation: A factor explaining e-government success in Estonia. *Electronic Government: An International Journal*, 9(2), 142-157. [https://www.researchgate.net/publication/235347972\\_Innovation\\_A\\_factor\\_explaining\\_e-government\\_success\\_in\\_Estonia](https://www.researchgate.net/publication/235347972_Innovation_A_factor_explaining_e-government_success_in_Estonia)

13. Министерство внутренних дел и королевских отношений Нидерландов. (2022). Digital government agenda of the Netherlands. Ministry of the Interior and Kingdom Relations. <https://www.government.nl/ministries/ministry-of-the-interior-and-kingdom-relations>

14. Sovereign Tech Fund. (2024). Funding digital public goods in Germany. Sovereign Tech Fund. <https://www.sovereign.tech/>

15. Форд, К., Делл'Аквила, М., Грабова, О., Муньос, И., & Ренда, А. (2025). Building the European digital public infrastructure: Rationale, options, and roadmap. CEPS. <https://www.pubaffairsbruxelles.eu/opinion-analysis/building-the-european-digital-public-infrastructure-rationale-options-and-roadmap/>

16. База знаний по государственному управлению Организации Объединенных Наций. (2024). Обзор электронного правительства Организации Объединенных Наций. <https://publicadministration.un.org/egovkb/en-us>

## РАЗВИТИЕ КЛИЕНТООРИЕНТИРОВАННОЙ СИСТЕМЫ ОКАЗАНИЯ ГОСУДАРСТВЕННЫХ УСЛУГ: ОПЫТ СТРАН ЕВРОПЕЙСКОГО СОЮЗА И ВЫВОДЫ ДЛЯ КАЗАХСТАНА

### Амирова А.

Доктор государственного управления,  
Ассистент профессор,  
Astana IT University  
Астана, Казахстан  
e-mail: a.amirova@astanait.edu.kz  
ORCID: 0000-0003-1250-0777

### Бактияров А.

Докторант,  
Евразийский национальный университет  
имени Л.Н. Гумилева  
Астана, Казахстан  
e-mail: baktiyarov.asset@gmail.com  
ORCID: 0009-0005-4117-7261

### Ғалы Ә.\*

Доктор экономики, Научный сотрудник,  
Центр исследований  
и развития интеллектуального потенциала  
Астана, Казахстан  
e-mail: gagphd2025@gmail.com  
ORCID: 0000-0002-1318-9557

### Аннотация

Статья посвящена вопросам улучшения сферы оказания государственных услуг в отдельных странах Европейского союза (Эстония, Германия, Италия, Нидерланды) в призмe повестки дня международных организаций и ключевых ориентиров целей устойчивого развития. Особое внимание уделяется вопросам цифровизации данной сферы и применения данного опыта в Казахстане. Методология анализа основывается на четырех параметрах, включающих правовой, административный, цифровой и клиентоориентированный аспекты. Это позволяет всесторонне оценить сильные и слабые стороны странового опыта в цифровизации сферы государственных услуг, а также выработать общие рекомендации. Отмечается, что в последние три-пять лет в фокусе внимания применение передовых технологий Индустрии 5.0. При этом, наибольшее распространение получили инструменты искусственного интеллекта, больших данных, интернета вещей, а также формирование цифровых экосистем и взаимосвязанных услуг по принципу «одного клика» и «жизненных ситуаций».

Как итог, в результате анализа выработаны общие паттерны и уникальные особенности для каждой страны, а также предложения для взвешенного применения опыта данных стран в Казахстане. В совокупности, данные рекомендации позволят внести вклад в развитие клиентоориентированности сферы оказания государственных услуг, и, в свою очередь, в дальнейшее совершенствование системы государственного управления.

**Ключевые слова:** оказание государственных услуг, цифровизация, клиентоориентированность, сервисность, государственный аппарат

**АЗАМАТТАРҒА БАҒДАРЛАНҒАН МЕМЛЕКЕТТІК ҚЫЗМЕТ КӨРСЕТУДІ ДАМУ: ЕУРОПАЛЫҚ ОДАҚ ЕЛДЕРІНІҢ ТӘЖІРИБЕСІ ЖӘНЕ ҚАЗАҚСТАН ҮШІН ТҰЖЫРЫМДАР****Әмірова А.\***

Мемлекеттік және жергілікті басқару доктор,  
Ассистент профессор,  
Astana IT University  
Астана, Қазақстан  
e-mail: a.amirova@astanait.edu.kz  
ORCID: 0000-0003-1250-0777

**Бактияров А.**

Докторант, Л.Н. Гумилев атындағы  
Еуразия ұлттық университеті  
Астана, Қазақстан  
e-mail: baktiyarov.asset@gmail.com  
ORCID: 0009-0005-4117-7261

**Ғалы Ә.\***

Экономика докторы, Ғылыми қызметкер,  
Зерттеу және зияткерлік әлеуетті дамыту орталығы  
Астана, Қазақстан  
e-mail: gagphd2025@gmail.com  
ORCID: 0000-0002-1318-9557

**Аңдатпа**

Мақала Еуропалық Одақтың жекелеген елдерінде (Эстония, Германия, Италия, Нидерланды) халықаралық ұйымдардың күн тәртібіндегі және орнықты даму мақсаттарының негізгі бағдарларындағы мемлекеттік қызметтер көрсету саласын жақсарту мәселелеріне арналған. Қазақстанда осы саланы цифрландыру және осы тәжірибені қолдану мәселелеріне ерекше назар аударылады. Талдау әдістемесі құқықтық, әкімшілік, цифрлық және клиентке бағытталған аспектілерді қамтитын төрт параметрге негізделген. Бұл мемлекеттік қызметтер саласын цифрландырудағы ел тәжірибесінің күшті және әлсіз жақтарын жан-жақты бағалауға, сондай-ақ жалпы ұсынымдарды әзірлеуге мүмкіндік береді. Соңғы үш-бес жылда 5.0 индустриясының озық технологияларын қолдануға баса назар аударылғаны атап өтілді. Сонымен қатар, жасанды интеллект, үлкен деректер, Заттар интернеті құралдары, сондай-ақ «бір рет басу» және «өмірлік жағдайлар» қағидаты бойынша цифрлық экожүйелер мен өзара байланысты қызметтерді қалыптастыру кеңінен таралды.

Нәтижесінде, талдау нәтижесінде әрбір ел үшін жалпы үлгілер мен бірегей ерекшеліктер, сондай-ақ Қазақстанда осы елдердің тәжірибесін теңдестірілген қолдану үшін ұсыныстар әзірленді. Жиынтығында осы ұсынымдар мемлекеттік қызметтер көрсету саласының клиентке бағдарлануын дамытуға және өз кезегінде мемлекеттік басқару жүйесін одан әрі жетілдіруге үлес қосуға мүмкіндік береді.

**Түйін сөздер:** мемлекеттік қызметтер көрсету, цифрландыру, тұтынушыларға назар аудару, қызмет көрсету қабілеттілігі, мемлекеттік аппараты