



# Fifth Needs Assessment Survey of the ACSH Participating Countries

## Results Report

| 2023

**Fifth Needs Assessment Survey Report**

The Astana Civil Service Hub (ACSH) periodically conducts a Needs Assessment Survey among its participating countries. The first Survey was carried out in 2013, the year the ACSH was founded to measure the baseline conditions. Since then, three more surveys were conducted in 2015, 2018 and 2021.

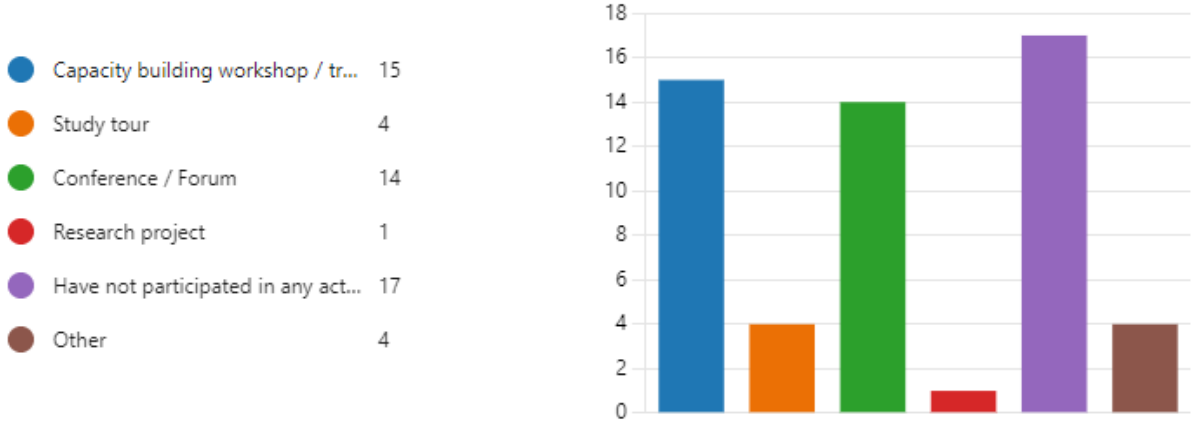
The fifth Needs Assessment Survey was completed in the first part of May 2023. It comprised 10 questions and it was administered on-line. Invitations to participate in the survey were sent to a wide range of potential respondents in participating countries and organisations. XX number of invitations to participate was sent out and XX number of responses were received, effectively an XX% response rate.

The findings of the Survey provide sufficient information to discern the priority areas of cooperation in public administration and civil service development and in public service delivery for the next two years.

PLEASE REFER TO MY COMMENTS IN THE EMAIL FOR THE REST OF THE REPORT

**Questions 1. In the last two years, what type of activity organised by the ACSH you have been part of?**

This question aims to gather information about the involvement of the respondent in order to gauge the effectiveness of their outreach and engagement efforts.



*Capacity Building Workshop/Trainings:* This category received the highest number of participants, with 15 respondents. This indicates a strong interest in acquiring new knowledge and skills related to science and health. The popularity of capacity building workshops and trainings suggests that individuals value opportunities to enhance their expertise and professional development.

*Study Tour:* Four respondents reported participating in study tours organized by the ACSH. Study tours offer a unique experiential learning opportunity by visiting relevant institutions or locations. Although the number of participants in this category is lower compared to capacity building workshops, it may indicate a specific interest among a smaller group of individuals who prefer hands-on learning experiences.

Conference/Forum: The ACSH organized conferences and forums that attracted 14 participants. This category highlights the interest in networking and exchanging ideas with experts and professionals in the field. Conferences and forums provide a platform for knowledge sharing, discussions, and staying updated on the latest advancements in science and health.

*Research Project:* Only one respondent reported participation in a research project organized by the ACSH. This indicates a lower level of involvement in research activities. It could suggest that the ACSH's focus is more on organizing events and workshops rather than actively engaging participants in research projects.

*Have Not Participated in Any Activity Yet:* Seventeen respondents indicated that they have not participated in any activity organized by the ACSH in the last two years. This group represents individuals who may not be aware of the ACSH's activities, have scheduling conflicts, or have different preferences regarding engagement. It signifies an opportunity for the ACSH to reach out to a wider audience and promote their offerings.

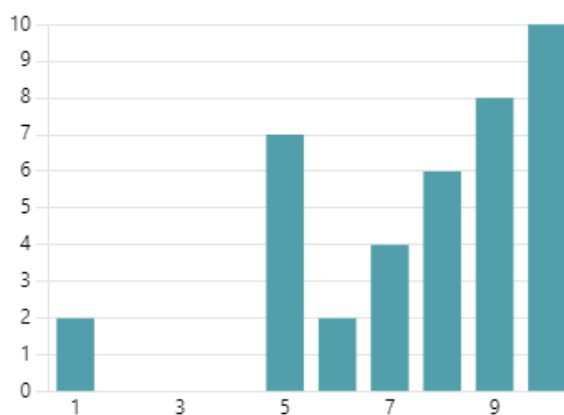
*Other:* Four respondents selected "Other" as their response, indicating participation in activities not explicitly mentioned in the table. Without further details, it is challenging to analyze this category effectively.

*Overall,* the table reveals a diverse range of participation in activities organized by the ACSH. Capacity building workshops/trainings, conferences/forums, and study tours appear to be the most popular among respondents. The low participation in research projects suggests a potential area for the ACSH to consider expanding their involvement in research-related activities. Additionally, the significant number of respondents who have not participated in any activity yet indicates a need for increased promotion and outreach efforts to engage a broader audience.

**Question 2. If applicable, please rate how relevant the ACSH activities have been.**

The aim of this question to evaluate how well our initiatives align with the needs and expectations of our audience. It helps us assess the effectiveness of our programs in delivering valuable and meaningful content to participants.

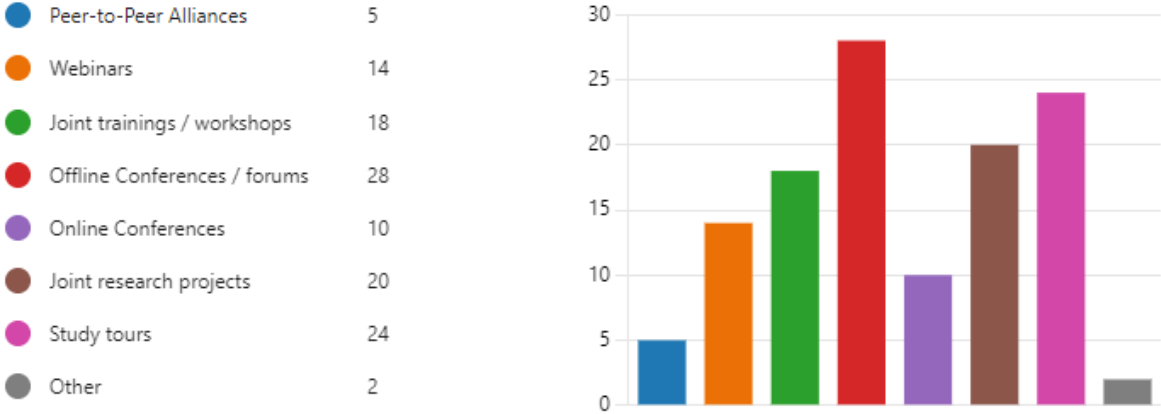
7.62  
Average Rating



The average rating of 7.62 suggests that, on average, respondents find the ACSH activities to be relatively relevant. This indicates that a significant portion of the participants perceive value in the initiatives organized by the ACSH.

**Question 3. What forms of collaborative activities would you recommend the ACSH to promote further for encouraging active and continuous cooperation among its participating countries?**

By asking for recommendations, the ACSH aims to identify potential areas or forms of collaborative activities that may not have been previously considered. Participants' suggestions can help uncover untapped opportunities for cooperation and partnership, leading to the development of new initiatives that align with the shared goals and interests of participating countries.



*Peer-to-Peer Alliances:* Five respondents recommended peer-to-peer alliances as a form of collaborative activity. While the number of recommendations is relatively low, it suggests a recognition of the value of direct collaboration and knowledge exchange between participating countries.

*Webinars:* Webinars were recommended by 14 respondents. The relatively high number of recommendations for webinars suggests that they are seen as an effective and accessible means of facilitating collaboration and learning among participating countries.

*Joint Trainings/Workshops:* Joint trainings and workshops received the highest number of recommendations, with 18 respondents suggesting their implementation. The significant number of recommendations highlights the importance of hands-on collaborative learning experiences for promoting cooperation among participating countries.

*Offline Conferences/Forums:* Offline conferences and forums were recommended by 28 respondents. The high number of recommendations suggests a strong interest in face-to-face interactions and engagement within a conference or forum setting.

*Online Conferences:* Ten respondents recommended online conferences as a form of collaborative activity. While the number of recommendations is relatively lower than offline conferences, it reflects the growing popularity and acceptance of virtual conferencing as a means of collaboration.

*Joint Research Projects:* Joint research projects received recommendations from 20 respondents. The significant number of recommendations suggests a recognition of the value of shared research efforts in promoting active cooperation and knowledge exchange among participating countries.

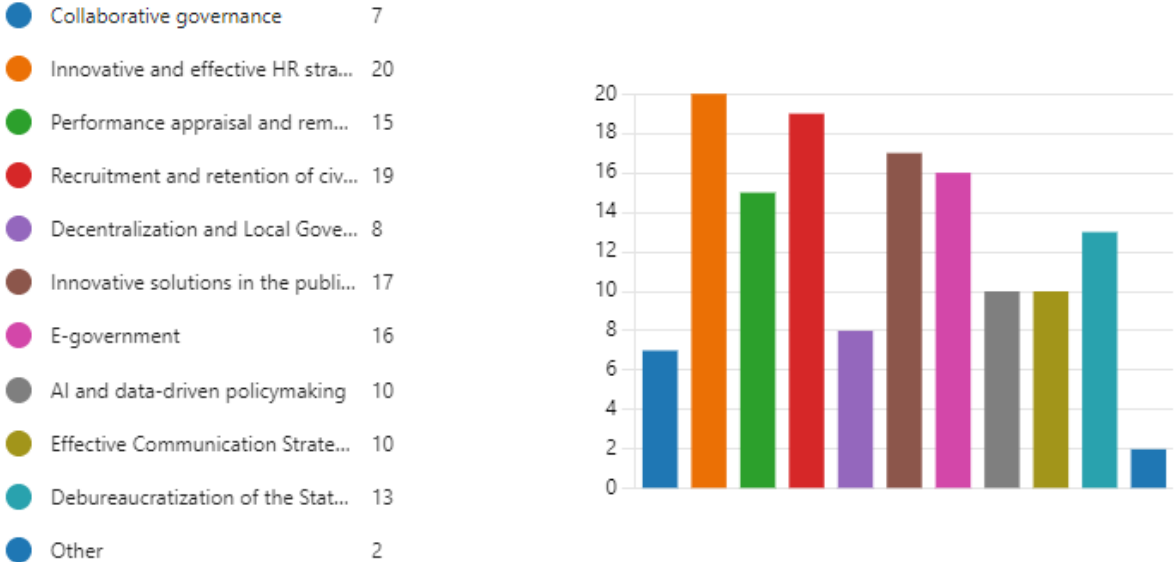
*Study Tours:* Study tours were recommended by 24 respondents. Study tours involve visits to institutions, facilities, or locations related to specific areas of interest. They provide participants with firsthand exposure to different approaches, practices, and expertise in a particular field. The relatively high number of recommendations indicates an interest in experiential learning and cross-country exposure.

*Other:* Two respondents provided "Other" recommendations with topics "Formation of topics of research projects for master's and PhD doctoral studies in project management" and "Supporting partners like SANPA"

*Overall,* the recommendations emphasize the importance of various collaborative activities such as joint trainings/workshops, offline conferences/forums, joint research projects, and study tours. The suggestions for webinars and online conferences also reflect the increasing reliance on digital platforms for fostering collaboration. The ACSH can consider these recommendations when planning and organizing activities to promote active and continuous cooperation among participating countries.

**Question 4. Which Hub capacity building activities would be interested for you?**

The aim is to ensure that the capacity building activities offered by the ACSH have a meaningful impact on the participants. By aligning the offerings with participants' interests and needs, the ACSH can enhance the relevance and effectiveness of the capacity building programs, resulting in increased knowledge acquisition, skills development, and professional growth for the individuals involved.



*Collaborative Governance:* Collaborative governance received seven preferences. This suggests that a subset of participants is interested in learning about collaborative approaches to governance, which involve multiple stakeholders working together to address public issues and make collective decisions.

*Innovative and Effective HR Strategies in Civil Service:* This topic garnered the highest number of preferences, with 20 participants expressing an interest in learning about innovative and effective HR strategies in the civil service. This indicates a strong desire to explore new approaches and practices for human resource management within government organizations.

*Performance Appraisal and Remuneration of Civil Servants:* Fifteen participants expressed an interest in learning about performance appraisal and remuneration of civil servants. This suggests a desire for knowledge and best practices related to evaluating and rewarding the performance of government employees.

*Recruitment and Retention of Civil Servants:* Nineteen participants expressed an interest in capacity building activities related to recruitment and retention of civil servants. This reflects a recognition of the importance of effective strategies for attracting and retaining talented individuals within the civil service.

*Decentralization and Local Governance:* Eight participants expressed an interest in learning about decentralization and local governance. This topic focuses on the transfer of authority and responsibilities to local governments, indicating an interest in understanding how to strengthen local governance structures.

*Innovative Solutions in the Public Sector:* Seventeen participants expressed an interest in capacity building activities related to innovative solutions in the public sector. This reflects a desire to explore and adopt new approaches, technologies, and practices to address public sector challenges and improve service delivery.

*E-government:* Sixteen participants expressed an interest in learning about e-government, which involves the use of digital technologies to enhance government operations and service delivery. This suggests a recognition of the importance of leveraging technology for improved governance.

*AI and Data-driven Policymaking:* Ten participants expressed an interest in capacity building activities related to AI and data-driven policymaking. This indicates a desire to explore how artificial intelligence and data analytics can inform evidence-based decision-making processes in the public sector.

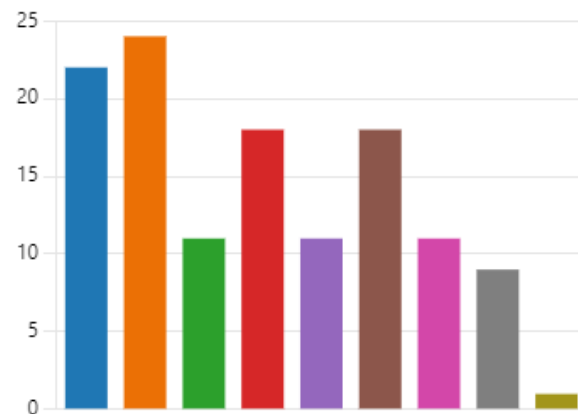
*Effective Communication Strategies:* Ten participants expressed an interest in learning about effective communication strategies. This suggests a recognition of the significance of clear and persuasive communication in conveying policies, engaging stakeholders, and achieving desired outcomes.

*Debureaucratization of the State Apparatus:* Thirteen participants expressed an interest in capacity building activities related to the debureaucratization of the state apparatus. This topic focuses on reducing bureaucracy and streamlining administrative processes within government organizations.

*Overall,* the analysis indicates a diverse range of interests and preferences among participants. The topics that garnered the highest number of preferences were innovative and effective HR strategies in civil service, recruitment and retention of civil servants, and performance appraisal and remuneration of civil servants. The ACSH can use this analysis to develop and offer capacity building activities that align with the interests and needs of participants, ensuring the relevance and effectiveness of the programs.

#### **Question 5. What research results would you be interested in?**

The aim is to ensure that the research conducted by the ACSH generates meaningful and impactful results. By aligning the research focus with participants' interests, the ACSH can enhance the relevance and effectiveness of the research findings, resulting in outcomes that are more likely to address the needs and challenges of the participating countries.



*Performance Management in Civil Service:* Performance management in civil service received the highest number of interests, with 22 participants expressing their interest in this topic. This suggests a strong desire to explore research related to the evaluation, measurement, and improvement of performance in the civil service.

*Digital Transformation of Public Administration:* Digital transformation of public administration garnered the second-highest number of interests, with 24 participants expressing their interest. This reflects a recognition of the importance of leveraging digital technologies to enhance government operations, service delivery, and administrative processes.

*Towards a Citizen-Centric Civil Service:* Eleven participants expressed an interest in research on creating a citizen-centric civil service. This topic focuses on understanding and improving the ways in which government organizations engage and serve citizens, indicating a desire to enhance citizen participation and satisfaction in public administration.

*Leadership and Strategic Management:* Eighteen participants expressed an interest in research on leadership and strategic management in public administration. This suggests a recognition of the significance of effective leadership and strategic decision-making in driving organizational performance and achieving desired outcomes in the public sector.

*Investing in Human Capital:* Eleven participants expressed an interest in research on investing in human capital. This topic encompasses strategies for attracting, developing, and retaining talent within the civil service, indicating a recognition of the importance of a skilled and motivated workforce in delivering public services effectively.

*Sustainable Public Administration:* Eighteen participants expressed an interest in research on sustainable public administration. This topic focuses on integrating principles of sustainability and environmental stewardship into government policies and practices, reflecting a desire to promote sustainable development and address pressing environmental challenges.

*Open Data Governance:* Eleven participants expressed an interest in research on open data governance. This topic explores the governance, management, and utilization of open data in the public sector, indicating a recognition of the value of data-driven decision-making and transparency in governance.

*Behavioural Public Policy:* Nine participants expressed an interest in research on behavioural public policy. This field explores the application of insights from behavioral science to inform policy design and implementation, suggesting an interest in

understanding human behavior and decision-making in the context of public administration.

*Overall*, the analysis indicates diverse research interests among participants, with a strong focus on digital transformation, performance management, and leadership in public administration. The ACSH can use this analysis to guide its research agenda, prioritize research topics, and develop studies that address the specific interests and needs of participants. By aligning research efforts with participant interests, the ACSH can produce valuable insights and recommendations that can contribute to the improvement and innovation of public administration practices.

**Questions 6 - 7. Can you suggest any other areas that may be of interest to your country/organization where we could provide capacity building activities or conduct research? and Please share with us your thoughts and ideas on how to attract potential authors for publication in the ACSH Journal**

By seeking participants' thoughts and ideas on attracting potential authors, the ACSH aims to gather suggestions for improving the quality and diversity of published articles. This feedback can help the ACSH in developing strategies to attract renowned experts, encouraging interdisciplinary research, and promoting a broad range of topics within the journal.

**Questions 8 - 10** were aimed at capturing general information about the respondent – country/organizations (s)he represents, occupation and the level of positions.

*Please indicate the participating COUNTRY, and the partner organisation, you represent.*

- Kazakhstan: 15 mentions
- Kyrgyzstan: 5 mentions
- Uzbekistan: 3 mentions
- Republic of Armenia: 3 mentions
- Azerbaijan: 2 mentions
- South Africa: 2 mentions
- Belarus: 1 mention
- Bosnia and Herzegovina: 1 mention
- Mongolia: 1 mention
- Tajikistan: 1 mention

The revised count and analysis confirm the diverse participation from multiple countries/organizations in the ACSH activities, emphasizing their commitment to improving public administration and governance practices. The ACSH can utilize these relationships and engagements to foster collaboration, exchange best practices, and contribute to the advancement of effective public administration systems globally.

*What is your profession?*

- Public / Civil servant: 34
- Academic: 2
- Expert (International Organisation, independent, NGO, etc): 6

Overall, the analysis indicates a broad range of participants representing different sectors and backgrounds, including public/civil servants, academics, and experts from various organizations. This diversity of participants enhances the multidisciplinary and



collaborative nature of the ACSH, fostering an environment conducive to knowledge exchange, capacity building, and research in the field of public administration. The ACSH can leverage this diverse participant base to facilitate networking, foster partnerships, and create a platform for the exchange of ideas and experiences among practitioners, researchers, and experts in the field.

*What is your level of position?*

- High management level: 7
- Middle management level: 21
- Other: 14

Overall, the analysis highlights the diverse representation of management levels within the respondents, with participation from high-level executives, middle-level managers, and individuals in various other roles. This diversity enriches the discussions, perspectives, and experiences shared within the ACSH activities, promoting a comprehensive approach to capacity building and research in public administration. The ACSH can tailor its programs and initiatives to cater to the specific needs and interests of participants at different management levels, ensuring a well-rounded and impactful engagement with individuals across the organizational hierarchy.

The data indicates a diverse participation in ACSH activities, with a range of countries, organizations, and individuals represented. This suggests a strong interest and commitment from these countries in capacity building, research, and collaboration within the field of public administration.

The respondents consist of individuals at different management levels, with a significant number in middle management positions. This indicates a strong interest in capacity building activities and research initiatives aimed at enhancing managerial and operational skills. High-level executives are also actively engaged, reflecting their focus on strategic decision-making and leadership within their organizations.

The ACSH can leverage the diverse participation to facilitate collaboration, share best practices, and contribute to the development of effective public administration systems globally. By catering to the specific needs and interests of participants at different levels and sectors, the ACSH can ensure a comprehensive and impactful engagement, fostering continuous learning, and promoting innovative approaches in public administration.

Overall, the ACSH's aim is to provide capacity building activities and promote research collaboration. By analyzing the data and understanding the interests and needs of the participants, the ACSH can further tailor its programs, initiatives, and research focus to address the challenges and opportunities in public administration, thereby contributing to improved governance practices and sustainable development.