

## On approval of the Methodology for working out development strategies for cities of republican and regional significance

### *Unofficial translation*

Order No. 3 of the Minister of National Economy of the Republic of Kazakhstan as of January 11, 2019. Registered with the Ministry of Justice of the Republic of Kazakhstan on January 14, 2019, No. 18174.

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In accordance with subparagraph 24) of paragraph 15 of the Regulations on the Ministry of National Economy of the Republic of Kazakhstan, approved by Decree of the Government of the Republic of Kazakhstan dated September 24, 2014 No. 1011, **I HEREBY ORDER:**

**Footnote. The preamble is in the wording of the order of the Minister of National Economy of the Republic of Kazakhstan dated 29.04.2022 No. 38 (shall be enforced upon expiry of ten calendar days after the day of its first official publication).**

1. To approve the appended Methodology for working out development strategies for cities of republican and regional significance.

2. In accordance with the procedure established by the legislation of the Republic of Kazakhstan, the Department of Regional Development shall:

1) ensure state registration of this order with the Ministry of Justice of the Republic of Kazakhstan;

2) within ten calendar days of the state registration of this order, send this order's electronic copy in Kazakh and Russian to the Republican State Enterprise with the Right of Economic Management "Republican Center of Legal Information" of the Ministry of Justice of the Republic of Kazakhstan for its official publication and inclusion into the Reference Control Bank of Regulatory Legal Acts of the Republic of Kazakhstan;

3) place this order on the website of the Ministry of National Economy of the Republic of Kazakhstan;

4) within ten working days of the state registration of this order with the Ministry of Justice of the Republic of Kazakhstan, submit information on the implementation of measures, provided for in subparagraphs 1), 2) and 3) of this paragraph, to the Legal Department of the Ministry of National Economy of the Republic of Kazakhstan.

3. The control over the execution of this order shall be assigned to the supervising vice-minister of national economy of the Republic of Kazakhstan.

4. This order shall take effect ten calendar days after its first official publication.

*Minister of National Economy of  
the Republic of Kazakhstan*

*T. Suleimenov*

Approved by

## **Methodology for working out development strategies for cities of republican and regional significance Chapter 1. General provisions**

1. This Methodology for working out development strategies for cities of republican and regional significance (hereinafter - the Methodology) has been developed in accordance with subparagraph 24) of paragraph 15 of the Regulations on the Ministry of National Economy of the Republic of Kazakhstan, approved by Decree of the Government of the Republic of Kazakhstan dated September 24, 2014 No. 1011, and reveals approaches to working out development strategies for cities of republican and regional significance.

**Footnote. Paragraph 1 is in the wording of the order of the Minister of National Economy of the Republic of Kazakhstan dated 29.04.2022 No. 38 (shall be enforced upon expiry of ten calendar days after the day of its first official publication).**

2. A development strategy for a city of republican or regional significance is worked out in order to model, form a vision and determine priorities, goals, target indicators, tasks and ways to achieve them.

3. The following basic concepts are used in this Methodology:

1) the development strategy for a city of republican or regional significance (hereinafter referred to as the strategy) - the development strategy for a city of republican significance, a regional center, as well as the city of Semey, with account of prospective urban population until 2050 (hereinafter referred to as the city);

2) beneficiaries of the strategy - residents of a respective city and other adjacent populated localities or a functional urban area.

## **Chapter 2. The working out of a strategy**

4. The working out of a strategy consists of two stages:

- 1) analysis of the city development;
- 2) planning of the city development until 2050.

5. At the stage of analysis of the development of a city it is necessary to find out:

processes and trends that exist in the internal (socio-economic development of the city and adjacent populated localities over previous years) and external (economic processes in the republic and neighboring countries that directly affect the development of the city) environment;

- a range of opportunities and potential threats to the city development;
- problems necessary to solve for further city development.

6. The stage of analysis of the city development covers the study of external and internal factors, statistic data, interviews, surveys, focus groups, consultations with interested parties. One of the methods used in the course of analysis is SWOT analysis.

The analysis results are used for working out the strategy with account of the development vision and strategic development directions.

7. The strategy directions under development are aimed at implementing the vision of the city development.

8. For each strategic direction, the current situation, problems, and solutions are described

9. Target indicators and their values are determined at the planning stage of the strategy.

10. The strategy uses:

indicators of international, domestic ratings based on survey data;

comparison with current data for the best cities in the world (according to various ratings).

11. The strategy is worked out with account of the development of populated localities near the respective city (one-company towns and townships, villages) that make up a functional urban area.

12. The implementation of the strategy will be aimed at achieving the goals of the development Strategy of Kazakhstan until 2050, the National development plan of the Republic of Kazakhstan until 2025, and the Plan of territorial development of the Republic of Kazakhstan until 2025.

**Footnote. Paragraph 12 is in the wording of the order of the Minister of National Economy of the Republic of Kazakhstan dated 29.04.2022 No. 38 (shall be enforced upon expiry of ten calendar days after the day of its first official publication).**

13. The strategy is developed until 2050.

It is recommended to work out a strategy with the involvement of organizations, experts with experience in modern strategic planning in this area. In order to prevent unreasonable and excessive expenses for conducting research and involving consultants, the local executive body that is the developer of the draft strategy calculates the cost of the study and submits it, in accordance with the established procedure, as part of the budget request to the local authorized body for state planning for the consideration of the budget commission of a region (city of republican significance, the capital).

14. Public hearings shall be held on the draft strategy in accordance with the Law of the Republic of Kazakhstan “On Public Councils”.

**Footnote. Paragraph 14 is in the wording of the order of the Minister of National Economy of the Republic of Kazakhstan dated 29.04.2022 No. 38 (shall be enforced upon expiry of ten calendar days after the day of its first official publication).**

15. After public hearings, a draft strategy shall be agreed upon with the central authorized body for state planning. In this case, akimats of cities of republican significance and the capital agree on a draft strategy with akimats of adjacent regions.

16. After agreement with the central authorized body for state planning, the draft strategy is approved in consultation with the Administration of the President of the Republic of Kazakhstan at a session of maslikhats of regions, cities of republican significance, the capital, upon recommendation of akimats of respective administrative-territorial units in accordance with the legislation of the Republic of Kazakhstan on local government and self-government.

### **Chapter 3. The structure of the urban development strategy**

17. The structure of the strategy includes:

- 1) analysis of the current situation of the city development;
- 2) international experience with conclusions relating to the city;
- 3) vision of the city development;
- 4) strategic directions of the city development:  
the city's creative industries;  
human development;  
the environment;  
smartcity/digitalization;  
urban planning;
- 5) target indicators;
- 6) the implementation and monitoring (control) mechanism.

18. The analysis section of the current situation of the city development contains the population dynamics over the past 10 years, the balance of migration, the population structure by educational level, NEET rate (a generation of young people who, due to various economic, social factors, are neither in employment nor in education), the rate of students of higher educational institutions in the total population of the city and its dynamics over the past 10 years, the level of infant and maternal mortality and its dynamics over the past 10 years, a brief description of higher educational institutions, technical and vocational education institutions, the rating of the city universities according to international classifications, as well as the structure of employment and other important aspects of the socio-economic development of the city.

19. The international experience section contains examples of planning and successful development of large cities of highly developed countries (Vienna, Melbourne, Dublin and others) in relation to the planning and development until 2050 of a city under consideration.

20. The vision for the city development is drawn up in accordance with the documents provided for in paragraph 12 of this Methodology.

The vision of the city development stands for a comprehensive and common goal, describes the desired long-term results, reflects the priorities for the future development of the city with account of its growth reserves.

21. The section of the city's creative industries contains:

1) analysis of the current situation, prospects for the development of types of economic activity, the creation of new innovative activities, readiness and infrastructure needs of the next generations;

2) description and solution of tasks and problems associated with the development of the city's creative industries, the influence of external and internal factors on the prospects for the city development and the creation of new directions for economic development and/or modernization of current or abandoned productions.

In determining target indicators for the development of the city's creative industries, the methods of international rating agencies Doing Business, Economic Complexity Atlas, World's Best Cities and indicators of development and economy of the Organization for Economic Cooperation and Development (hereinafter referred to as the OECD) are used.

22. The human development section includes the analysis of the situation in the city by the level of education, workforce qualifications, availability of vocational education institutions, life expectancy, and also the description of tasks and problems and ways to solve them.

The solutions are interconnected with current processes and trends, including demographic ones, migration, economic development, and also with prospective future changes in human development in conjunction with the vision for the city development.

23. The environment section contains:

1) analysis of the current situation with the green economy development in the city, analysis of ingredients and the amount of atmospheric emissions, and the procedure for cleaning territories from solid household waste, landscaping of the city, indicating measures and costs for its further maintenance;

2) description and solution of tasks and problems associated with the environment of the city, measures to reduce atmospheric emissions, the processing of municipal solid waste using modern factory technologies.

24. The smartcity/digitalization section contains:

1) analysis of the current situation with the development of "smart technologies" in the city, the level of digitalization of the population and facilities for the provision of public services;

2) description and solution of tasks and problems associated with the functioning of the "smart" city, access to "smart technologies" and modern platforms, information security technologies.

In determining target indicators for the development of the city's creative industries, the methods and indicators of the OECD, international rating agencies, and population surveys regarding technology development and proposed solutions for further digitalization are used.

25. The urban planning section contains:

1) analysis of the current situation with urban planning and construction of significant social and logistics facilities;

2) description and solution of tasks and problems associated with spatial planning, awareness and support of the planned measures for urban planning and architectural activities by the population.

In determining target indicators of urban planning, the approaches of the United Nations Habitat (UN-Habitat), OECD and the World Bank, population surveys on the proposed spatial development of the city are used.

26. Target indicators are considered to meet the following criteria:

the possibility of comparing them in dynamics over the planning period;

the availability of sufficient information and technical resources to assess their achievement;

completeness of the characteristic;

attainability and measurability;

the presence of intermediate values with an increment of 5 years for monitoring and evaluating their achievement;

Target indicators that carry key changes characterizing the solution of identified problems and necessary to assess the achievement of goals are selected.

For each target indicator, the developer determines the sources of information and data collection tools.

When developing a draft strategy, the total number of indicators is determined by the developer independently.

The recommended target indicators are as follows:

The city's creative industries:

economic complexity index;

Doing Business cities' rankings;

comparison with the Top 10 best cities in the world according to the international rating agencies Doing Business, Economic Complexity Atlas, World's Best Cities;

OECD selected indicators for development and economy.

The human development:

life expectancy, years;

the rate of students of higher educational institutions and colleges in the total population of the city, in percentage terms%;

NEET index.

The environment:

air pollution index by the atmospheric pollution index scale;

the share of factory recycling of solid household waste according to the standards of the most developed countries, in percentage terms%;

the share of renewable energy in the energy sector.

Smartcity/digitalization:

OECD innovation and technology indicators.

Urban planning:  
the level of people's satisfaction with the urban planning development.

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the Republic of Kazakhstan