

REVIEW REPORT
made by foreign scientific consultant
for PhD thesis of Turkebayeva Karina Toleuovna
Topic: «Regional diversity, development and growth: evidence from
Kazakhstan, project approach»
presented for the degree of Doctor of Philosophy (PhD)
on the specialty 6D051800 - «Project Management»

The actuality of the doctoral dissertation of Turkebayeva K.T. reflects global development trends in the field of regional project management, it is conditioned by cardinal changes in the area of public administration, and is devoted to the investigation of regional diversity, development and growth of the Republic of Kazakhstan.

Contemporary Kazakhstan is characterized by an exceptional diversity of regions that demonstrate dissimilar conditions and peculiarities of economic activity, different levels of development, structure of economic management and specialization. The regions of Kazakhstan have different starting positions, natural resources, geographical locations, climatic factors, production potential, and infrastructure. The level of development and growth of regions determines a country's competitiveness on the world stage.

To ensure the comprehensive development of the country's regions, it is necessary to implement effective management models, such as project management.

In Kazakhstan, the issues and problems of applying project management in the regions are underexplored. In reality, project management is not utilized to the required extent in the activity of regional government bodies.

The research of the dissertationist includes a systematic approach to analyzing the state of economic development and project management of regions of the Republic of Kazakhstan and elaborating a model for project management of the region's development.

The dissertation of Turkebayeva K.T. is structurally composed of an introduction, three chapters, a conclusion, a list of sources consisting of papers of foreign and domestic authors, and appendices. The research is based on current legislation and the works of authoritative scholars in the field of study.

In chapter 1 of the dissertation, an extensive conceptual review of regional diversity, specific characteristics, and competitive advantages of the subjects of the Republic of Kazakhstan is conducted, the issues of applying the project approach in regional management, existing project management approaches and methodologies are examined, also the stages of its formation within the global development context and national framework are considered.

Chapter 2 reports on the analysis of economic development and project management states of the regions of the Republic of Kazakhstan, the determination of country and interregional inequality coefficients, dynamics of indicators and the impact on the benefits of government programs and projects, the study of national

projects and programs of regional development, digitalization and support for small and medium-sized businesses, and assessment of project management maturity level of country's local executive bodies.

In Chapter 3, the author proposed a methodological innovation in terms of developing the methods for calculating the regional competitiveness index, ensuring a balanced formation of the global competitiveness index of Kazakhstan, identifying the ways to improve the efficiency of project management in the regions of the country and presented a model of project management for the development of the region.

The doctoral candidate conducted an extensive voluminous study of the development status of 16 regions of the Republic of Kazakhstan over 25 years, developed the author's methodology for calculating the regional competitiveness index, and formulated a definition of the concept «Project Approach in Regional Management», identified recommendations on the accelerated implementation of project management in regions to ensure their development.

The results presented significant theoretical and practical interest and expanded scientific knowledge in regional project management.

It should be noted that the goals and objectives set in the dissertation work are fully disclosed and resolved. The dissertation is written at a high theoretical and practical level and represents independent and complete research.

In this regard, the dissertation work of Turkebayeva K.T. constitutes completed scientific research and meets the requirements of the Committee for Quality Assurance in the Field of Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan, stipulated for Ph.D. dissertations.

The content and qualification characteristics of the dissertation on the topic «Regional diversity, development and growth: evidence from Kazakhstan, project approach» justify considering Turkebayeva Karina Toleuovna as a worthy candidate for the degree of Doctor of Philosophy (Ph.D.) on the specialty 6D051800 – «Project Management».

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