ACSH
Partnership for Excellence

UNDP



ASTANA CIVIL SERVICE HUB

Partnership for Civil Service Excellence



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 continuousexchange 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

45 PARTICIPATING COUNTRIES



DEMAND-DRIVEN APPROACH

PRIORITY TOPICS FOR RESEARCH

2025

- Digital government
- Responsible AI in the public sector
- Trust, integrity, and accountability
- Human resource management
- Citizen-centric services

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

2025

- Artificial intelligence literacy
- Data literacy
- Cybersecurity awareness
- Agile leadership and change management
- Innovation implementation methods
- Leadership development

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

COOPERATION WITH UN ENTITIES

The UN Development Programme is the Astana Hub's main partner in carrying out its mission. In addition, since its establishment, the Astana Hub has actively cooperated with various UN agencies, including UN Women, the United Nations Office for South-South Cooperation, the UN Department of Economic and Social Affairs, the UN Public Administration Network, the UNDP Global Centre for Public Service Excellence in Oslo, and UN Volunteers.

In 2014, the Astana Hub received an award from the UN Department of Economic and Social Affairs for cooperation in the South-South format. The Astana Hub also actively supports the African development cooperation programme, which is a joint initiative of UNDP and the Ministry of Foreign Affairs of the Republic of Kazakhstan.

In 2016, the UN General Assembly High-level Committee, highly praising the work of the Astana Hub, adopted a special decision to promote the Hub model in all regions of the world as a successful example of multilateral cooperation.

In 2019, the UN Deputy Secretary-General and Chair of the UN Civil Service Commission, Larbi Djacta, emphasized at the Astana Hub's annual conference that the Hub is unique as a global platform for exchanging experience and knowledge in public service, and highlighted the relevance of the initiative by the Government of Kazakhstan and UNDP to create a multilateral platform with no equivalent in the world.

Together with the UNDP Global Centre for Public Service Excellence in Singapore (GCPSE), the Astana Hub conducted research, including thematic reports and case studies. In 2015, GCPSE organized a brainstorming session on the topic "Strategic foresight: shaping the future of the public servant of 2030."





The Astana Hub's activities are an example of how Kazakhstan works not only toward achieving the Sustainable Development Goals, especially Goals 16 and 17, but also supports the governments of other countries in this direction.

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.

Astana Hub Signs **66 Memorandums** of Understanding with Institutional Partners.



In 2014, ACSH has been recognized for its work in promoting regional and interregional cooperation and was awarded a special prize by the United Nations Office for South-South Cooperation



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.

THE WORLD BANK

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

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 Agency of the Republic of Kazakhstan for Civil Service Affairs, 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.

Representatives of the OECD actively participate in events of the ACSH, sharing best practices in public administration transformation. For example, leading OECD experts took part in capacity-building events such as "**Digital Government Policy Frameworks**" in Samarkand, Uzbekistan (October 25-26, 2022), "**Change Management for Digital Transformation**" in Astana, Kazakhstan (May 17-18, 2023) and Inter-regional workshop "Public-Private Partnerships in Implementing Digital Transformation Strategies and Using AI" (Samarkand, 2025). They also participated in the work of the alliance of practitioners "**AI and New Technologies**" (May 2024).

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 Directorate of Public Governance regularly participates in the annual conferences of the ACSH.

"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 Pilichowski, 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.

On 28–30 October 2025, within the OECD Global Forum in Seoul, Republic of Korea, a session titled "Public Governance Based on Artificial Intelligence: Best Practices of the Republic of Korea" was held.

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.

Since 2020, in collaboration with **the Ministry of Personnel Management of the Republic of Korea,** the ACSH has annually hosted an international online conference on effective human resource management.

In the years 2017, 2019, 2022, and 2023, the ACSH 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).**

The **American Society for Public Administration (ASPA)** is a long-term partner of the Astana Civil Service Hub. Since 2017, the ACSH 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, 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 ACSH.

In 2017, in Astana, the **Asian Association for Public Administration (AAPA)**, in collaboration with the ACSH 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. "In the following years, the chairman of the steering committee of the Astana Hub, A. Baymenov, regularly participated in AAPA events."



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

Cooperation with Ministry of Personnel Management of the Republic of Korea

2018

- Memorandum of Understanding between ACSH and the Minister of Personnel Management of South Korea

2020

- Online conference discussing best practices in human resources management in the civil service

2021

- Online conference "Human Resource Development through E-Learning: Experience of the Countries"

2022

- Webinar on Training of Civil Servants and Fostering Innovations in the Republic of Korea - Korean experience in civil servant training and innovation fostering shared during joint webinar
- 3rd International Online Conference "Digital Innovation in Civil Service Management: Global Trends and Best Practices"

2023

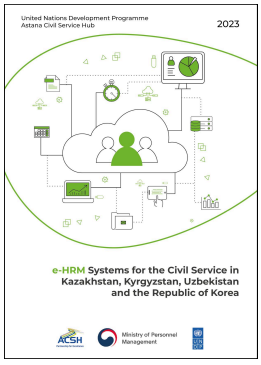
- Cross-Country Comparison Webinar - Online webinar on Electronic Human Resource Management Systems covering three Central Asia countries and the Republic of Korea
- Research Publication - e-HRM Systems for the Civil Service in Kazakhstan, Kyrgyzstan, Uzbekistan, and the Republic of Korea

2024

- MPM-OECD Conference Participation - ACSH participated in the Asia Public Service Network Conference on the Future of Public Service
- Korean Center Establishment - Korean Center of Astana Civil Service Hub established in Korea
- Case Study Sharing - Ministry of Personnel Management provided multiple case studies for the ACSH Virtual Alliance

2025

- A joint study on institutionalizing partnership was conducted.



e-HRM Systems for the Civil Service in Kazakhstan, Kyrgyzstan, Uzbekistan, and the Republic of Korea



The MPM-OECD Asia Public Service Network (APSN) Conference on the Future of the Public Service, November 2024 in Seoul.



Memorandum of Understanding (MoU) to establish the Korean Center of ACSH in Korea.

Ongoing Active Participation - MPM actively participates in ACSH events including the annual conference and ASPA annual conference ACSH panel sessions

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. The project is financed by the Government of the Republic of Korea and its first phase is scheduled for 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

The project covers the following activities:

- Survey – research
- Regional conferences
- Workshops
- Study visits
- Publication of case studies and methodological guidelines

Results achieved (2021-2023):

- 3 online seminars
- 1 self-paced course
- 1 regional conference (Kazakhstan)
- 5 offline seminars (Georgia, Uzbekistan, Kyrgyzstan, Kazakhstan)
- 2 study visits to Korea
- Feasibility Needs-Assessment Survey Results Report)

340 unique government officials participated

Results achieved (2024-2026):

- 1 inter-regional conference (Kazakhstan)
- 2 study visit to Korea
- 4 offline workshops (Cambodia, Uzbekistan, Korea, UAE)

over 180 unique government officials participated



Astana, Kazakhstan, April 14-15, 2022



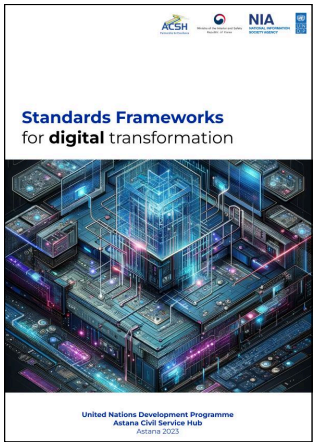
Tbilisi, Georgia, June 20-21, 2022



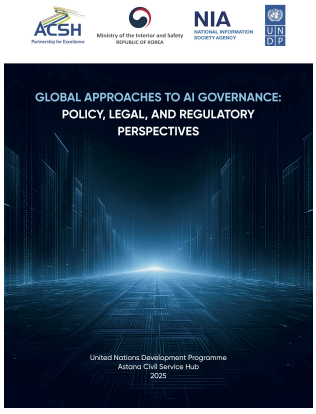
Seoul, Republic of Korea, September 25-26, 2022



Case study: "Open (government) data policies and practices"



Case study: "Standards for digital transformation"



Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives

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

Topics of the capacity building activities held:

1. Ecosystems and Conducive Environments for Digitalization to Flourish (online, 2021)
2. Policy Making for Development of Innovation and Digitalisation (online, 2021)
3. Innovation and Digitalisation Policy for Efficient Implementation (online, 2021)
4. Digital Government Policies and Best Practices of the Republic of Korea (online, 2021)
5. Appraisal of the Needs-Assessment Survey Results on Digitalisation (Astana, 2022)
6. Cooperation and Capacity Development in Digital Government (Tbilisi, 2022)
7. Digital Government Policy Frameworks (Samarkand, 2022)
8. Provision of Public Services using the Latest Digital Technologies (Seoul, 2022)
9. Open Data Policies, Practices, and Cases (Bishkek, 2022)
10. Change Management for Digital Transformation (Astana, 2023)
11. Digital Transformation Practices of Korea (Seoul, 2023)
12. Standards Frameworks for Digital Transformation (Almaty, 2023)
13. Gathering Priorities for Digital Governance and Digital Transformation (Almaty, 2024)
14. Digital Transformation Practices of Korea (Seoul, 2024)
15. AI in the Public Sector: Best Practices and Policy Considerations (Phnom Penh, 2024)
16. PPPs in Implementing Digital Transformation Strategies and Using AI (Samarkand, 2025)
17. AI-Driven Governance: Korea's Best Practices (Seoul, 2025)
18. Global OECD Forum: Launch of the OECD Digital Government Review of Korea (Seoul, 2025)
19. World Governments Summit: AI for Future Governments (Dubai, 2026)



Almaty, Kazakhstan,
May 29 - 30, 2024



Seoul, Republic of Korea,
September 25-27, 2024



Phnom Penh, Cambodia,
December 5-6, 2024



Samarkand, Uzbekistan,
June 23 - 24, 2025



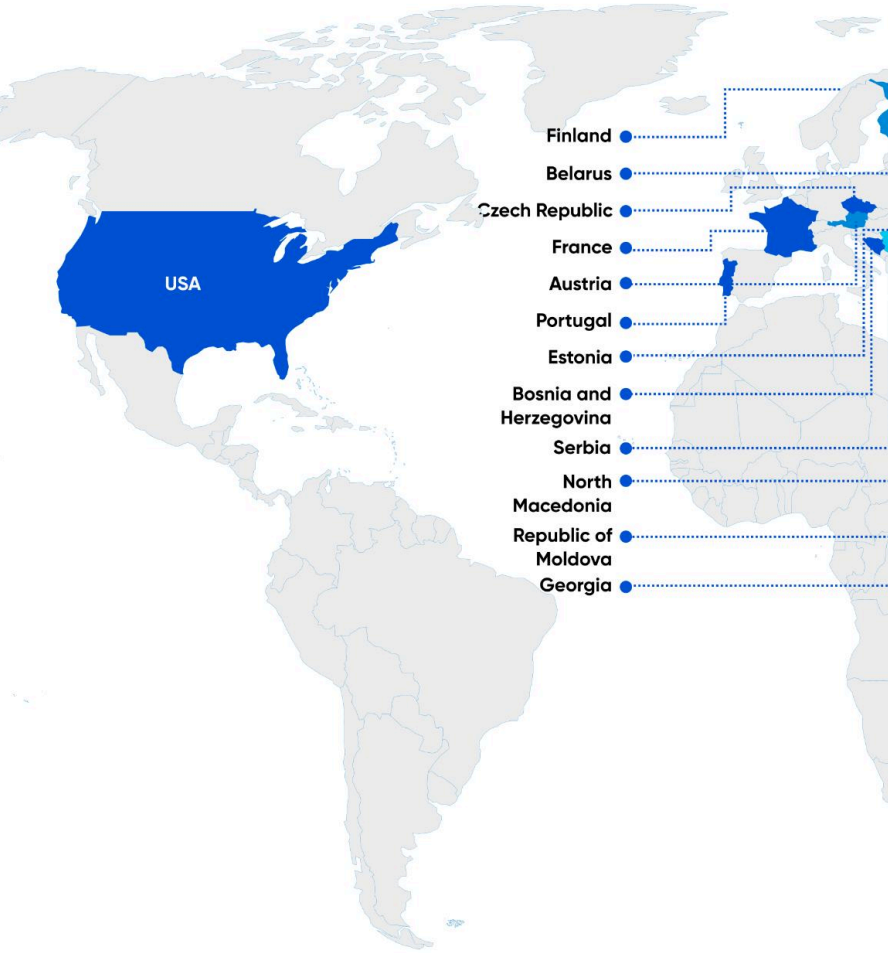
World Governments Summit: AI for Future Governments (Dubai, 2026)

THE ACSH HAS HELD OVER 200

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



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





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

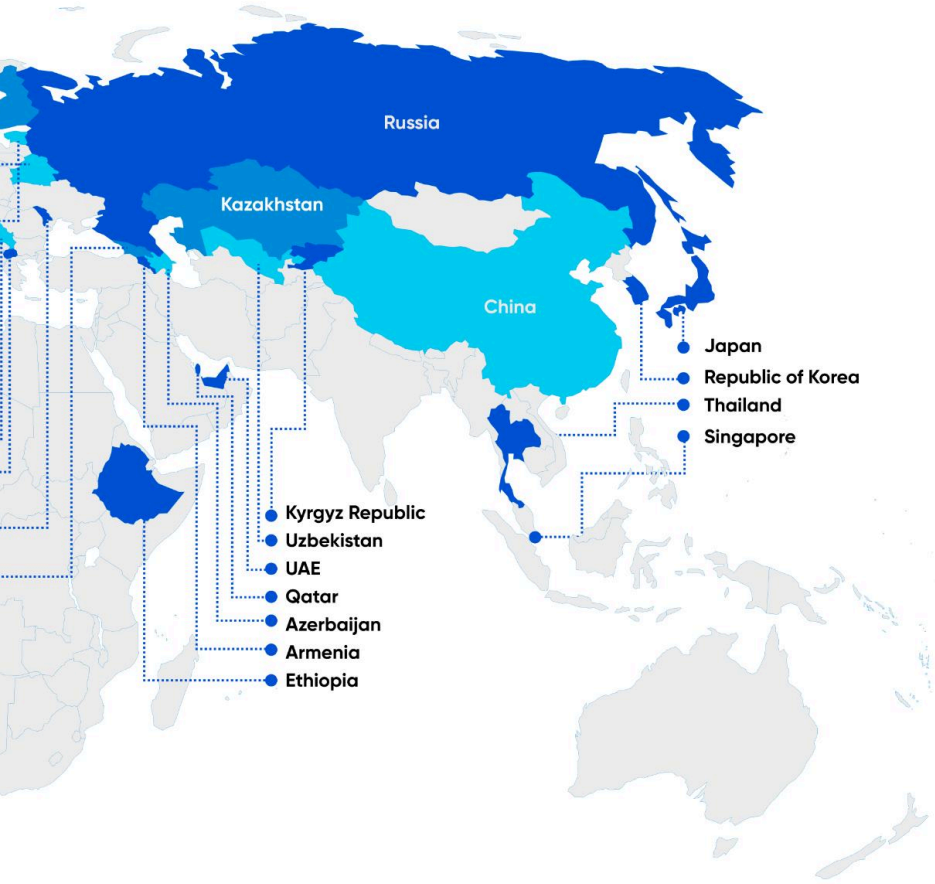


Global online conference **"HRM in Civil Service amid COVID-19: Best Practices and Solutions"** organized jointly with the Ministry of Personnel Management of the Republic of Korea and the Agency of the Republic of Kazakhstan for Civil Affairs, 2020



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.

ACTIVITIES IN VARIOUS REGIONS



From 3–5 February 2026, the World Government Summit was held in Dubai, where the Astana Hub delegation took part in discussions on the future of public administration in Global South countries.



The summit brought together ministers, senior officials, policymakers, and experts from around the world.



From November 27 to 30, 2023, 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.



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.



Experts and civil servants studied cases of Azerbaijan, Kazakhstan and Uzbekistan in the field of e-government during the 23rd CEPA Session. On 17 April 2024, the ACSH held a side event during the 23rd Session of the Committee of the Experts on Public Administration in UN Headquarter in New York, USA.



Together with the Agency for Public Service Development under the President of the Republic of Uzbekistan, we successfully held a seminar on the topic "Digital Changes in Public Administration: How to Maintain Civil Servants' Motivation" within the framework of the UN Public Administration Forum, June 2025, Samarkand, Uzbekistan.

PARTNERSHIP WITHIN THE CHINA-CENTRAL ASIA NETWORK

The China-Central Asia Network of Academies was established at the initiative of the Chinese National Academy of Governance, with which the Astana Civil Service Hub has had long-standing cooperation since 2015.





In 2023, during the **forum "China-Central Asia Dialogue: Modernization and Leadership Development"** held in Beijing, an agreement was signed to establish the China-Central Asia Network of Academies of Governance. The launch of the China-Central Asia Network of Academies of Governance marks a significant step and new opportunities for expanding comprehensive dialogue between China and Central Asian countries in the area of leadership training. The network includes the academies of governance from China, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan, as well as the Astana Civil Service Hub.

In 2023, a delegation became **acquainted with the work of the Chinese National Academy of Governance, as well as the academies of governance** from Gansu Province and the Xinjiang Production and Construction Corps. Additionally, achievements of these two regions were presented in the fields of desertification control, poverty alleviation, and in the areas of economy and healthcare.

In 2024, the Astana Civil Service Hub **hosted delegations from the Chinese National Academy of Governance**, led by Executive Vice President Xi Juntao; the Academy of Governance of Gansu Province, led by Vice President Xian Peng; and the Academy of Governance of the Xinjiang Production and Construction Corps, led by Vice President Liu Jingfeng.

In 2024, a seminar titled **"Joint Efforts for Modernizing Leadership Capacity"** was held with the participation of leaders and representatives of academies of governance from Central Asian countries and China, as well as the Astana Civil Service Hub. The delegations also visited the Academy of Governance in Hangzhou, the "Hangzhou City Brain" governance platform, digital companies iFLYTEK and Alibaba, and the villages of Jinshan and Xiaogucheng in Zhejiang Province.

On 17 July 2025 meting with a Chinese delegation led by Chen Longfa, Director of the First Bureau for Civil Service Affairs, and Ambassador Han Chunlin to strengthen bilateral cooperation in civil service development. The meeting focused on key civil service development areas including capacity building, public sector efficiency, and international collaboration.

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

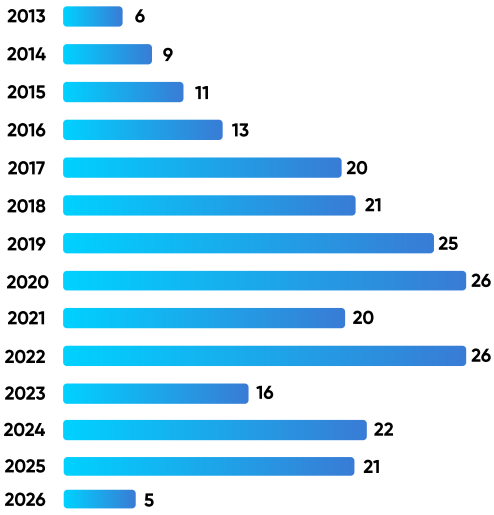
more than
240
capacity building seminars, conferences and study visits

around
17 000
civil service practitioners, academics, experts, etc.

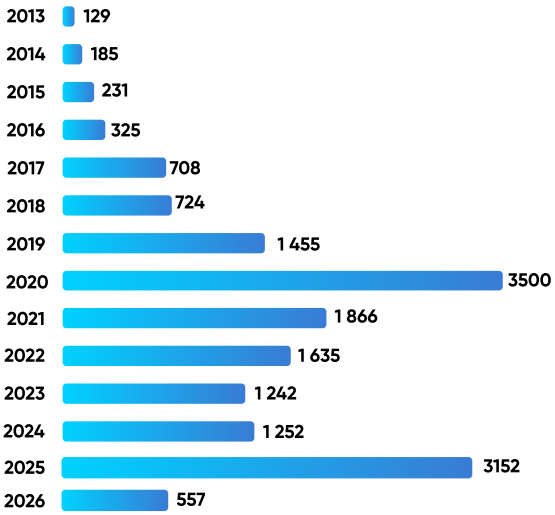
from
126
countries

more than
200
organizations

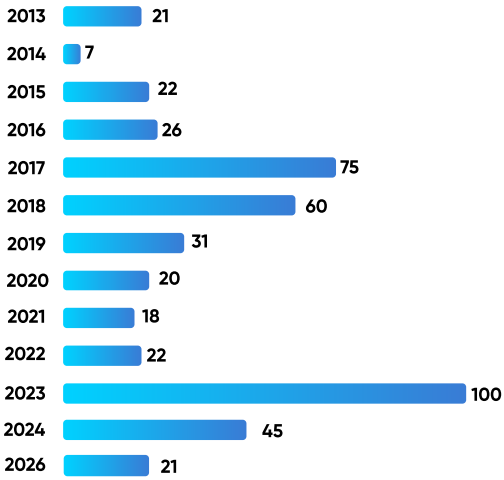
Number of activities



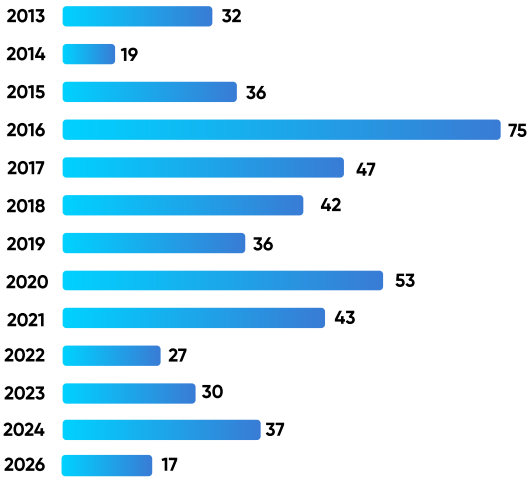
Number of participants per year



Number of organizations



Number of countries



COOPERATION WITH THE WORLD GOVERNMENT SUMMIT

In 2019, the ACSH held its Conference on "Civil Service in the Post-Soviet Countries: Challenges, Prospects and Benchmarking" during the seventh World Government Summit (WGS) in Dubai, UAE. Heads of government authorities from Azerbaijan, Georgia, Kazakhstan, North Macedonia, Moldova, South Korea, Ukraine and UAE shared their visions on the ways to improve government services, increase public sector efficiency and promote exchange of expertise.



Since 2022, with the support of the Astana Civil Service Hub, the World Government Summit has annually organized Ministerial Roundtables dedicated to addressing key challenges and issues in effective governance, with the Chairman of the ACSH Steering Committee participating as a speaker in these high-level discussions.







CONTRIBUTION TO PEER-TO-PEER LEARNING

As part of its efforts in education and capacity building, the ACSH 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 ACSH 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



Alliance of Practitioners "Artificial Intelligence (AI) and New Technologies"

On May 7, 2024, the first online seminar was held, dedicated to studying the application of AI and its potential to drive positive global transformations in the public sector.

The event was attended by more than 80 participants from 13 countries, including Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Greece, Kazakhstan, Kyrgyzstan, Mongolia, South Korea, Tajikistan, Ukraine, and Uzbekistan.



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.

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 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 pillar of ACSH's mission, acting as an intermediary in the dissemination of evidence-based knowledge. It also plays a crucial role in addressing complex issues by conducting applied research and analysis to enhance governance, advance the development and professionalism of the civil service, improve public service delivery, and drive digitization and innovation.

The ACSH has published 100 knowledge products: case studies, research papers, and journals.







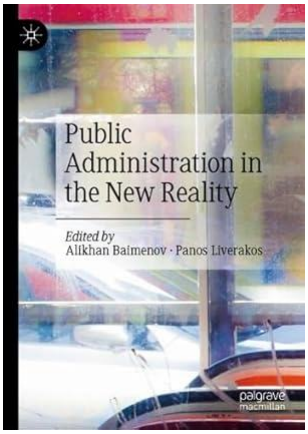
Selected research papers

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.

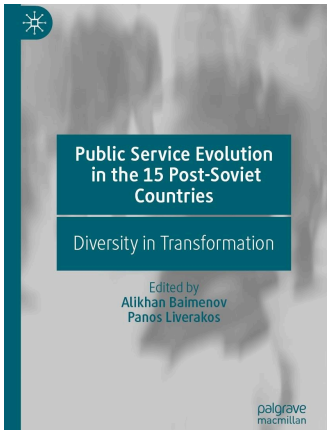
Another flagship project is the comparative study "Benchmarking Civil Service Reform in Kazakhstan" conducted jointly by the ACSH, the OECD and the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption in 2016-2018. It is the first and a unique research that compares Kazakhstan's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

The ACSH has successfully collaborated with the former 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.

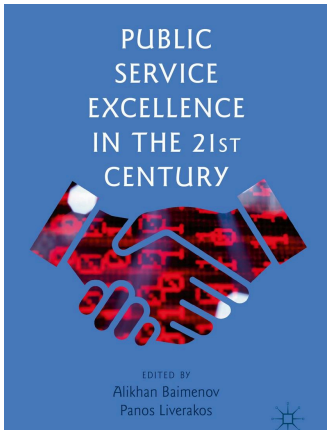
KNOWLEDGE PRODUCTS



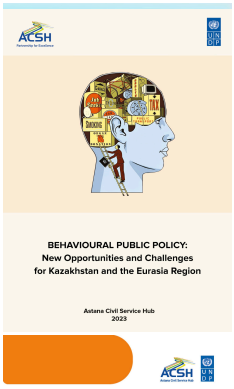
Public Administration in the New Reality (2025)



Public Service Evolution in the 15 Post-Soviet Countries: Diversity in Transformation (2022)



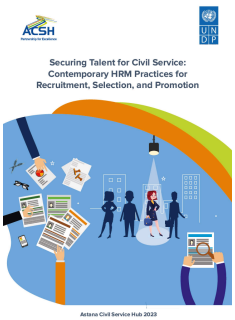
Public Service Excellence in the 21st Century (2019)



A research on «Open [Government] Data Policies and Practices: Select Country Cases» (2023).
This study on Behavioural Public Policy is based on insights from behavioural economics and psychology intending to transform people's behaviour into desirable behaviour by using 'nudges' and correcting cognitive bias. While many countries around the world have actively embraced behavioural insights into public policies, this topic remains a relatively new field for the governments in the post-Soviet Eurasia region, including Kazakhstan. The study attempts to fill the gap and facilitate the understanding of behavioural public policy in the region.

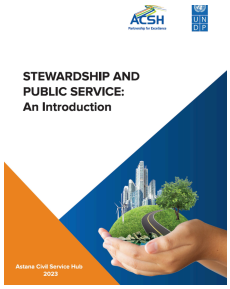


Analysis of communication channels of state bodies with the population (2023).
This study is an analysis of 15 channels of communication between state bodies and citizens with the identification of actors, the sequence of steps (operations), the rules of their work, the effectiveness in achieving the 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.

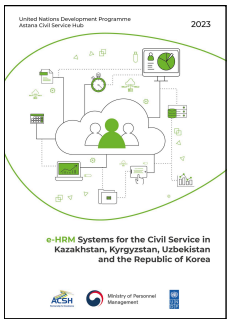
KNOWLEDGE PRODUCTS



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.



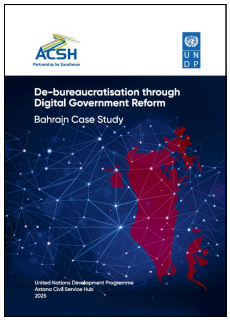
Public Sector Compensation: A Comparative Review (2023). Contemporary public sector remuneration systems have been mostly developed in a very different era and they have not practically changed much over the past five or six decades. They are all very similar in many ways as they are based on similar 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.



e-HRM Systems for the Civil Service in Kazakhstan, Kyrgyzstan, Uzbekistan, and the Republic of Korea (2023)
This publication is the result of a cross-country comparative study exploring the development of electronic personnel management systems. Conducted jointly by the Astana Civil Service Hub and the Ministry of Personnel Management of the Republic of Korea, the study focused on three Central Asia countries (Kazakhstan, Kyrgyzstan, and Uzbekistan) and the Republic of Korea, with the latter serving as a benchmark case for an electronic human resource management system (e-HRMS).



Artificial Intelligence in Government Communication (2025)
The first practical guide in the region tailored for press secretaries and public relations specialists in government bodies. The guide is designed to help civil servants use artificial intelligence tools effectively and ethically in their daily work. It provides government employees with step-by-step instructions, verified AI tools, and recommendations for the ethical, safe, and effective use of technology in today's environment.



De-bureaucratisation through Digital Government Reform Bahrain Case Study
This case study investigates Bahrain's approach to de-bureaucratisation through digital government reform, highlighting how administrative simplification, institutional coordination, and service reengineering have reshaped public service delivery. Anchored in the goals of Bahrain's Vision 2030, the study examines how the Information and e-Government Authority (IGA) led a whole-of-government transformation, deploying over 700 digital services and achieving substantial reductions in transaction times and operational costs.

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

24 issues of the Journal have been published to date

THE JOURNAL HAS PUBLISHED 108 ARTICLES BY AUTHORS FROM 35 COUNTRIES AND 4 INTERNATIONAL ORGANIZATIONS TO DATE

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

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

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"

ASTANA HUB ANNUAL CONFERENCE

The Astana Hub organizes Annual Conferences to develop and strengthen partnerships between the Hub member countries. Every year, civil servants, leading experts and researchers from different countries exchange experience and knowledge on civil service issues, discuss common challenges and share best practices.

Ежегодные конференции Астанинского хаба:

2013



Founding conference of the Regional Hub in the field of civil service, March 15, Astana.

2014



Global conference within the framework of the AEF “Public Service Personnel Management: Status and Prospects”, May 22, Astana.

2015



Global conference within the framework of the AEF “Meritocracy and service ethics as key factors of civil service effectiveness”, May 21, Astana.

2016



"Partnership for the Improvement of Public Service", April 4, Astana.

2017



"Partnership for the Improvement of Public Service", April 12, Astana.

2018



"Improving the civil service in the era of sustainable development goals", June 7-9, Astana.

2019



“Values, Trust and Technologies in the Public Sector”, June 13-14, Astana.

2021



"Development of civil service and cooperation", October 27-29, Astana.

2023



"Meritocracy. Integrity. Innovation" dedicated to the 10th anniversary of the Hub, May 17-19. Astana

WHAT PARTNERS SAY ABOUT THE ACSH

In 2023, within the Global Forum GovTech "Governance in the Digital Era," the Astana Civil Service Hub 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



«We are ready to keep sharing the best practices and experiences, and we very much appreciate the work of the Astana Civil Service Hub, of course. It is very good to hear that you're able to find synergies in unexpected places. And sometimes, it's north-south. And sometimes, it's south-south cooperation as well. It's great to hear that some examples that have been useful somewhere can be then applicable in other places that have been developed through our networks».

Ms. Ivana Živković, Assistant Secretary-General, Assistant Administrator and Director of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC)



«ACSH is a platform for continuous exchange of knowledge and experience in the field of civil service. Its network spans 43 participating countries and partnerships, with over 90 institutional partners globally.».

Dima Al-Khatib, Director of the UN Office for South South Cooperation



«Platforms such as the Astana Civil Service Hub will be crucial in navigating these complexities and capitalizing on the opportunities offered by e-governance. By coordinating efforts across countries to reform civil services, the Hub can help address e-government challenges and empower governments to navigate the digital landscape effectively, focusing on innovative learning and applied research, turning technological advancements into opportunities for improved public service delivery. We do look forward to working with the Hub within your particular areas of mandate to ensure that we have this opportunity to share experiences widely on these issues».

Ms. Sarah Lister, Head of Governance, 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 Rebublic of Korea
International Director of ASPA,
Professor of Public Administration, Yonsei University



«ASPA has been in partnership with the ACSH 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. Briillantes 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 Emiritus, University of Southern California



«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 ACSH, 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,
Ambassador of Georgia to the Federal Republic of Germany



«The Hub's efforts in promoting good governance and public administration reform in Central Asia and beyond are commendable.
May the Hub continue to serve as a beacon of excellence in the years to come.»

Karypbekov Ulan
Director of the State Agency for Civil Service Affairs and Local Self-Government under the Cabinet of Ministers of the Kyrgyz Republic



«I've been involved with the Hub's activities for nearly all of 10 years. I think one of the things that's most impressive to me about the Hub is that - it's so common for people to just look to the West for answers and the Hub is bringing people from within Central Asia and across the global south, to a large extent as well. I think that really has some synergies, and then when you couple that with bringing folks in from the west as well, that really creates a dynamic situation that gives the Hub some leverage that other organizations don't have. That's one of the things that I really enjoy about working with the Hub, is that they're very willing to seek solutions in places where people might not traditionally look, and to make others aware of those solutions.»

Mr. Rex Facer, Former Professor BYU, Member of ACSH Advisory Board:



«In a relatively short period of time, the Hub has demonstrated its effectiveness and efficiency indisseminating and developing the principles of meritocracy and transparency in and efcience in the participating countries.
We highly appreciate the research conducted by the Hub in the areas of human resource management and development in the civiliervice, provision of quality and responsive public services, ethical conduct, performance evaluation of civil servants and in many other areas of great interest to member countries..»

Maleyka Abbaszade,
Chairperson of the Board of Directors of the State Examination Center of the Republic of Azerbaijan

FOR NOTES

FOR NOTES

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27.03.25