

Astana Civil Service Hub 2013–2018

5 YEARS OF PARTNERSHIP FOR CIVIL SERVICE EXCELLENCE



Overview

- Establishment and Mission
- Partnership and Networking
- Capacity-building and Peer-to-Peer Learning
- Research and Knowledge Management



ESTABLISHMENT AND MISSION



The Astana Civil Service Hub is an initiative of the Government of Kazakhstan and the United Nations Development Programme (UNDP).



“... I have supported an initiative of creating a Regional Hub which can establish an efficient institutional base for continuous exchange of experience and knowledge on civil service.”

*Welcome address of Nursultan Nazarbayev,
President of the Republic of Kazakhstan,
to the participants of the Founding conference of the
Regional Hub of Civil Service in Astana,
15 March 2013*

On March 15, 2013, the representatives of 25 countries and 5 international organizations adopted the Declaration on the establishment of 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 capacity of professional and expert networks;
- to create conditions and establish an institutional platform for continuous exchange of best practices;
- to implement joint programs and projects;
- to improve the system of civil service and public services provision within the region.”

from the 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.

❖ Three main areas of activities

- Partnerships and networking
- Capacity building and peer-to-peer learning
- Research and knowledge management



PARTNERSHIP AND NETWORKING



Founding and participating countries



Founding organizations

of Great Britain and Northern Ireland



Institutional partners

Cooperation with 35 institutional partners, including international organizations, research centers and universities around the world, provides opportunities for joint research, capacity development and partnership activities.



ИНСТИТУТ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ
ПРИ ПРЕЗИДЕНТЕ РЕСПУБЛИКИ ТАДЖИКИСТАН



Institute on
Governance
LEADING EXPERTISE

Institut sur
la gouvernance
EXPERTISE DE POINTE



BYU
BRIGHAM YOUNG
UNIVERSITY



SDA **Bocconi**
School of Management



Duke | **SANFORD**
SCHOOL OF PUBLIC POLICY



Leiden University

PBLQ



Kazakhstan 2050



«ЖАНАРУ»



Partnering with the United Nations

The Hub actively cooperates with various UN structures: UN Women, UN Office for South-South Cooperation, the United Nations Department of Economic and Social Affairs and the United Nations Public Administration Network.



United Nations Development Programme is the main partner of the Astana Hub in implementation of its mission.



The Hub`s activity is an example of a broad partnership between governments and the UN to achieve the Sustainable Development Goals, in particular SDG 16 and SDG 17.

- Goal 16** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17** Strengthen the means of implementation and revitalize the global partnership for sustainable development



Partnering with the United Nations

- In 2014, the UN Office for the South-South Cooperation awarded the Astana Hub with a special prize for strengthening regional and interregional cooperation.
- In June 2015 the Astana Hub held a Conference at the UN Headquarters on "International cooperation for public service excellence: the bridge for achieving Sustainable development". The Hub conducted other joint events with the UN structures.
- In 2016, on its 19th session, the **High-level Committee of the UN General Assembly** praised the work of the Astana Hub and made a special decision to spread the Hub model across all regions as a successful example of multilateral cooperation.



Partnering with the OECD

- OECD Directorate for Public Governance and Territorial Development and the Astana Hub exchanged documents on cooperation on civil servants capacity enhancement and extension of OECD public governance **standards and principles** to the countries of the region **via** the Astana Hub platform.
- In 2014, OECD co-financed a round table in Baku devoted to effective public services delivery.
- In 2014–2017, OECD co-organized a number of workshops on independent state apparatus for executive secretaries and heads of regional mayors' administrations in Astana.
- In 2016–2018, **the research project on Strategic Human Resources Management** was conducted jointly with OECD Directorate for Public Governance and the Agency of Kazakhstan for Civil Service Affairs and Anticorruption.
- In June 2017, the OECD Anti-Corruption Network, UNDP, and the Civil Service Bureau of Georgia jointly with the Hub organized a conference "**Assessing the Implementation and Effectiveness of Systems for Disclosing Interests and Assets by Public Officials**" in Tbilisi.
- In January 2017, the **OECD headquarters** accepted **the representatives of the Hub's participating countries** to discuss cooperation on improvement of civil service system in the participating countries.



Joint activities with partners

- Azerbaijan, Bosnia and Herzegovina, China, Estonia, Georgia, Kazakhstan, Korea, Kyrgyz Republic and Thailand co-hosted joint activities with the Astana Hub.
- **The American Society for Public Administration (ASPA)** is actively involved and co-finances the Hub's activities. In 2017 and 2018 in the USA, the Astana Hub hosted panel sessions on civil service reforms of the Hub's participating countries within the ASPA's Annual Conference, as part of a memorandum of cooperation.
- **Asian Association of Public Administration (AAPA)** jointly with the Hub and Academy of public administration under the President of the Republic of Kazakhstan (APA) conducted the AAPA Annual conference in 2017. The conference brought together over 120 scholars and practitioners from Asian countries to discuss new challenges and innovative approaches in public administration.
- In 2015, **Chinese Academy of Governance** co-organized a workshop in Beijing for civil servants of the Shanghai Cooperation Organisation (SCO) countries involved in the Astana Hub.
- In 2015, the **UNDP Global Centre for Public Service Excellence in Singapore (GCPSE)** co-organized a brainstorming session "**Strategic Foresight: shaping the future of civil servants for 2030**". GCPSE has also supported the development of the publication "**Meritocracy for Public Service Excellence**". In 2018 the GCPSE jointly with UNDP in Pakistan and the Astana Hub completed the **study on motivation of civil servants in Kazakhstan and Pakistan**, which provided practical recommendations for improving public services.
- In 2017, the Astana Hub organized a panel session within the Annual Conference of **the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)** held in Kazan, Russia.



Joint activities with partners

- In June 2016, jointly with the Government of Kazakhstan and UNDP, the Astana Hub organized a workshop titled “**Strengthening Bilateral and Multilateral Diplomacy in the context of Sustainable Development Goals**” for civil servants and diplomats of 45 African countries in Addis Ababa, Ethiopia.
- In October 2017, jointly with Regional Bureau for Africa and the Government of Kazakhstan, the Astana Hub conducted a Global Symposium on “**South-South Development Exchange on Economic Diversification and Industrialization in the context of the SDGs**” for top government officials from 43 African countries in Astana, Kazakhstan.
- In partnership with **the Government of Kazakhstan**, every year the Astana Hub co-organizes panel sessions on various issues of public administration held within the framework of **the Astana Economic Forum**.
- In partnership with **Nazarbayev University**, the Astana Hub conducts series of capacity-building events for senior executive civil servants from participating countries and beyond.
- The Astana Hub supports **the Agency of the Republic of Kazakhstan for Public Service Affairs and Anticorruption** in the development of the Grading System based on the factor and point scale methodology.

Roster of Experts

- To provide expert advice and services to civil servants of the participating countries, the Astana Hub has established a **roster of experts**, who are represented by the leading experts from research institutions, international organizations (OECD, UNDP, World Bank), civil service professional associations (ASPA, AAPA) and universities.
- Currently **the roster has 95 experts** and it continues expanding. The roster is available for the participating countries on the Hub's **website** <http://www.AstanaCivilServiceHub.org/>
- The participating courtiers are encouraged to use the roster extensively in their reforms and attract the leading experts in public administration for the demanded services either directly or through the Hub.



Demand-driven agenda: needs assessment of the Hub's participating countries

The Hub's activities are **demand-driven**. The Hub adjusts to the changing priorities of the participating countries. To identify the priority themes, the Hub has conducted three needs assessment studies.

➤ The **key priorities of 2013** :

- Regional cooperation
- Implementation of joint programs and projects
- Creation of an institutional platform
- Improvement of public services quality
- Building of expert network
- Improvement of civil service system

➤ The **key priorities of 2015 and 2018** :

- Implementation of joint programs and projects
- Participation in foreign training and seminars for capacity development
- Acquisition and dissemination of knowledge of current trends in the development of the civil public service in the region
- Development of the institutional structure for knowledge and experience exchange
- Maintenance and improvement of the Hub's experts network
- Utilization of the Hub's research results in global and regional trends in civil service and public administration reform for implementing reform in their own country



Demand-driven Capacity building and Peer-to-Peer learning activities

- The Hub's capacity building activities are **demand-driven** and based on **needs assessment studies**.
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|---|---|--|
| <ul style="list-style-type: none">➤ The demanded themes in 2013• Strategic national planning• Performance evaluation of civil servants• Anti-corruption policies and integrity• E-government• Management and performance evaluation• Leadership in public administration and civil service• Human resource Management in Civil service• Management in government authorities | <ul style="list-style-type: none">➤ The demanded themes in 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 organization• Quality of public service delivery | <ul style="list-style-type: none">➤ The demanded themes in 2018• Civil servants' performance appraisal systems• Improving public service delivery• E-government and the use of ICT• Competencies and skills for a high-performing public sector• State bodies' performance appraisal system. |
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Demand-driven Research and Knowledge Management

The Hub's research is **demand-driven** and always based on **needs assessment studies**

- | | | |
|---|--|--|
| ➤ Priority research topics in the 2013 Needs Assessment Study | ➤ Priority research topics in the 2015 Needs Assessment Study | ➤ Priority research topics in the 2018 Needs Assessment Study |
| <ul style="list-style-type: none">• Development of young talents and women• Improved management in government authorities• Improved management in government authorities• Performance evaluation of civil servants• Effective HRM | <ul style="list-style-type: none">• Effective human resource management• Professionalism and ethics in the civil service• Quality of public services delivery• Effective assessment of civil and / or government organizations• Motivation and compensation of civil servants• Management of governmental organizations | <ul style="list-style-type: none">• Improving public service• E-government and the use of ICT• Talent management and career development• State bodies' performance appraisal• Ethics and integrity |



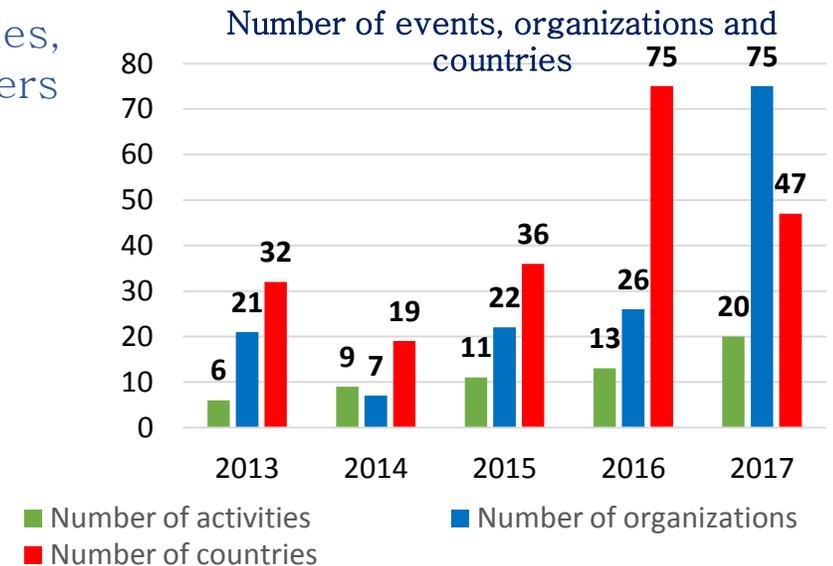
CAPACITY-BUILDING AND PEER-TO-PEER LEARNING



Capacity-building activities

The capacity-building activities are conducted according to the demands and initiatives of the participating countries, as well as the recommendations of Advisory Boards.

- The Hub has delivered over **60 capacity building** seminars, round tables, conferences and study visits for around 2,000 civil service practitioners from 100 countries.
- Since 2015, the Government of Kazakhstan annually allocates 10 scholarships to study for Masters degree programs for civil servants of the Hub's participating countries at the Academy of Public Administration under the President of the Republic of Kazakhstan (APA). As of now, 25 civil servants from Azerbaijan, Afghanistan, Mongolia, Kyrgyzstan and Tajikistan have been granted scholarships.
- In accordance with the MoU signed between the MFA of Kazakhstan, the APA and the Astana Hub, the civil servants from Tajikistan, Mongolia and Kazakhstan have been trained at the APA.
- The Astana Hub supports training of civil servants of the participating countries in short-term courses at the APA. This year, the civil servants of FYR Macedonia will be trained in the APA.



Contribution into Peer-to-Peer learning (P2P)

P2P approach is a **knowledge sharing mechanism** that

- enables practitioners with similar socio-economic backgrounds and contexts to find common challenges and best solutions in reforming their civil service
- enhances cooperation through joint activities, regularly sharing knowledge, experiences and ideas.

To effectively promote the P2P learning, the Hub applies the “P2P Learning Guide” developed by the Effective Institutions Platform (EIP), which facilitates the creation of the P2P Learning Alliances between the countries to capture tacit knowledge of practitioners and share between peers best solutions for country-specific problems, as well as develop and implement “best fit” reforms.

- ❖ In May 2016, the Hub launched the first ever **Peer-to-Peer (P2P) Learning Alliance of Azerbaijan, Georgia and Kazakhstan** on public service delivery. As the result of its successful implementation, the Hub has been invited to present its experience at the Effective Institution Platform’s meetings, forums and many others activities. Within the Alliance the Hub conducted a number of workshops and published the case studies and report on “One-Stop-Shop” principle in the field of public services delivery.
- ❖ In December 2017, at the seminar on E-government development, **Azerbaijan, Armenia, Estonia, Georgia, Kazakhstan, Kyrgyzstan, and Uzbekistan** supported the idea of creation of the **P2P Alliance on Development of E-government**.



RESEARCH AND KNOWLEDGE MANAGEMENT



Research and knowledge management products

The Hub produced over **40 knowledge products** – case studies, journals, research papers, publications, which are open to the public and accessible at the Hub’s website.

The Astana Hub in close cooperation with the UNDP Global Centre for Public Service Excellence (GCPSE) in Singapore published the following knowledge products:

- **Global and Regional Trends in Civil Service Development:** a large-scale review of the strategies, policies, programmes and other measures deployed across numerous civil service systems around the world, which may serve as a resource guide to policy makers and practitioners on contemporary development and future trends in civil service transformation.
- **Motivation of Public Servants in Kazakhstan and Pakistan:** a comparative study on public service motivation of civil servants in Kazakhstan and Pakistan, which addresses motivation-related issues of public officials in developing countries.



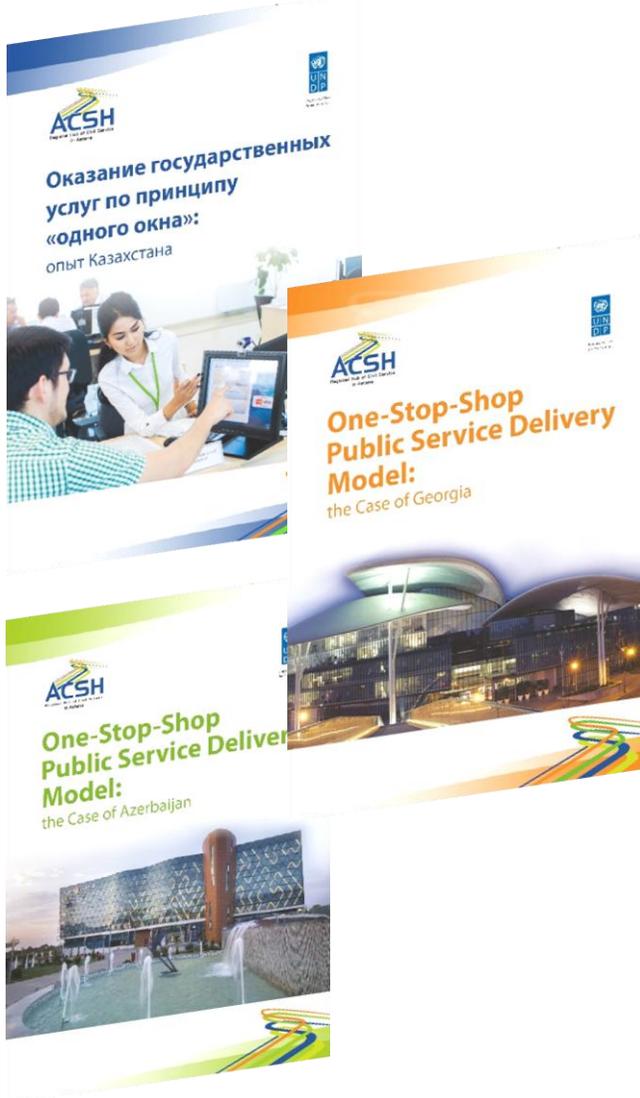
Research and knowledge management products

The Hub also issued publications on successful civil service reforms of participating countries:

- Anti-Corruption Drive in Georgia: The Case of the Georgian Police System” (2015)
- Meritocracy for Public Service Excellence together with the GCPSE (2015)
- Three case studies based on “One-Stop Shop” principle in the field of public services delivery in Azerbaijan, Georgia and Kazakhstan (2016)

In 2016–2018, the Astana Hub jointly with the OECD Directorate for Public Governance and the Agency for Civil Service affairs and Anti-corruption of Kazakhstan conducted the study on **Strategic Human Resources Management in Kazakhstan**.

Currently the Astana Hub is preparing for publication the case study on **Electronic Health Record (EHR) System in Estonia**. The study will outline key stages of EHR development in Estonia as well as lessons learned in the way of its implementation.

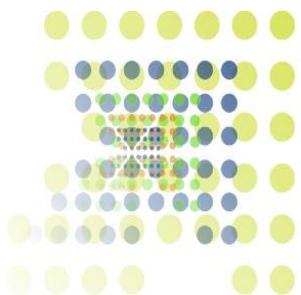


International Journal of Civil Service Reform and Practice (IJCSRP)

- ❖ In 2013, the publication of the IJCSRP – a practitioner-oriented, peer-reviewed, open access journal was launched
- ❖ 10 issues of the IJCSRP, 86 articles by the authors from 27 countries have been published to date
- ❖ In 2016, the special edition on “Public Administration Reform in China” was published
- ❖ In 2016, the IJCSRP in a revamped format, adhering to international standards, aspiring to become a reputable thematic publication was re-launched (<https://astanahubjournal.org/index.php/ijcsrp>)
- ❖ In 2016, the Astana Hub:
 - established a new high-profile international Editorial Board
 - introduced a special online journal management system
 - registered with ‘Crossref’
 - developed new editorial policies
- ❖ Priority topics of the IJCSRP :
 - Current issues of civil service modernisation;
 - Knowledge management in civil service;
 - Sustainable development of civil service via regional cooperation;
 - International experience;
 - Innovations in public administration /innovative public service reform;
 - Educational institutions for civil servants: overview;
 - Civil service personnel management: current issues and prospects;
 - Foreign systems of civil service and methods of civil servant training;
 - Civil servants’ performance appraisal;
 - Public service delivery;
 - Effective public administration;
 - 25 ➤ Experience of administrative reform in China.



Innovative Solutions Scheme



THE ACSH INNOVATIVE SOLUTIONS SCHEME

- ❖ In 2015, the Astana Hub launched an **Innovative Solutions Scheme** with the purpose to identify the most effective innovative solutions in public service delivery.
- ❖ 2015 Innovative Solution Scheme was devoted to (1) Enhancing Service Delivery in Public Education and (2) Innovative Methods of Protecting Meritocratic Principles in Selection and Promotion Processes of Civil Servant

2015 winning solutions

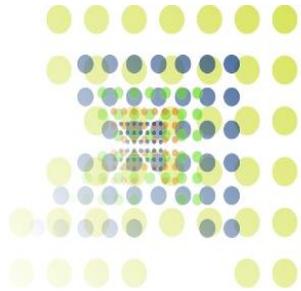
- National Anticorruption Centre (Moldova), Project: “Integrity Testing Mechanism of Civil Servants”
- Colin Knox, Professor of Ulster University (UK), Project “Quality of Life Framework for Public Services in the Hub Participating Countries”
- Saltanat Akhmetzhanova, Director of the Centre of Scientific Economic Expertise (Kazakhstan), Project “Regulatory impact assessment: Kazakhstan and world practices”

In addition to the winning applications, there were three more proposals, recognized as interesting solutions worth to be described:

- National Anticorruption Centre (Moldova), Project “Innovative Legal Solutions: Preventing Corruption in Law Drafting”
- Dr. Karl O’Connor (UK), Project “A Q Methodological Analysis of the Norms, Beliefs and Values of Hub Participants”
- State Bodies Efficiency Evaluation Center (Kazakhstan), Project “Evaluation of the Effectiveness of the Performance of State Bodies in Personnel Management”



2018 Innovative Solutions Scheme



THE ACSH INNOVATIVE SOLUTIONS SCHEME

❖ 2018 Innovative Solutions Scheme focuses on Digital Government Innovations



More information is available on the official website



<http://www.AstanaCivilServiceHub.org/>



Astana Civil Service Hub

UN House, 14 A.Mambetov street,
Astana, 010000 Kazakhstan

Tel.: + 77172 69 65 44 (ext.2506)

Email: acsh@undp.org

Web portal: www.AstanaCivilServiceHub.org

