



ASTANA CIVIL SERVICE HUB

Partnership for Civil Service Excellence



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THE ASTANA CIVIL SERVICE HUB IS AN INITIATIVE OF THE GOVERNMENT OF KAZAKHSTAN AND THE UNITED NATIONS DEVELOPMENT PROGRAMME



On 15 March 2013, the representatives of 25 countries and 5 international organizations adopted the Declaration on the establishment of the Astana Civil Service Hub.

“We, the participants of the Founding Conference ... consider that the main goals of the Astana Civil Service Hub shall be as follows:

- to analyze current reforms of civil service in countries of the region;
- to strengthen cooperation and build the capacity of professional and expert networks;
- to create conditions and establish an institutional platform for continuous exchange of best practices;
- to implement joint programmes and projects;
- to improve the system of civil service and public service provision within the region.”

Declaration of the Founding Conference of the Regional Hub of Civil Service, 15 March 2013



MISSION

To assist in promoting civil service effectiveness by supporting the efforts of governments of the participating countries in building institutional and human capacity.

THE ACSH 3 MAIN AREAS OF ACTIVITIES



PARTNERSHIPS AND NETWORKING



CAPACITY BUILDING AND PEER-TO-PEER LEARNING



RESEARCH AND KNOWLEDGE MANAGEMENT

43 PARTICIPATING COUNTRIES



DEMAND-DRIVEN APPROACH

PRIORITY TOPICS FOR RESEARCH

2023

- Performance management
- Digital transformation of public administration
- Leadership and strategic management
- Sustainable governance

2021

- Innovative Solutions in the Public Sector
- Public Sector Response to the Pandemic and Its Implications
- Increasing Institutional Capacity in Crisis Management
- Remote Work in Civil Service
- e-Government and the use of ICT in Public Service Delivery
- Digital transformation

2018

- Improving public service
- e-Government and the use of ICT
- Talent management and career development
- State bodies' performance evaluation
- Ethics and integrity

2015

- Effective HRM
- Professionalism and ethics in the civil service
- Quality of public service delivery
- Effective assessment of civil and/or government organizations
- Motivation and compensation of civil servants
- Management of governmental organizations

2013

- Development of young talent
- Improved management in government authorities
- Performance appraisal of civil servants
- Effective human resource management

DEMAND-DRIVEN APPROACH

PRIORITY TOPICS FOR CAPACITY BUILDING

2023

- Innovative and effective HR strategies in the civil service
- Evaluation of performance and encouragement of civil servants
- Recruitment and retention of civil servants
- Innovative solutions in the state sector
- Use of AI in e-government and data-driven policymaking

2021

- Local government capacity building
- Innovative and effective HR strategies in the civil service
- Anti-Corruption measures, ethics and integrity
- e-Government and the use of ICT in public service delivery
- Remote work in civil service
- Recruitment and retention of civil servants
- Digitalisation transformation processes in the public sector

2018

- Civil servants' performance appraisal systems
- Improving public service delivery
- e-Government and the use of ICT
- Competencies and skills for a highperforming public sector
- State bodies' performance appraisal systems

2015

- Effective human resource management
- Anti-corruption policy
- Professionalism and ethics in the civil service
- Motivation and compensation of civil servants
- Strategic state planning
- Effective assessment of civil servants and/or government organizations
- Quality of public service delivery

2013

- National strategic planning
- Performance appraisal of civil servants
- Anti-corruption policies and integrity e-Government
- Performance evaluation management
- Leadership in public administration and the civil service
- Human resource management in civil service
- Management in government authorities

PARTNERSHIPS AND NETWORKING



ROSTER OF EXPERTS

To provide expert consultations to representatives of the participating countries of the ACSH, a registry of international experts has been established, including representatives from:

- research institutions and universities
- international organizations
- professional associations



More than
140 experts

These experts can be reached through the ACSH. The full list of experts is available on the ACSH website astanacivilservicehub.org

PARTNERSHIPS AND NETWORKING

The ACSH has established partnerships with **more than 90 institutional partners** from different parts of the world, which possess an abundance of Knowledge and practical expertise in public administration and civil service development.

The global outreach of the ACSH is reinforced through the cooperation with the OECD, the American Society for Public Administration (ASPA), the Asian Association for Public Administration (AAPA), the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee), the International Public Management Association for Human Resources (IPMA-HR), the Regional School of Public Administration (ReSPA), Eastern Regional Organization for Public Administration (EROPA) and the South Asian Network for Public Administration (SANPA).



The ACSH is now a member of the Effective Institutions Platform, an alliance of over 60 countries and organizations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform, jointly supported by the OECD and UNDP Secretariats.

The ACSH has signed over 55 Memorandum of Understanding with leading universities and academies that offer unique public administration and public policy programmes.



In 2022, the ASCH received a prestigious International Public Administration Award of the American Society for Public Administration for sustained commitment and service internationally to research and practice of public administration.

COOPERATION WITH THE OECD

In 2014, the OECD co-financed a round table in Baku devoted to effective public service delivery.

In 2014-2017, the OECD co-organized a number of workshops on independent state apparatus for executive secretaries and heads of regional mayors' administrations in Astana.

In January 2017, the representatives of the ACSH participating countries visited the OECD headquarters to discuss cooperation on the improvement of civil service systems in the participating countries.

In June 2017, the OECD Anti-Corruption Network, UNDP, and the Civil Service Bureau of Georgia jointly with the ACSH organized a conference on "Assessing the Implementation and Effectiveness of Systems for Disclosing Interests and Assets by Public Officials" in Tbilisi, Georgia.

In 2018, the ACSH, in collaboration with the OECD and ADGSPC, successfully completed a study titled "Comparative Analysis of Civil Service Reform in Kazakhstan," focusing on strategic human resource management issues. Representatives from the OECD actively engage in the activities of the ACSH, serving as key partners in various events.

The OECD Directorate for Public Governance and the ACSH exchanged documents to cooperate on civil servants' capacity enhancement and extension of the OECD public governance standards and principles to the countries of the region via the ACSH platform.

The OECD actively participates in events at the Astana Hub, sharing its experience in the field of international standards and advanced practices of several countries in government transformation and the provision of public services. For instance, leading OECD experts took part in development-focused events such as the seminar "Change Management for Digital Transformation" in Astana, Kazakhstan (May 17-18, 2023) and the seminar "Fundamentals of Digital Government Policy" in Samarkand, Uzbekistan (October 25-26, 2022). These events showcased key aspects of the Digital Government Policy Framework (DGPF), including successful examples from countries in digital transformation of the public sector, pathways for developing effective government services and their implementation, as well as the creation of a conducive environment to stimulate digital transformation.

I warmly recall the Hub's founding Conference of 2013, and I really congratulate you on commemorating an impressive decade of work.

You should be extremely proud of the growth of the Hub, both geographically and substantively, and its consolidation as an international forum addressing some of the most pressing issues facing civil services today.



Elsa Pilichovsky, the Director for Public Governance at OECD, at the ACSH annual conference with the theme "Meritocracy. Integrity. Innovation." The event took place from May 17 to May 19, 2023, in Astana.

PARTNERSHIPS AND NETWORKING

In 2023, within the framework of the Global GovTech Forum "Governance in the Digital Age" organized by the World Bank, the Astana Civil Service Hub was recognized as a global partner by the international financial organization.

Starting from 2023, the Ministry of Personnel Management of the Republic of Korea and the Astana Hub have been conducting joint research. The aim of this research is to identify gaps between current and optimal capabilities of human resource management systems in Kazakhstan, Kyrgyzstan, Uzbekistan, and the Republic of Korea.

In the years 2017, 2019, 2022, and 2023, the Astana Hub organized panel sessions on public service issues as part of the annual conference of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee).

In 2017, the Astana Civil Service Hub participated in the planned conference of the Asian Leadership Forum organized by the Eastern Regional Organization for Public Administration (EROPA). Additionally, EROPA actively participates in events hosted by the Astana Hub.

The American Society for Public Administration (ASPA) is a long-term partner of the Astana Civil Service Hub. Since 2017, the Astana Hub has annually organized panel sessions on public service reforms of the participating Hub countries as part of ASPA's annual conferences in the USA.

In 2017, in Astana, the Asian Association for Public Administration (AAPA), in collaboration with the Astana Hub and the Academy of Public Administration under the President of the Republic of Kazakhstan, held its annual conference. The conference brought together over 120 scholars and practitioners from Asian countries.



Annual AAPA Conference "New Challenges in Asian Public Governance: Leveraging Opportunities in the Context of Sustainable Development Goals (SDGs)", Astana, Kazakhstan.

COOPERATION WITH THE GOVERNMENT OF THE REPUBLIC OF KOREA

Since 2018, the ACSH, together with the Government of the Republic of Korea, have been actively carrying out activities to build the capacities of civil servants in the field of public administration, HRM, e-government and digitalization.

In October 2019, during a bilateral meeting between the Chairman of the Steering Committee of the ACSH Mr. Alikhan Baimenov and the Minister of the Interior and Safety (MOIS) of the Republic of Korea Mr. Chin Yong, cooperation opportunities were discussed, including the possibility of enhancing the capacities of civil servants, involved in the introduction of innovations in the public administration system and digitalization of public service delivery in the countries of Central Asia and the Caucasus.

As a result, in August 2021, UNDP and MOIS signed a Grant Arrangement Agreement for the implementation of a joint project **«Capacity Building for Innovations in Governance and Digitalization of Public Services»**. The project envisions the preparation of analytical studies, workshops, conferences, as well as study visits to government agencies of the Republic of Korea.



The project was developed at the initiative of the ACSH in close cooperation with the Ministry of the Interior and Safety (MOIS) and the National Agency for Information Society (NIA) of the Republic of Korea. It is financed by the Government of the Republic of Korea and it is implemented during 2021-2023.

Given the participating countries' immense interest in the activities of the project, the Government of the Republic of Korea kindly supported and endorsed the next project for 2024-2026 with participation of 12 countries –the Caucasus: Armenia, Azerbaijan, and Georgia; Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan; and Asia and the Pacific: Bangladesh, Cambodia, Lao PDR, Mongolia, and the Philippines.



CAPACITY DEVELOPMENT PROJECT IMPLEMENTED JOINTLY WITH THE GOVERNMENT OF THE REPUBLIC OF KOREA

A series of three capacity-building seminars on Governance Innovation and Digitalization jointly organised by the ACSH and the National Information Society Agency (NIA). On-line November – December 2021.

An 8-module online training course on «Policies and best practices of the Republic of Korea in the field of digital government» for representatives of government agencies of seven Central Asian countries and the Caucasus responsible for digitalization; jointly organised by the ACSH, the Ministry of the Interior and Safety (MOIS) and the National Information Society Agency of the Republic of Korea. On-line December 2021.

Regional conference to assess the results of Digitalization Needs Assessment Survey conducted in all seven participating countries of the project from Central Asia and the Caucasus. The survey thoroughly examined the needs of countries in the area of digital transformation policy making and implementation, jointly organised by the ACSH, UNDP, MOIS, and NIA, and the «National Infocommunication Holding «Zerde» JSC»; Astana, Kazakhstan 14 April 2022.

Workshop “Cooperation and Capacity Development in Digital Government” that studied whole of government approaches for digital transformation, jointly organised by the ACSH, UNDP, MOIS, the Ministry of Justice and the Civil Service Bureau of Georgia, and the World Bank Gov Tech; Tbilisi, Georgia, 20-21 June 2022. More than 80 representatives from the seven participating countries’ digitalization-related entities attended this event.

Seminar on "Delivering Government Services Using Cutting-Edge Digital Technologies," organized as part of a study visit. During the visit, over 20 representatives from government agencies of seven participating countries attended various government institutions in the Republic of Korea to familiarize themselves with advanced practices, policies, and technologies in the field of digitalizing government services. Seoul, Republic of Korea, September 19-21, 2022.



The regional conference on digitalization Astana, Kazakhstan, April 14-15, 2022



The regional conference on “Cooperation and Capacity Development in Digital Government” Tbilisi, Georgia, June 20-21, 2022



Workshop on “Provision of public services using the latest digital technologies”, Seoul, Republic of Korea, September 25-26, 2022

CAPACITY DEVELOPMENT PROJECT IMPLEMENTED JOINTLY WITH THE GOVERNMENT OF THE REPUBLIC OF KOREA

In Samarkand, a workshop on "Digital Government Policy Frameworks" gathered 60+ representatives from Central Asia and the Caucasus to explore best practices and UN E-Government Survey 2022 findings. Organized by ACSH, UNDP in Kazakhstan, MOIS, NIA, e-Government Project Management Center, and supported by UNDP in Uzbekistan and the OECD. (25-26 October 2022)

On December 1-2, 2022, ACSH and UNDP in Kazakhstan, in collaboration with MOIS, NIA, the Ministry of Digital Development of the Kyrgyz Republic, and the State Agency for Civil Service and Local Self-Government, hosted a workshop on "Open Data Policies, Practices, and Cases." During the event, participants delved into open data policy frameworks and examined success stories from various countries, including the Republic of Korea, Canada, Estonia, and the EU.

In Astana on May 17-18, 2023, a workshop titled "Change Management for Digital Transformation" brought together 40 civil servants from Central Asia and the Caucasus. The event, jointly organized by ACSH, UNDP in Kazakhstan, MOIS, and NIA, showcased best practices from the Republic of Korea, the World Bank, and the OECD in managing digital transformation through change management.

The Hub, in collaboration with UNDP in Kazakhstan, MOIS, and NIA, hosted a seminar titled "Exploring Digital Transformation in South Korea" during a study visit to the Republic of Korea from 11-13 September 2023. Over 20 civil servants from seven nations visited various government agencies to gain insights into best practices, policies, and technologies in government and public services' digital transformation.

On December 6-7, 2023, over 30 government representatives from Central Asia and the Caucasus, along with engagement experts from the Republic of Korea and UNIDO, participated in a workshop on utilizing standards frameworks for digital transformation. The discussion centered around the "Standards Frameworks for Digital Transformation" knowledge product, providing valuable insights.



Workshop on "Digital Government Policy Frameworks", Samarkand, Uzbekistan, October 25-26, 2022



Seminar "Practice of digital transformation of Korea", Republic of Korea, 11-13 September 2023



Workshop "Standards Frameworks for Digital Transformation", Almaty, Kazakhstan, 6-7 December 2023

COOPERATION WITH THE WORLD GOVERNMENT SUMMIT

The ACSH held a conference titled “Civil Service in the Post- Soviet countries: Challenges, Prospects and Benchmarking” during the World Government Summit (WGS), which took place in Dubai on 10-12 February 2019.

The Conference brought together highranking government officials, leading international experts and researchers from more than 20 countries

The representatives of Armenia, Georgia, Kazakhstan, Korea, the Kyrgyz Republic, the Republic of North Macedonia, Republic of Moldova, Tajikistan, Ukraine, the UAE, the USA and Uzbekistan presented civil service reforms and best practices of their countries.

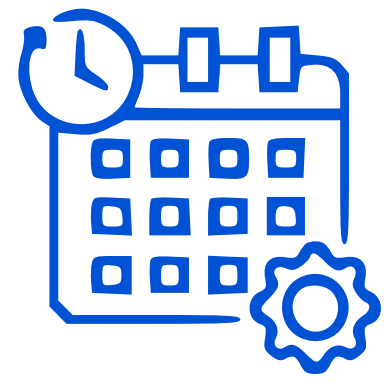
In 2022 and 2023, the Chairman of the ACSH Steering Committee also participated as a speaker in conferences organized by the World Government Hub.



CAPACITY BUILDING AND PEER-TO-PEER LEARNING

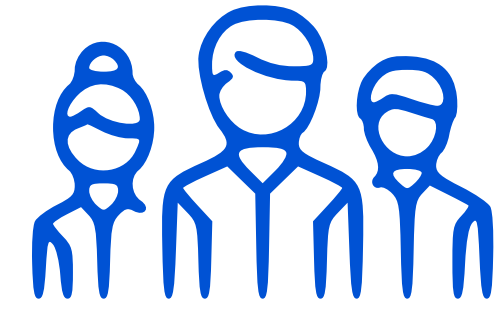
Learning and capacity development of civil servants are at the core of activities provided by the ACSH.

Since 2013, the ACSH has delivered



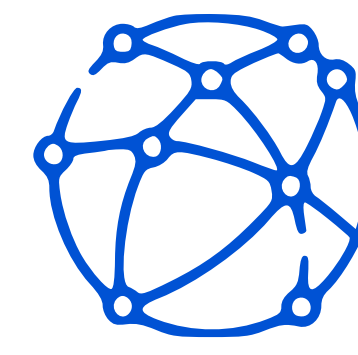
over
180

capacity building seminars, conferences and study visits



for around
12 000

civil service practitioners, academics, experts, etc.



from
126

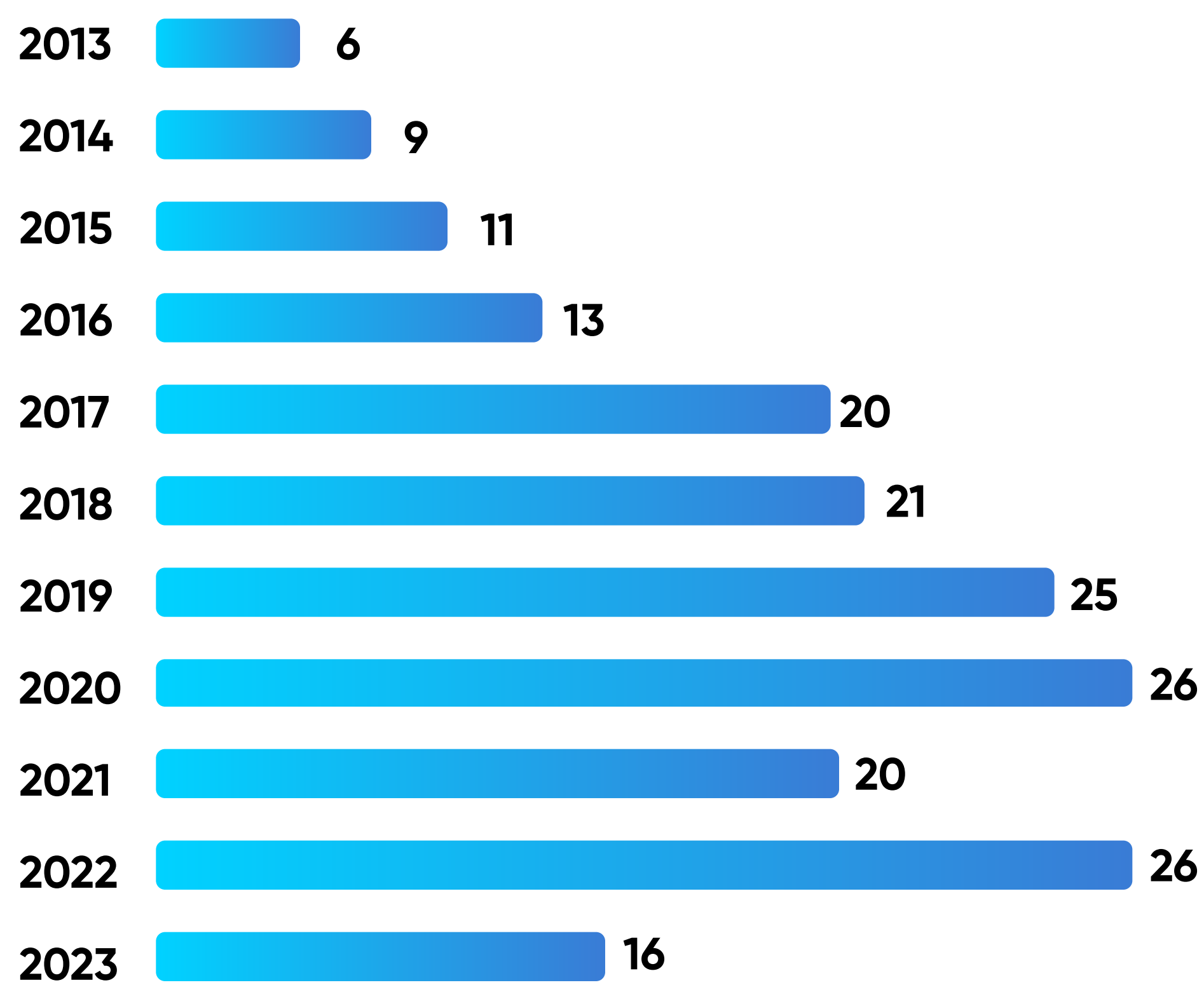
countries



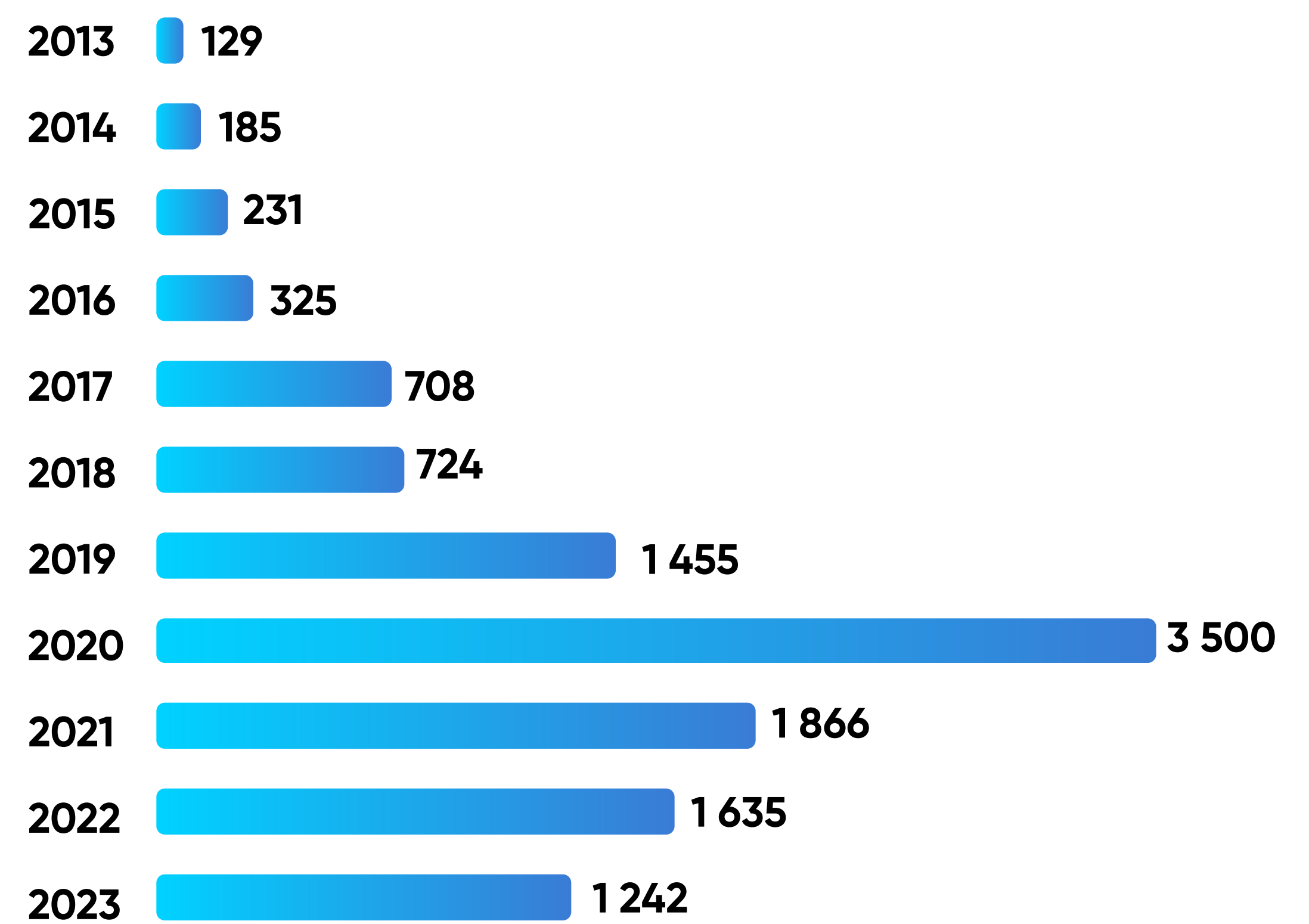
more than
200

organizations

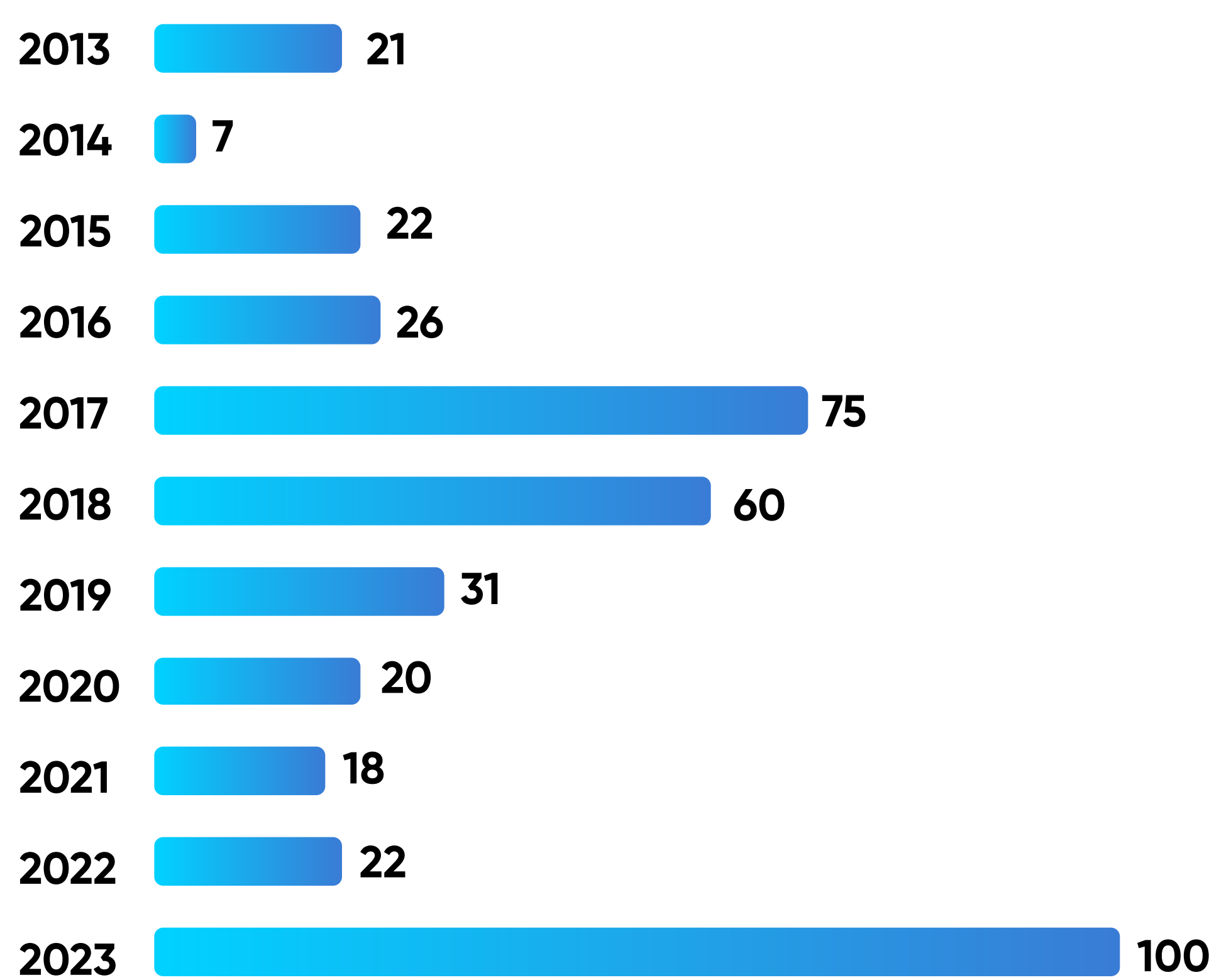
Number of activities



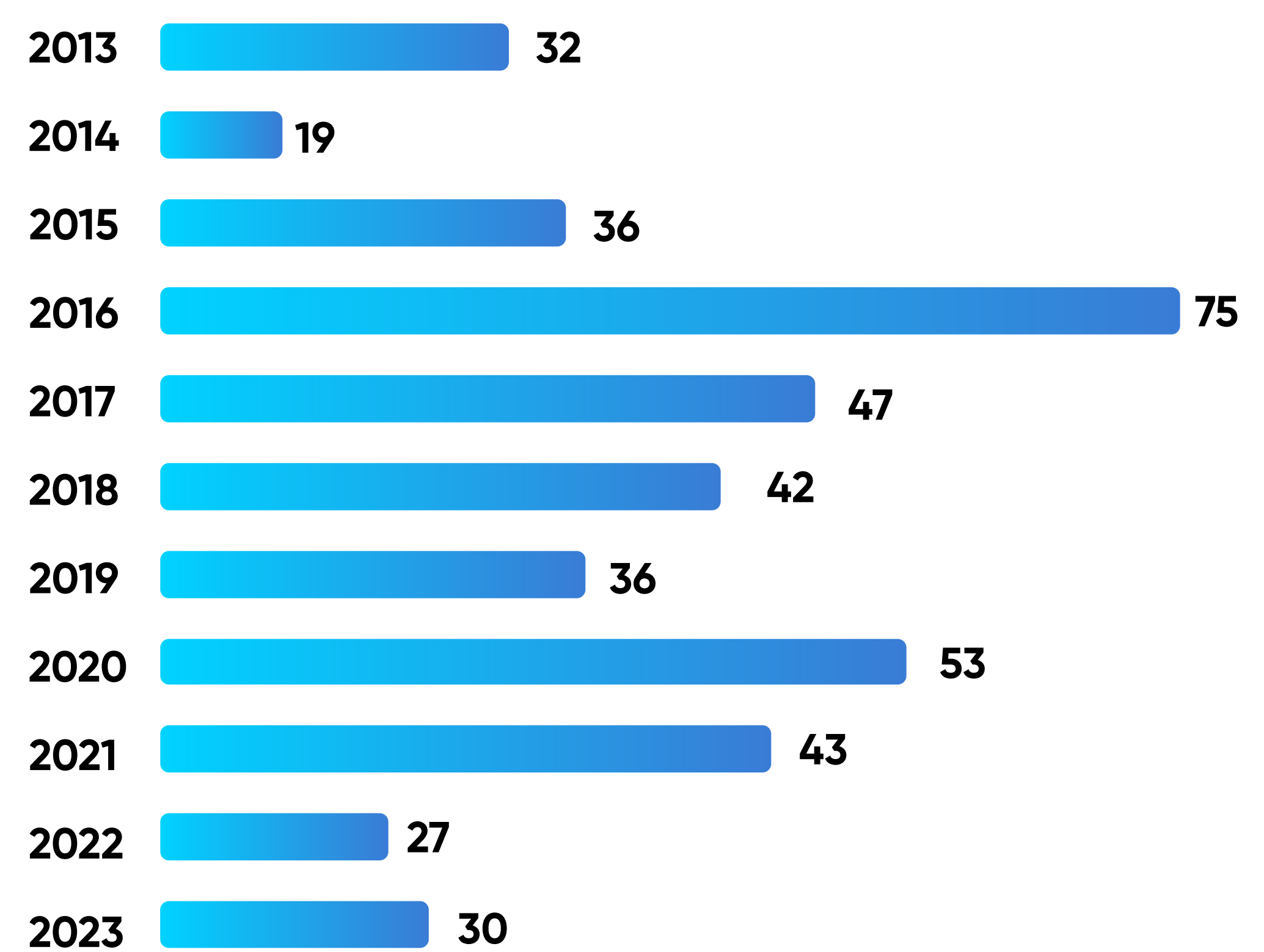
Number of participants per year



Number of organizations



Number of countries



CONTRIBUTION TO PEER-TO-PEER LEARNING

As part of its efforts in education and capacity building, the Astana Hub successfully promotes initiatives in education and knowledge exchange based on the principle of "peer-to-peer." These initiatives are implemented through the creation of Practitioners' Alliances. The activities of these alliances are based on the "Peer Learning Handbook" developed by the Effective Institutions Platform (EIP), whose secretariat was located at the OECD.



The P2P approach is a knowledge sharing mechanism that

- enables practitioners with similar socio-economic backgrounds and contexts to identify common challenges and find best solutions in reforming their civil services

- enhances cooperation through joint activities, regularly sharing knowledge, experience and ideas

P2P ALLIANCE ON ONE-STOP-SHOP PUBLIC SERVICE DELIVERY

Launched in May 2016

Countries involved:

Azerbaijan, Georgia and Kazakhstan

Outcomes: The Alliance has published three case studies on the "One-Stop-Shop" principle of public service delivery and conducted a number of workshops.

P2P ALLIANCE ON E-GOVERNMENT DEVELOPMENT

Launched in June 2018

Countries involved:

Azerbaijan, Armenia, Estonia, Georgia, Kazakhstan, the Kyrgyz Republic and Uzbekistan

Outcomes: Three workshops were conducted and one case study was published. It is also planned to prepare case studies and conduct activities on the P2P principle.

P2P ALLIANCE ON TRANSFORMATION AND INNOVATIONS IN GOVERNANCE

Launched in June 2019

Countries involved:

Azerbaijan, Armenia, Georgia, Kazakhstan, the Kyrgyz Republic, Tajikistan, Ukraine, as well as international experts from AAPA and UNDP Oslo Governance Centre

Outcomes: Online events were held. It is planned to conduct study tours, seminars and case studies.

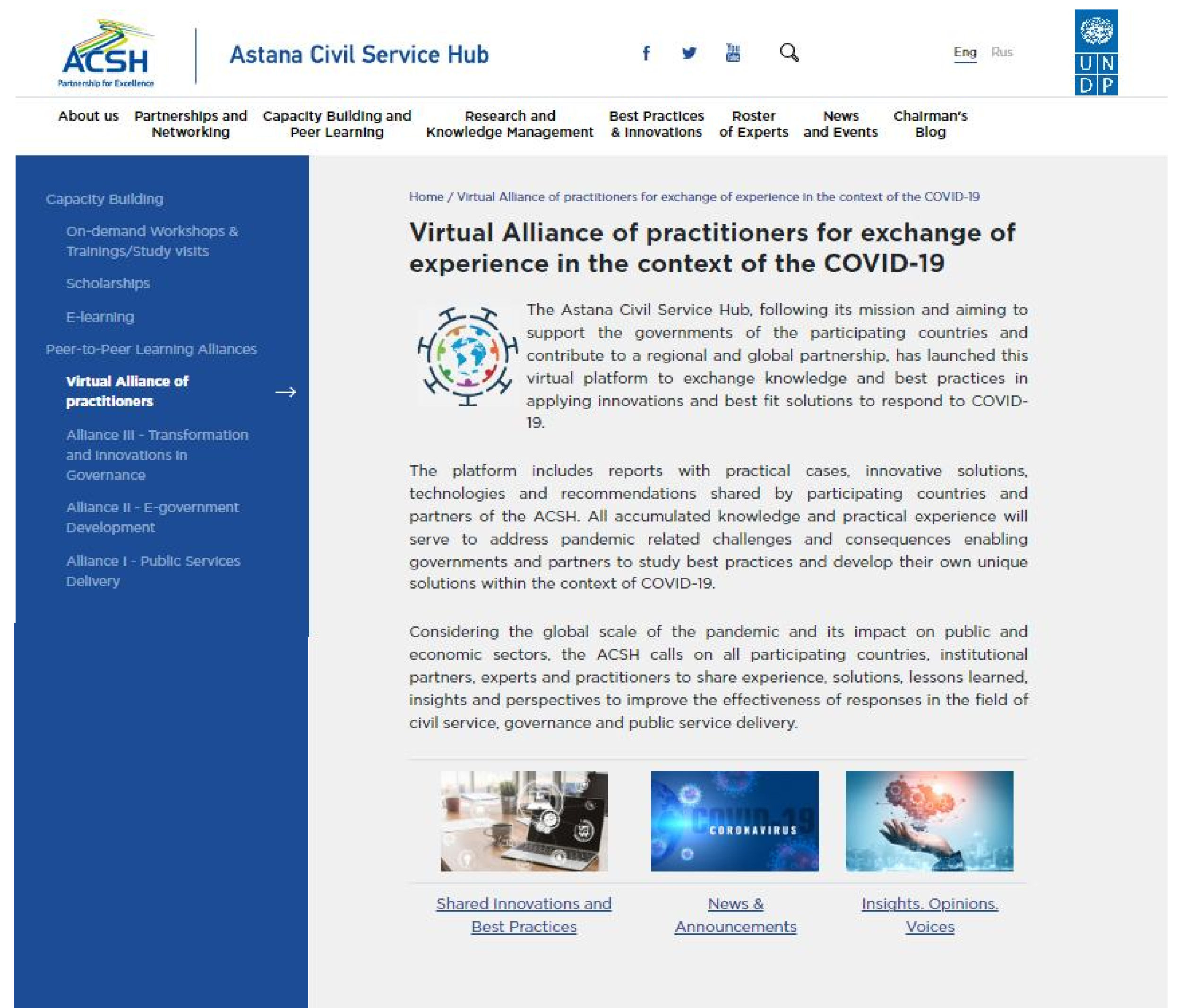
THE ASTANA HUB WAS TWICE ELECTED AS A MEMBER OF THE EIP ADVISORY GROUP TO PROVIDE ADVICE TO THE EIP SECRETARIAT ON STRATEGIC DIRECTIONS

COVID-19. VIRTUAL ALLIANCE OF PRACTITIONERS FOR EXCHANGE OF EXPERIENCE IN THE CONTEXT OF THE CORONAVIRUS PANDEMIC

The **Virtual Alliance** of practitioners was created at the onset of the COVID-19 pandemic, with the aim of assisting governments of the participating countries through the exchange of experience and dissemination of best solutions.

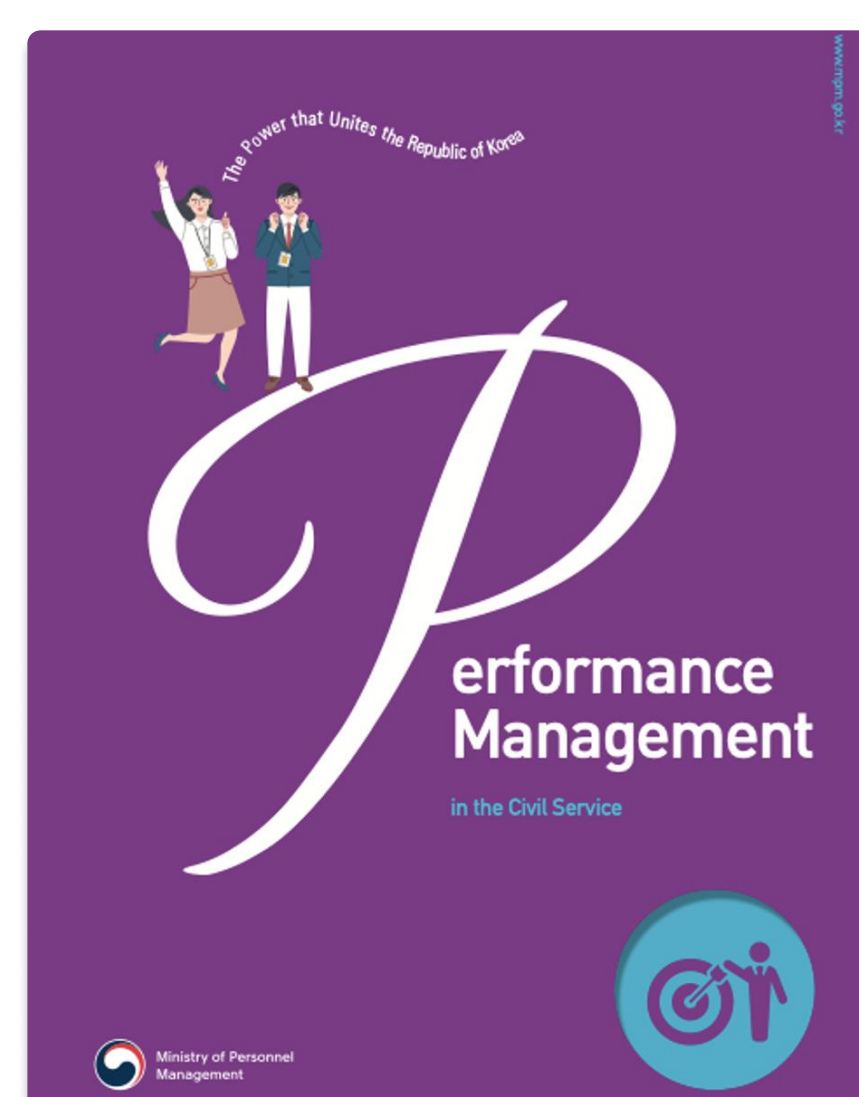
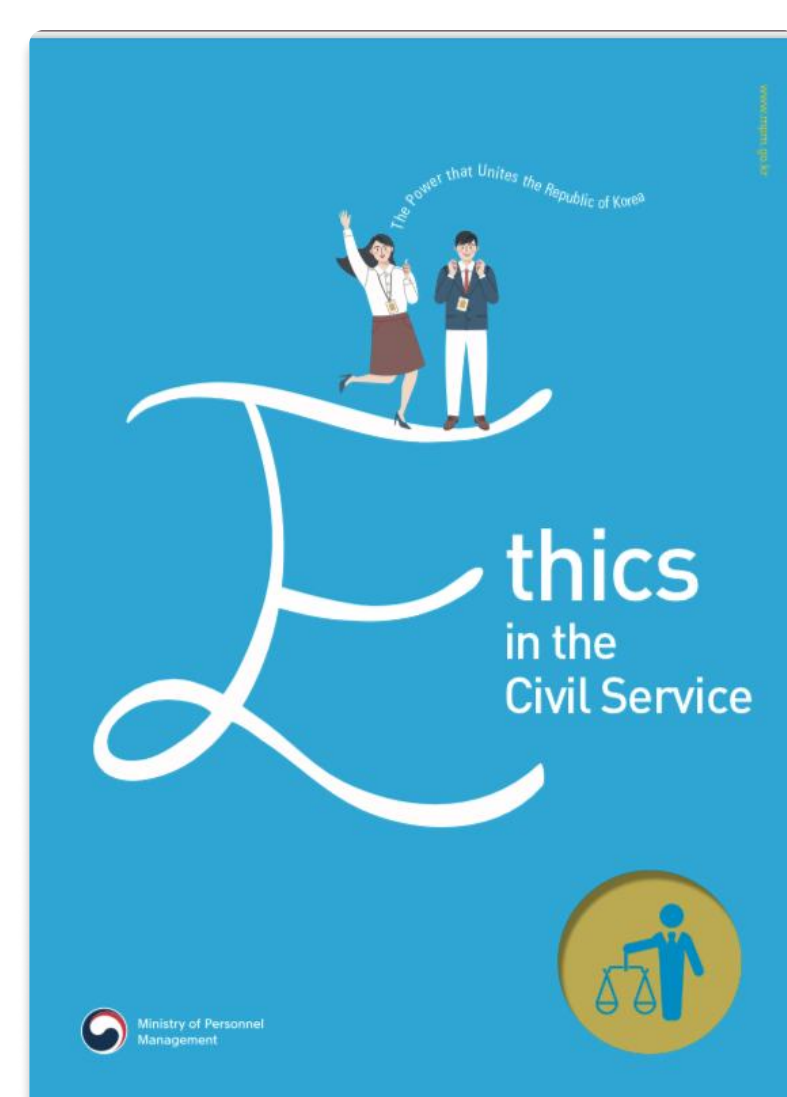
The Virtual Alliance is a digital platform, accumulating existing research, and innovative technological solutions utilized by the participating countries and partners of the ACSH.

The platform contains **more than 40 practical materials and useful resources** reflecting the experience of a number of countries and international organizations in the fight against COVID-19 in the field of public administration, provision of public services, education, health and the economy.



MORE THAN 40 INNOVATIVE AND PRACTICAL CASES TACKLING THE COVID-19 PANDEMIC EFFECTS

NEWS, ANNOUNCEMENTS AND ARTICLES IN THE CONTEXT OF THE COVID-19 PANDEMIC



THE ACSH HAS CONDUCTED OVER 40 VIRTUAL CAPACITY BUILDING ACTIVITIES FOR OVER 5,000 CIVIL SERVANTS, SCHOLARS, AND EXPERTS FROM 62 COUNTRIES. SOME OF THEM ARE:

An online webinar was organized to present the results of the research project titled "Comparing E-HRMS in Kazakhstan, Kyrgyzstan, Uzbekistan, and Republic of Korea" successfully concluded by the ACSH in partnership with the Ministry of Personnel Management of the Republic of Korea (MPM) in 2023, December 15, 2023.

A seminar on "Transparency and Anti-Corruption" took place on February 10, 2022.

A webinar on "Training of Civil Servants and Promotion of Innovations in the Republic of Korea," in collaboration with the Ministry of Personnel Management of the Republic of Korea and the Agency of the Republic of Kazakhstan for Civil Service Affairs, was held on November 25, 2022.

The presentation of research results on the topic "Assessment and Analysis of Educational Programs in Public Administration" in Kazakhstan, in collaboration with the United Nations Development Programme (UNDP) and the Center for the Bologna Process and Academic Mobility of the Ministry of Education and Science of the Republic of Kazakhstan, took place on October 10, 2022.

An international online conference on "Digital Innovations in Public Service Management: Global Trends and Best Practices," in collaboration with the Ministry of Personnel Management of the Republic of Korea, the Agency of the Republic of Kazakhstan for Civil Service Affairs, and the Association of HR Managers of Kazakhstan, was held on June 29, 2022.

The Turkestan Summer Online School of Public Administration, a joint project of the International Kazakh-Turkish University named after Haji Ahmed Yassawi and the Hub, aimed at enhancing the potential of schools of public administration, took place from August 16 to 31, 2021.

Online Conference on "HR Development through e-Learning: Experience of the Countries" organized jointly with the Ministry of Personnel Management of the Republic of Korea, the Agency of the Republic of Kazakhstan for Civil Service Affairs and the HR Association Qazaqstan, June 28, 2021.

Panel session on "Rethinking Leadership in Public Administration: Challenges and Prospects for the Post-Soviet Countries" during the Annual Conference of the ASPA, April 9, 2021.

Online conference on "Achievements and Challenges in the Development of e-Government in the Countries of the Region in the Context of the UN e-Government Survey" organized jointly with the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan, the UN DESA and the JSC "National Infocommunication Holding "Zerde", October 23, 2020.

Webinar on "Rapid Response to COVID-19 crisis: Whole-of-country Approach to Unlocking and Recovery" jointly with Whiteshield Partners, October 8, 2020.

Online workshop "Governments' Crisis Communications During the Pandemic" with UNDP, September 17, 2020.

Panel session on "Digital Practices and Solutions to Respond to the COVID-19 Induced Challenges in Governance" during the e-Conference of the International Institute of Administrative Sciences (IIAS), June 24, 2020.

Online workshop on upgrading digital and communication skills for 1,000 civil servants of the central and local executive bodies of Kazakhstan, while they work remotely, arranged jointly with UNDP and the Academy of Public Administration under the President of the Republic of Kazakhstan, June 2020.

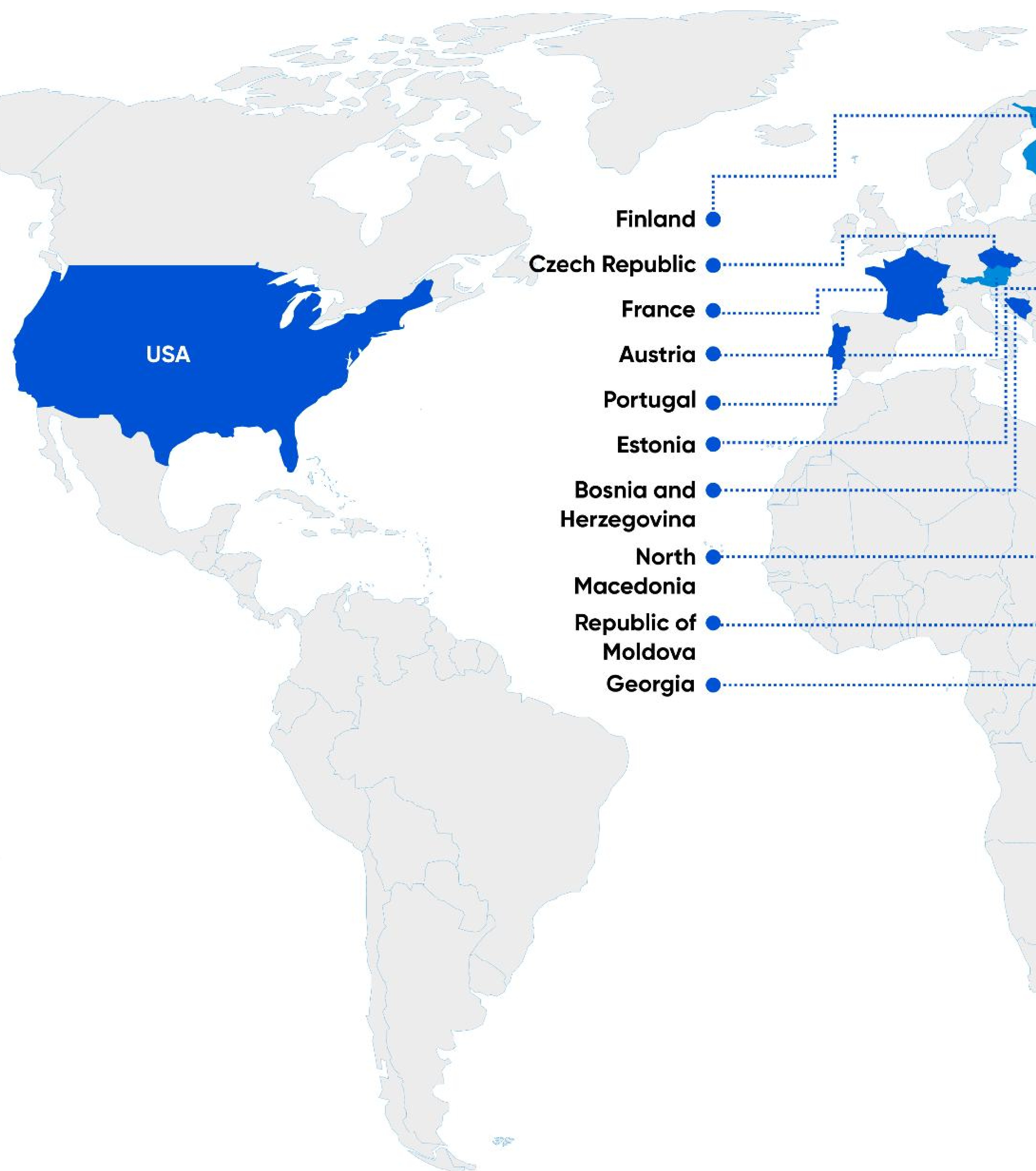
Online five-month training programmes "HR Workshop: HR Trends and Practical Skills" together with the Agency of the Republic of Kazakhstan for Civil Service Affairs, May 23 – October 24, 2020.

With the support of ACSH the Akimat of Turkestan introduced an online system for registration of entry - exit movements of citizens during the quarantine period. A user-friendly system was designed and operated, based on a similar system already operating in Azerbaijan, April 23, 2020.

The ACSH organizes annual conferences to develop and strengthen partnerships among its participating countries. Annually, government officials, leading experts, practitioners and researchers from over 43 countries come together to exchange knowledge and experience on public service issues, share best solutions and build networks.



H.E. Mr. Larbi Djacta, UN Under-Secretary-General and Chairman of the UN International Civil Service Commission. ACSH Annual Conference "Meritocracy. Integrity. Innovation", May 2023, Astana, Kazakhstan



Workshop on "Strengthening Bilateral and Multilateral Diplomacy in the context of the Sustainable Development Goals" organized jointly with the Government of Kazakhstan and UNDP for civil servants and diplomats of 45 African countries in Addis Ababa, Ethiopia, 2016



Workshop "Effective Matchmaking for Public Service Innovations" organized jointly with the South-South Network for Public Service Innovation (SSN4PSI) during the ACSH Annual Conference, 2018

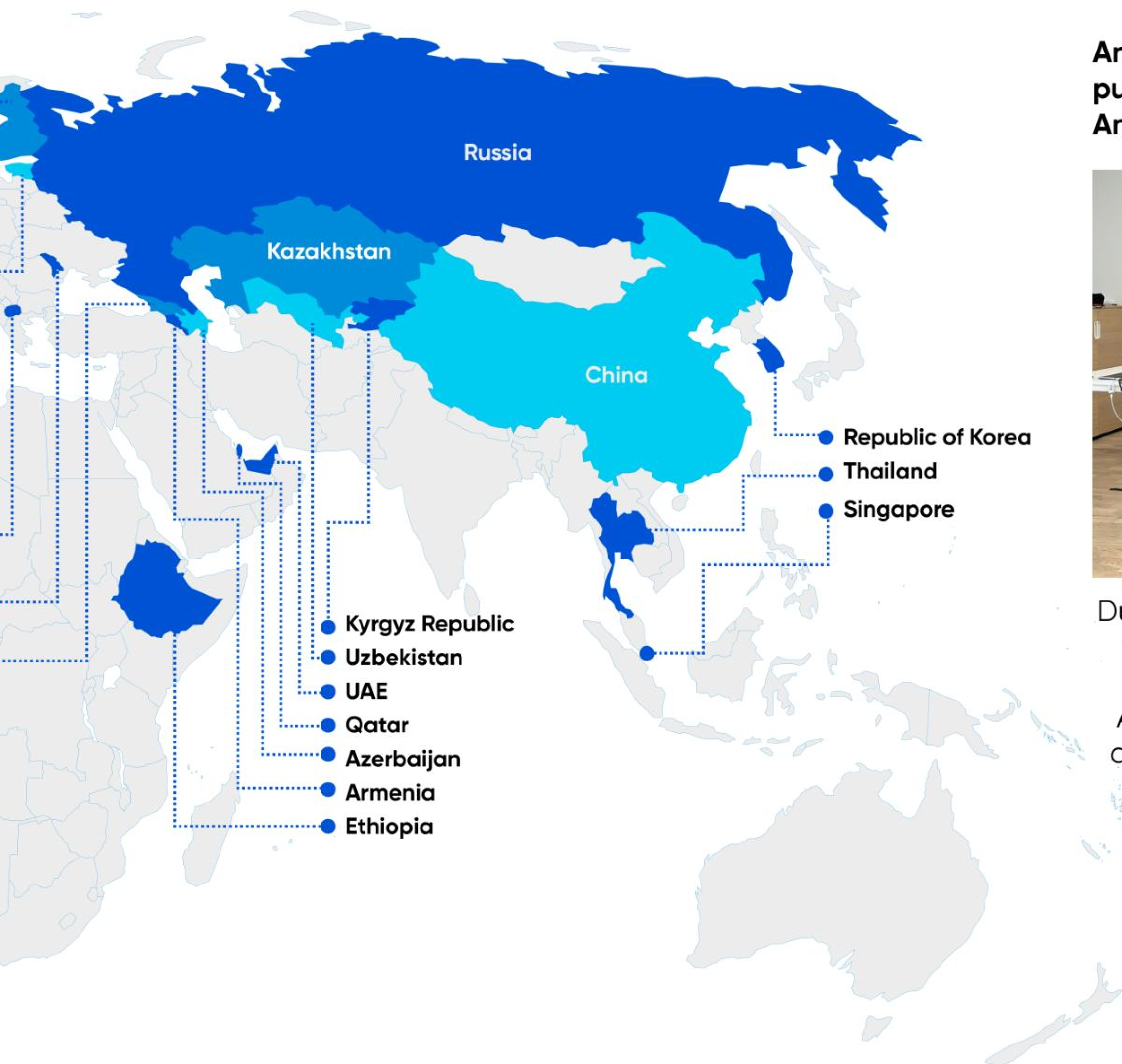


Workshop "Building Capacities of Training Institutes of Public Administration to Implement the 2030 Agenda and Attain the SDGs", organized jointly by UN DESA, UNDP, Academy of Public Administration under the President of the Republic of Kazakhstan and "Government for Citizens" Public Corporation" NJSC, Almaty, Kazakhstan, 2019



Workshop on "Current Trends In e-Government Development" organized jointly with the Academy of Public Administration under the President of the Republic of Uzbekistan, as part of the visits to the Agency of State Services and Public Service Centre, Tashkent, 2019

ACTIVITIES IN VARIOUS REGIONS



Annually, the ACSH conducts sessions addressing public service matters as part of the NISPAcee Annual Conference.



During the 31st NISPAcee Annual Conference themed "The Future of Public Administration Through New Technologies," a three-day seminar on "Public Administration and New Technologies: Challenges and Opportunities" was held on May 25-27, 2023, in Belgrade.



Global online conference **"HRM in Civil Service amid COVID-19: Best Practices and Solutions"** organized jointly with the Ministry of Personnel Management of the Republic of Korea and the Agency of the Republic of Kazakhstan for Civil Affairs, 2020



Five-week training course on **"Digital Transformation of Public Administration"** for Vice Ministers of the Republic of Kazakhstan, developed by the e-Governance Academy of Estonia and with the support of the UNDP, Holding "Zerde" and Ministry of Digital Development, Innovation and Aerospace Industry of Kazakhstan, 2021



The seminar on **"Human Resource Management in the Civil Service Based on Meritocracy in the 21st Century"** took place in Baku, Azerbaijan, on December 20-21, 2022. The event was jointly organized by the ACSH, the International Civil Service Commission, and the State Examination Center of the Azerbaijan Republic.



From November 27 to 30, the ACSH and ICSC held the **"Advancing Merit-Based Civil Service HRM in the 21st Century"** workshop in New York. The event aimed to enhance the capacity of heads and representatives from ACSH countries in 21st-century merit-based civil service HRM. Building on discussions from the December 2022 workshop in Baku, the session focused on contemporary practices in strategic HRM outlined by the ICSC.

SCHOLARSHIP PROGRAMMES

Starting from 2015, the Government of Kazakhstan has provided 23 scholarships to civil servants from participating countries of the ACSH. These scholarships offer the opportunity to pursue master's programs at the Academy of Public Administration under the President of the Republic of Kazakhstan (APA).

As per the Memorandum of Understanding signed among the Ministry of Foreign Affairs of the Republic of Kazakhstan, the APA, and the ACSH civil servants from participating countries of the ACSH undergo annual training in master's programs at APA.

Furthermore, the ACSH provides support for the education of civil servants from member countries in short-term courses at APA.

Scholarships were received by civil servants from Azerbaijan, Afghanistan, the Kyrgyz Republic, Mongolia and Tajikistan

24 civil servants from Afghanistan, Mongolia, Maldives, Tajikistan, Turkey, Ukraine and Kazakhstan

In 2018–2019, 3 civil servants from North Macedonia and Brazil were trained.



RESEARCH AND KNOWLEDGE MANAGEMENT

Research is an important aspect of the Astana Hub's activities, aimed at serving as a kind of intermediary in disseminating evidence-based knowledge and, when addressing problematic issues, conducting applied research and analysis to improve state governance, enhance the development and professionalism of the civil service, provide government services, digitization, and innovation.

The ACSH has produced over 80 knowledge products: case studies, journals, research papers, publications. They are open to the public and accessible at the ACSH website www.astanacivilservicehub.org



Selected research papers

Global and Regional Trends in Civil Service Development is the flagship research project of the ACSH. It is a large-scale review of strategies, policies and programmes deployed across numerous civil service systems around the world. The publication serves as a resource guide to policy makers and practitioners on contemporary development and future trends in civil service transformation.

Another flagship project is the comparative study "Benchmarking Civil Service Reform in Kazakhstan" conducted jointly by the ACSH, the OECD and the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption in 2016-2018. It is the first and a unique research that compares Kazakhstan's Human Resource Management practices against those of the OECD countries.

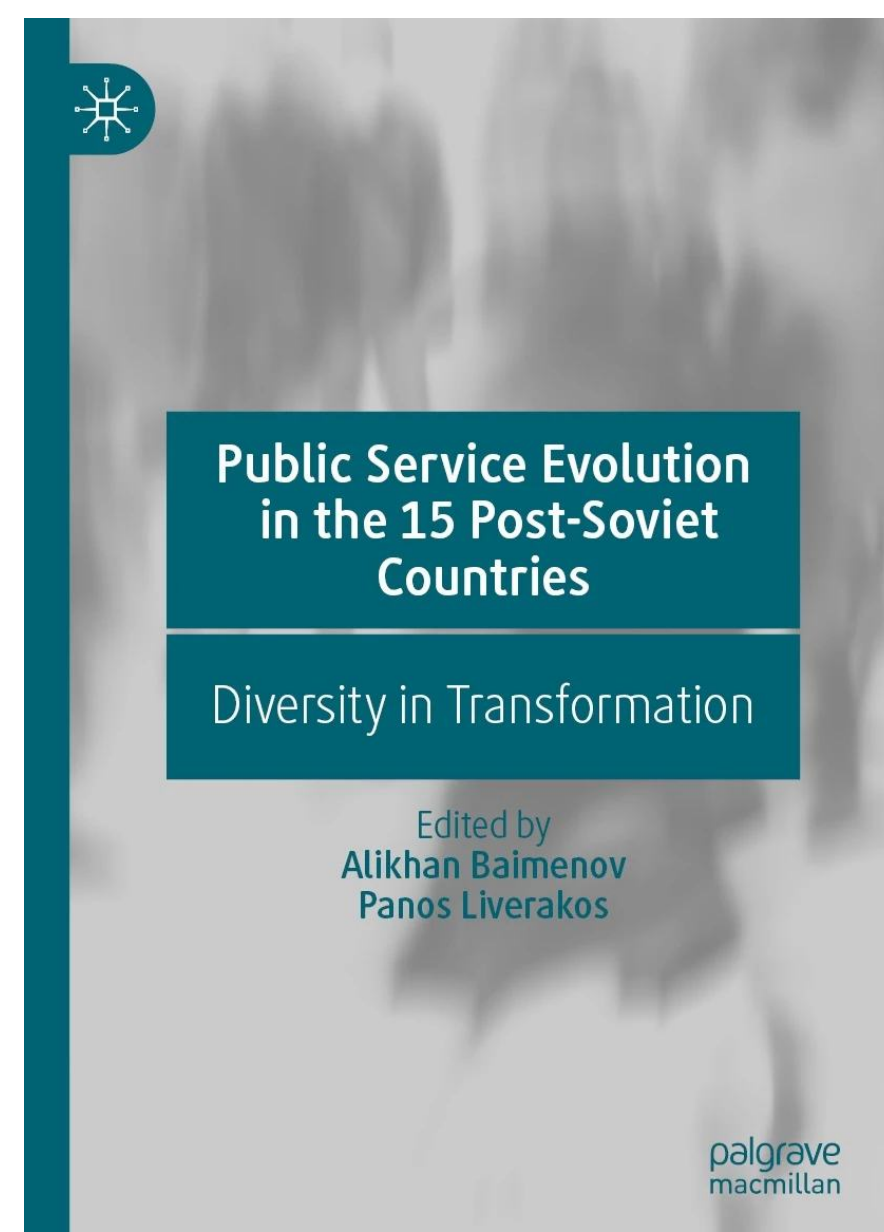
The ACSH has successfully collaborated with the UNDP Global Center for Public Service Excellence in Singapore. They have conducted joint research projects, and have produced three studies on the Motivation of Public Servants in Kazakhstan, Pakistan and comparison between Kazakhstan and Pakistan address motivation-related issues in the civil services of the two countries.



KNOWLEDGE PRODUCTS



The book «**Public Service Excellence in the 21st Century**» (2018) combines academic wisdom and practitioners' insights to critically examine the challenges faced by civil service systems in the 21st Century. It evaluates what types of civil servants are needed to tackle critical issues such as rapidly ageing populations, increased urbanisation, environmental degradation, swift technological advancement, and globalization of the market place in the social and economic realm of the 21st Century. The book is available at Amazon and Palgrave Macmillan websites.



The book «**Public Service Evolution in the 15 Post-Soviet Countries: Diversity in Transformation**» (2022) is the first full-scale in-depth study of the transformation of public administration in all fifteen countries, which also includes a comparative analysis of public administration reforms and development indicators. The book is the result of a two-year collaboration of 25 scholars and practitioners from the 15 post-Soviet countries with direct experience in public administration and civil service reforms. The book is currently available electronically at Springer, and can be ordered in hard copy from both Amazon and Palgrave Macmillan .

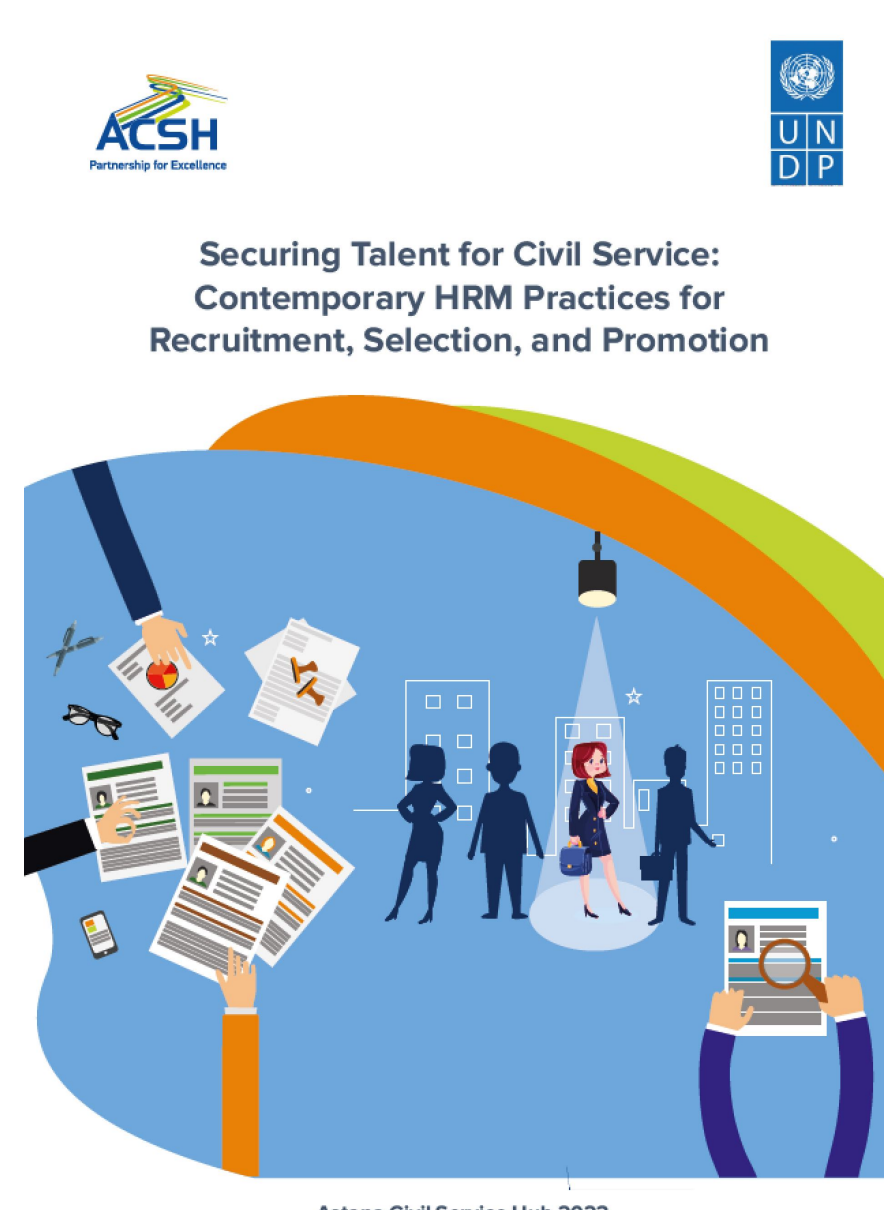


A research on «**Open [Government] Data Policies and Practices: Select Country Cases**» (2022) provides an extensive overview of open government data policies and practices implemented across the world that could be adopted to other national and local contexts. It covers some countries, leaders in the field, and the seven countries from Central Asia and the Caucasus participating in the capacity development project jointly implemented by UNDP Kazakhstan and the ACSH, MOIS and NIA Republic of Korea.



Analysis of communication channels of state bodies with the population (2023).

This study is an analysis of 15 channels of communication between state bodies and citizens with the identification of actors, the sequence of steps (operations), the rules of their work, the effectiveness in achieving the desired result on the part of the population, and comparison with international practice.



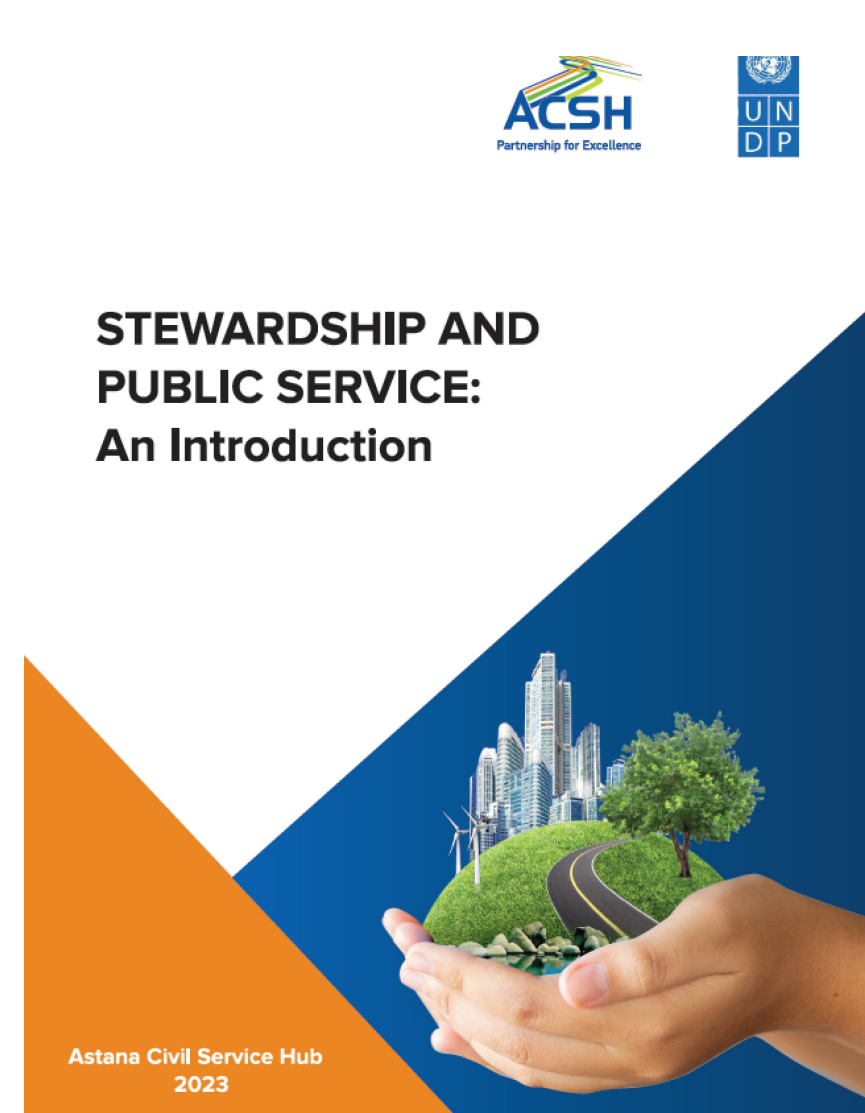
Securing Talent for Civil Service: Contemporary HRM Practices for Recruitment, Selection, and Promotion (2023).

Human resource management and personnel administration are undoubtedly vital components of public administration entities, as they are necessary for engaging the appropriate individuals. Hence, securing appropriate talent is a primary goal of public administrations' human resources management and personnel administration organisations.

KNOWLEDGE PRODUCTS



The results of monitoring and analysis on the issues of debureaucratization of the state apparatus, including the study of internal administrative procedures (2023). The monitoring and analysis focused on debureaucratization of the state apparatus, specifically studying internal administrative procedures. The initial findings predominantly address procedures that directly impact citizens and society, such as mitigating bureaucracy and red tape in public service delivery and debureaucratization in the social sphere.



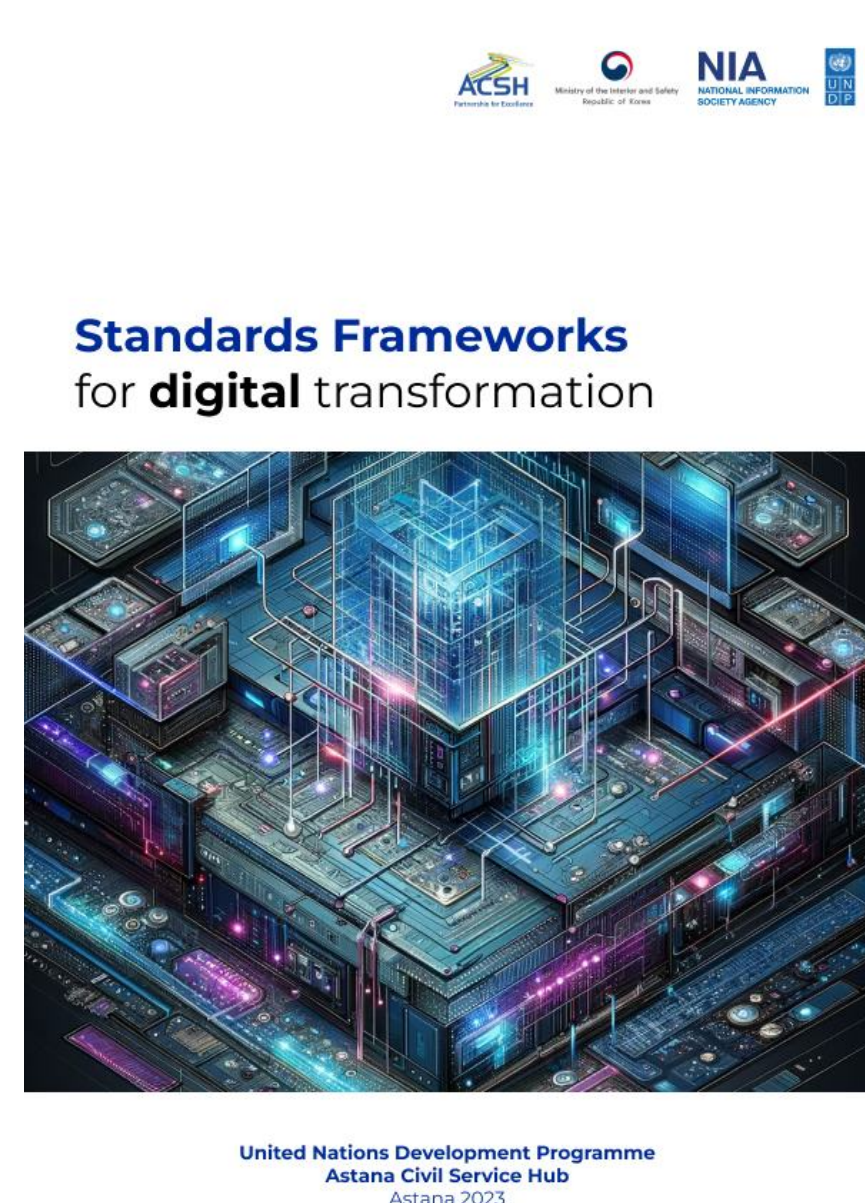
Stewardship and Public Service: An Introduction (2023). The concept of stewardship encapsulates the perennial mission of the public service; the preservation of the long-term capability of state institutions to act for the greater public good, including the responsible care of public resources. It neatly summarises the fundamental purpose of the public service and public servants: striving to address the long-term concerns for their fellow citizens and for their country, by nurturing the inherited legacy of the past, and by clarifying different alternatives, adopting the best possible options for the coming years.



Analysis and Evaluation of Educational Programs of Universities of Kazakhstan on "Public and Local Administration" (2023). The publication in a consistent, structured form sets out the main approaches to the analysis and evaluation of educational programs of universities in Kazakhstan. A holistic view of the content of educational programs and what components they consist of is given, including the ratio of Soft and Hard Skills in teaching public administration, as well as an analysis of methods and technologies.



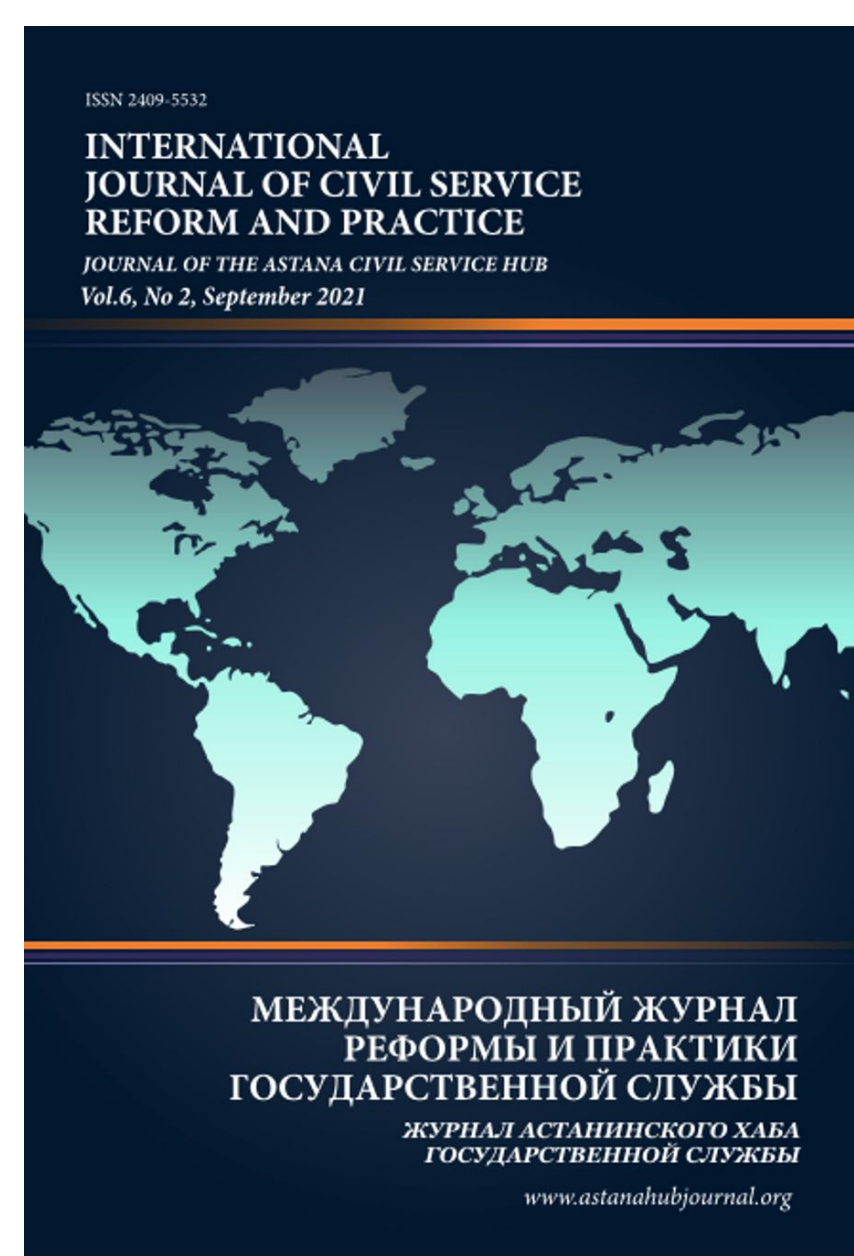
Public Sector Compensation: A Comparative Review (2023). Contemporary public sector remuneration systems have been mostly developed in a very different era and they have not practically changed much over the past five or six decades. They are all very similar in many ways as they are based on similar principles, however considerable differences also exist across systems, as the mix and balance of the elements included in the total compensation package vary from country to country.



Standards Frameworks for digital transformation

The publication provides an extensive presentation of several standards frameworks utilised across the world. This knowledge product covers areas such as effective utilisation of information technologies, cybersecurity, data privacy protection, cloud computing, infrastructure, etc that can contribute to the digital transformation of the participating countries' public sectors.

INTERNATIONAL JOURNAL OF CIVIL SERVICE REFORM AND PRACTICE



International Journal of Civil Service Reform and Practice – a practitioner oriented, peer-reviewed journal.

The Journal aims to provide access to global knowledge on civil service reform theory and practice, public sector human resources management and development, public service delivery, ethics and anticorruption practices in the CIS, Central Asia, the Caucasus and other participating countries of the ACSH by publishing quality papers based on original and novel research in the field.

**A practitioner-oriented, peer-reviewed,
open access journal**

2013

The ACSH
launched the
publication of
the Journal

2015

The Journal was published
online and it is publicly
accessible at
www.astanahubjournal.org

2016

Special edition on
“Public Administration
Reform in China” was
published in 2016

TODAY

**18 issues of the
Journal have
been published
to date**

**THE JOURNAL HAS PUBLISHED 108 ARTICLES BY AUTHORS FROM 30 COUNTRIES
AND 4 INTERNATIONAL ORGANIZATIONS TO DATE**

16 – Kazakhstan

10 – USA

9 – Russia

8 – Belarus

8 – China

6 – Azerbaijan

5 – Kyrgyzstan

5 – Ukraine

5 – UNDP

4 – Republic Korea

3 – North Macedonia

3 – Uzbekistan

2 – Armenia

2 – Bangladesh

2 – Greece

1 – Afghanistan

1 – Algiers

1 – Belgium

1 – Bosnia and Herzegovina

1 – UK

1 – Vietnam

1 – Germany

1 – Georgia

1 – Greece

1 – Canada

1 – India

1 – Mongolia

1 – Netherlands

1 – New Zealand

1 – Poland

1 – Slovakia

1 – Finland

1 – Philippines

1 – Estonia

1 – UAE

1 – UN agencies

INNOVATIVE SOLUTIONS SCHEME

In 2015, the ACSH launched an Innovative Solutions Scheme with the purpose to identify the most effective innovative solutions in public service delivery.

2015 SCHEME OUTCOMES

Themes:

- Enhancing Service Delivery in Public Education
- Innovative Methods of Protecting Meritocratic Principles in Selection and Promotion Processes of Civil Servants

Applications:

- 21 applications from 9 countries

Winners:

- National Anticorruption Centre (Republic of Moldova)
 - Project: "Integrity Testing Mechanism of Civil Servants"
- Ulster University (United Kingdom)
 - Project: "Quality of Life Framework for Public Services in the ACSH Participating Countries"
- Centre of Scientific Economic Expertise (Kazakhstan)
 - Project: "Regulatory impact assessment: Kazakhstan and world practices"

2018 SCHEME OUTCOMES

Theme:

Digital Government Innovations

Applications:

46 applications from 17 countries

Winners:

- IMD World Competitiveness Centre (Switzerland)
 - Project: "Blockchain: an innovative solution for smart governments"
- Digital Solutions Ltd. (Kazakhstan)
 - Project: "E-Practicum: online platform for practical knowledge"

LABORATORY FOR ACCELERATING INNOVATIONS IN THE CIVIL SERVICE

The initiative of the ACSH and "Zerde" JSC involves the creation of a platform for finding innovative solutions, approaches, and technologies in the field of public service and governance. The Innovation Lab's work is aimed at applying innovative approaches and solutions to ensure fair, efficient, and effective provision of public services to all citizens, as well as the digitization of government operations and processes to make it more resilient to crisis situations.

Finalists

Pro. Tourism

Automation of business processes of environmental services

AI Legal

Anti-corruption examination service based on artificial intelligence

Information system

allowing to automate the system for evaluating candidates for judges

WHAT PARTNERS SAY ABOUT THE ACSH

In 2023, within the Global Forum GovTech "Governance in the Digital Era," the Astana Hub for Civil Service was recognized as a global partner by the World Bank.

In 2016, the High-Level Committee of the UN General Assembly praised the work of the ACSH and recommended spreading the ACSH model across all regions as a successful example of multilateral cooperation.



«The Hub has become a unique global platform for the exchange of experience and knowledge in the field of civil service. This initiative of the Government of Kazakhstan and UNDP led to the creation of a multilateral platform that has no analogues in the world, is relevant and important».

*H.E. Mr. Larbi Djacta,
UN Under-Secretary-General,
Chairman of the International Civil Service Commission*



"The Astana Civil Service Hub has become an international platform of excellence for knowledge sharing, capacity development and networking. UNDP is committed to further supporting this important initiative".

*Mirjana Spoljaric Egger,
UN Assistant Secretary-General,
UNDP Assistant Administrator and
Director of the Regional Bureau for Europe and the CIS*



"OECD is honored to be a strategic partner and one of the founding members of the Regional Hub. We are very proud that this Hub is becoming a respected multilateral platform for the exchange of knowledge and experience in the field of public service excellence".

*Marcos Bonturi,
Former Director for Public Governance, Organization for Economic
Cooperation and Development*



"The Hub has proved its relevance already, but my point is that its relevance will only increase as we go forward and as we make our efforts towards the implementation of the SDGs and certainly from UNDP's perspective, we see the Hub as one of the prime instruments that will rely upon to make a contribution towards the SDGs".

*Pedro Conceicao,
Director of the Human Development
Report Office, UNDP*



“The Hub’s mandate is not only in promoting the civil service in the region, but also in other parts of the world. The Hub puts much effort in creating a network of experts and advocating for research and development of good practices in public administration.”

*Pan Suk Kim,
Former Minister of Personnel Management of the Republic of Korea
International Director of ASPA,
Professor of Public Administration, Yonsei University*



«In pursuit of sustainable development goals, the ACHS has been instrumental in enhancing public administration efficiency and fostering integrated policymaking capabilities. It has emerged as a leading multilateral forum for countries within and beyond the region, facilitating the exchange of knowledge and experience and promoting collaboration to enhance civil services’ reform and capacity.»

*Habib Zafarullah,
President, South Asian Network for
Public Administration (SANPA)*



“Thanks to the Astana Hub, civil servants of Georgia have a chance to visit various countries to exchange experience, and, in turn, we are happy to receive guests in Georgia. Jointly with the Hub we have conducted important research projects, organized study tours and conferences and intend to continue this work. The Hub has a clear vision for its further development. We strongly believe that all our intentions to improve civil service reforms will come true”.

*Catherine Kardava,
Former head of the Civil Service Bureau of Georgia*



“ASPA has been in partnership with the Astana Hub since its inception. We have successfully arranged joint events and produced research publications on public administration issues. I am honored to be member of the Steering Committee and the Editorial Board of the Hub’s Journal. I believe, jointly we can contribute to civil service excellence”.

*William P. Shields,
Executive Director of the
American Society for Public Administration*



«Thank you for the privilege - and honor - of having worked with you in various ways over the years towards our common goal of responsive public administration in general and strengthened civil service institutions in particular».

*Alex B. Brillantes Jr.,
Secretary General,
Eastern Regional Organization for Public Administration (EROPA)*



«What a great journey it has been so far, filled with important achievements and milestones! I'm humbled and honoured to have been a part of ACSH, and fondly remember the many policy initiatives we've implemented together».

*Tuya Altangerel
Resident Representative UNDP in Timor*



«Congratulations on the outstanding advances accomplished by the ACSH during the past decade of your splendid development. On the occasion of the ACSH's tenth anniversary, it is a great pleasure to join in celebration of your Exemplary World-Class Public Administration Leadership».

*Chester A. Newland,
Professor Emeritus, University of Southern California*



"... the Hub has become an interregional dialogue platform providing opportunities to share global trends in public administration and exchange experience in reforming and improving the efficiency of both government agencies and the civil service systems of our countries. In my opinion, the role of the Hub in improving the professionalization of civil service is invaluable".

*Bakytbek Sagynbaev,
Former State Secretary of the State Personnel Service
of the Kyzgyz Republic*

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