



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

“... 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.

We are intended to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional Hub’s capacity.”

*Welcome address of
Nursultan Nazarbayev,
the First President of Kazakhstan - Elbasy
to the participants of the Founding Conference
of the Regional Hub of Civil Service in Astana,
15 March 2013*

*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 Hub's 3 main areas of activities



Partnerships and Networking



Capacity Building and Peer-to-Peer Learning



Research and Knowledge Management

Participating Countries



Afghanistan



Armenia



Azerbaijan



Bangladesh



Belarus



Benin



Bhutan



Bosnia and Herzegovina



Brazil



Canada



China



Estonia



Georgia



Germany



France



Hungary



India



Indonesia



Japan



Kazakhstan



Republic of Korea



Kyrgyzstan



Lithuania



North Macedonia



Maldives



Moldova



Mongolia



Montenegro



The Netherlands



Pakistan



Palestine



Poland



Sweden



Tajikistan



Thailand



Slovakia



Spain



Turkey



Ukraine



Uzbekistan

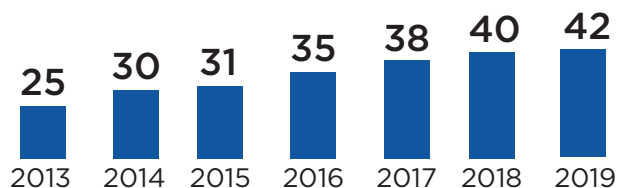


United Kingdom



USA

Number of participating countries since 2013



Demand-Driven Approach

The Hub's activities are demand-driven. To identify the participating countries' changing priorities, the Hub conducted three needs assessment studies in 2013, 2015 and 2018.

Priority topics for research

2013

- Development of young talents and women
- Improved management in government authorities
- Performance evaluation of civil servants
- Effective human resource management

2015

- Effective human resource management
- 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

2018

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

Priority topics for capacity building

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

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

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.

Partnership and Networking

The Hub has established partnership with more than **55 institutional partners** from different parts of the world, which are rich in applied knowledge and expertise in civil service reform.

Thus, the global outreach of the Hub is reinforced through the cooperation with the OECD Secretariat and programmes, 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) and the Regional School of Public Administration (ReSPA).



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

The Hub has signed over 44 Memoranda of Understanding with leading universities and academies, that offer unique public administration and public policy programmes.

The Hub has successfully collaborated with the UNDP Global Centre for Public Service Excellence in Singapore. Together with the Singapore Centre, the Hub conducted joint research projects, produced knowledge products, thematic papers, case studies, etc.



*Empowered lives.
Resilient nations.*

UNDP 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.

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.

Networking and Partnership Building

Over 55 institutional partners among international organisations, research centers and universities all over the world



Roster of Experts

To provide expert advice to civil servants of the participating countries, the Hub has created a roster of experts from:

- research institutions and universities
- international organisations
- civil service professional associations



More than
130
experts as
of now

The experts can be reached through the Hub. The full list of experts is available at the Hub's website <http://www.astanacivilservicehub.org/>

Capacity Building and Peer-to-Peer Learning

Learning and capacity building of civil servants are at the core of services provided by the Hub.

Since 2013, the Hub has delivered



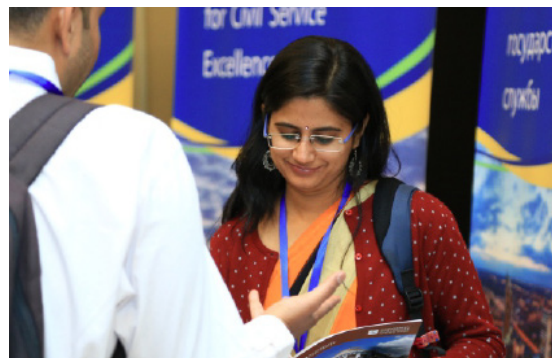
over
100

capacity building seminars, conferences and study visits



for around
3300

civil service practitioners, academicians, experts, etc.



from
100

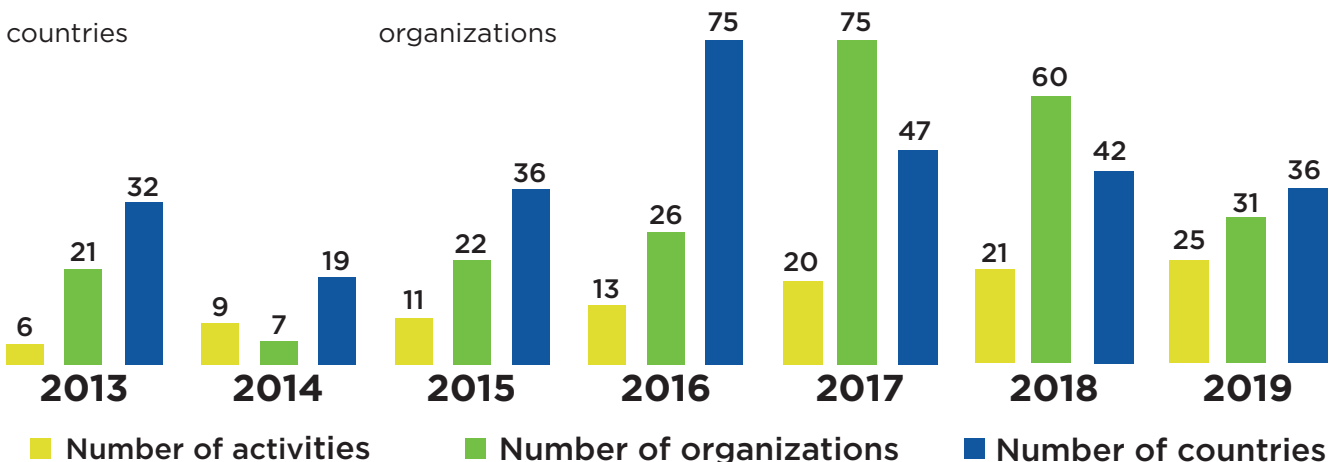
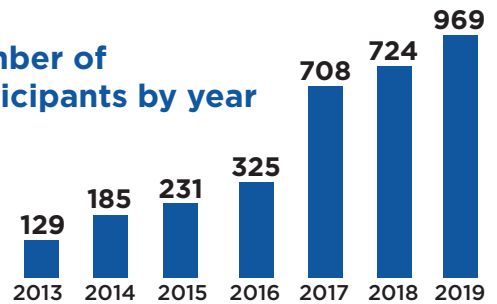
countries



and
75

organizations

Number of participants by year



Contribution to Peer-to-Peer Learning



As a part of its capacity building pillar, the Astana Civil Service Hub successfully facilitates and promotes Peer-to-Peer (P2P) learning by launching Peer Learning Alliances, created to capture tacit knowledge of practitioners and share between reformers best solutions for country-specific problems, as well as develop and implement “best fit” reforms.

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.

P2P Learning Alliances

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, Kyrgyzstan, and Uzbekistan

Outcomes: Study tours, workshop and publication of case studies are going to be organized.

Peer-to-Peer Learning Alliance on Transformation and Innovations in Governance

Launched in June 2019

Countries involved:
Azerbaijan, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine, as well as international experts from AAPA and Oslo Governance Centre, UNDP

Outcomes: Study tours, workshop are going to be organized.

Training and scholarship programmes

Since 2015, the Government of Kazakhstan has been annually allocating **10 scholarships** for civil servants of the Hub's participating countries to attend Masters degree programmes at the Academy of Public Administration of Kazakhstan (APA).

➔ As of today, **25 civil servants** from Azerbaijan, Afghanistan, Mongolia, Kyrgyzstan and Tajikistan have been granted scholarships.



In accordance with the MoU signed between the Ministry of Foreign Affairs of Kazakhstan, the APA and the ACSH, **2 scholarships** are granted annually to diplomats of the Hub's participating countries to study at the APA.

➔ As of today, **10 diplomats** from Mongolia, Kazakhstan, Tajikistan, Turkey, Ukraine have received scholarships.

The ACSH supports training of civil servants of the participating countries at the short-term courses at the APA.

➔ In 2018-2019, **3 civil servants** from the Republic of North Macedonia and Brazil were trained.

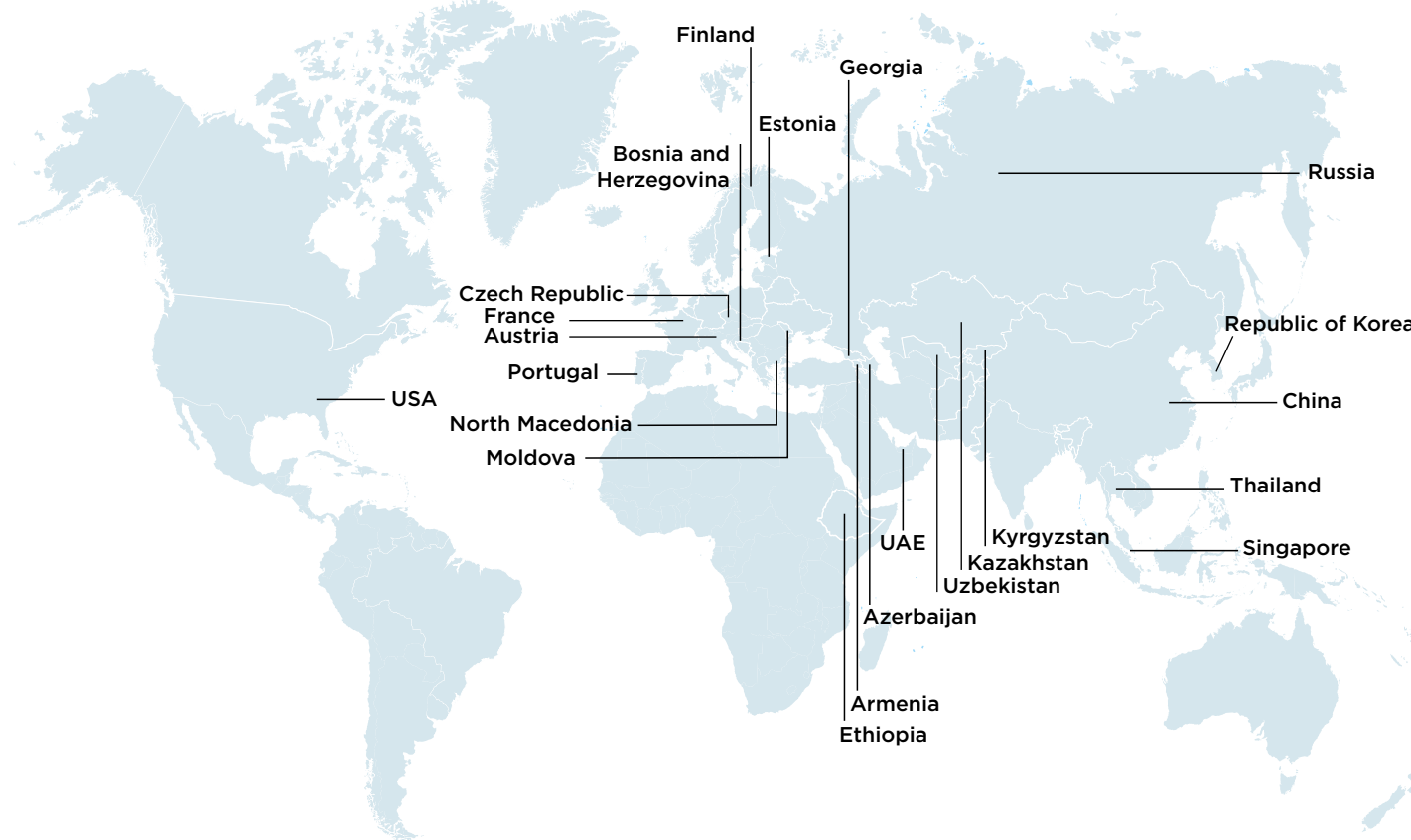
Annual Conferences

The Astana Hub organizes annual conferences to develop and strengthen partnerships among its participating countries. Annually government officials, leading experts, practitioners and researchers from over 40 countries come together to exchange knowledge and experience on public service issues, share the best solutions and build networks.



H.E. Mr. Larbi Djacta, UN Under-Secretary-General and Chairman of UN International Civil Service Commission. ACSH Annual Conference “Values, Trust and Technology in the Public Sector”, June 2019, Nur-Sultan, Kazakhstan

The Astana Hub held events in various regions



The Astana Hub annually holds sessions on public service issues within the Astana Economic Forum



ACSH panel session on “Reward and Recognition: how to motivate public servants in the 21st century” within Astana Economic Forum 2019, Kazakhstan



A conference “The Contemporary Challenges in Public Service and the Role of Partnership for Reaching Solutions” organized jointly with the Ministry of Information Society and Administration of the Republic of North Macedonia, Skopje



An international conference “Capacity Development during Public Administration Reforms” organized jointly with Civil Service Commission under the President of the Republic of Azerbaijan, Baku



Brainstorming session “Strategic foresight: shaping the future of a public servant in 2030” organized jointly with the UNDP Global Center for Public Service Excellence (Singapore), Astana, Kazakhstan



Workshop “Effective Matchmaking for Public Service Innovations” organized jointly with the South-South Network for Public Service Innovation (SSN4PSI) within the 2018 ACSH Annual Conference



Workshop on “Improving the Recruitment and Selection in the Civil Service: Human Resources Management Informatisation System” organised jointly with the Agency of Civil Service of the Federation of Bosnia and Herzegovina, Sarajevo



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



A conference on “Anti Corruption and Integrity: Experience of the Hub’s Participating Countries (Georgian case)”, organized jointly with Civil Service Bureau of Georgia, Batumi



Workshop on “Current Trends In e-Government Development” organized jointly with the Academy of Public Administration under the President of the Republic of Uzbekistan, as part of the visits to the Agency of State Services and PSC in Tashkent

Joint Activities 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-organised 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 Hub's participating countries visited the OECD headquarters to discuss cooperation on 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 Hub organised a conference on "Assessing the Implementation and Effectiveness of Systems for Disclosing Interests and Assets by Public Officials" in Tbilisi.
- In 2018, the OECD, the Astana Hub and the Agency for Civil Service Affairs and Anti-corruption of Kazakhstan completed a comparative study on "Benchmarking Civil Service Reform in Kazakhstan".



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.

The Astana Hub's first conference at the World Government Summit in Dubai

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

The Conference brought together high-ranked government officials, leading international experts and researchers from more than 20 countries.



The participants discussed the reforms in post-soviet countries, as well as the modern trends and innovations in public administration.

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

Selected activities with partners



ACSH panel session «Modern Trends and Challenges of Public Service in Post-Soviet and transition countries» within the ASPA Annual Conference, Washington D.C., USA



AAPA Annual Conference «New Challenges for Public Administration and Governance in Asia: Harnessing opportunities in the context of Sustainable Development Goals (SDGs)», Astana, Kazakhstan

- Azerbaijan, Bosnia and Herzegovina, China, Estonia, Georgia, Macedonia, Kazakhstan, Korea, Kyrgyzstan, Thailand and Uzbekistan 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, 2018 and 2019 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 the Academy of Public Administration under the President of the Republic of Kazakhstan 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, the **China National Academy of Governance** co-organised a workshop in Beijing for civil servants of the Shanghai Cooperation Organisation countries involved in the Astana Hub.
- In 2015, the **UNDP Global Centre for Public Service Excellence in Singapore (GCPSE)** co-organised a brainstorming session on "Strategic Foresight: shaping the future of civil servants for 2030".
- In 2017 and 2019, the Astana Hub organized panel sessions on public service reforms within the Annual Conference of the **Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)**.

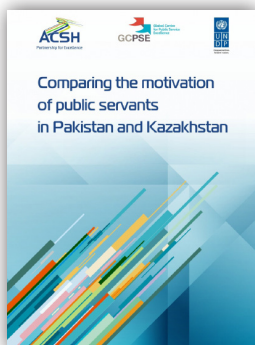
Research and Knowledge Management

The Astana Civil Service Hub views research and knowledge management as an important pillar of its activities. The Hub aspires to serve as a knowledge network or broker, and map, draw upon and, where gaps exist, carry out applied research and analysis on civil service development and professionalisation.

The Hub has produced over **40** knowledge products: case studies, journals, research papers, publications. They are open to the public and accessible at the Hub's website www.astanacivilservicehub.org

Main research papers

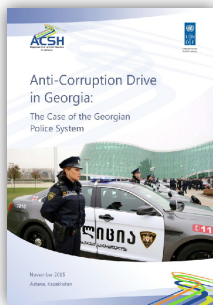
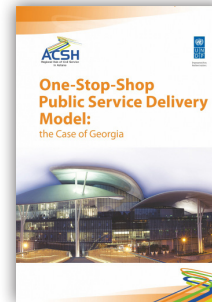
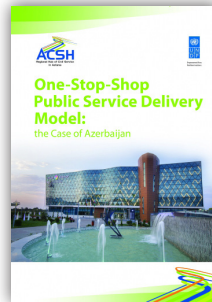
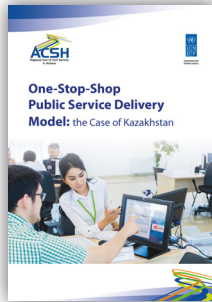
- **Global and Regional Trends in Civil Service Development** is the flagship research project of the Hub. It is a large-scale review of strategies, policies and programmes deployed across numerous civil service systems around the world. The publication serves as a resource guide to policy makers and 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, OECD and the Agency of Civil Service Affairs and Anti-Corruption of Kazakhstan in 2016-2018. It is the first and unique research that compares Kazakhstan’s Human Resource Management practices against those of OECD countries.



- Three studies on the **Motivation of Public Servants in Kazakhstan, Pakistan and comparison between Kazakhstan and Pakistan** address motivation-related issues in the civil services of the two countries.

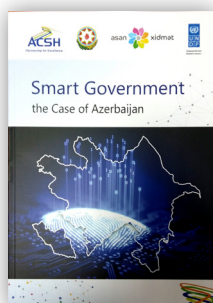
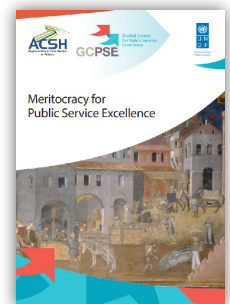
Knowledge Products

- The Hub has produced publications on successful civil service reforms of participating countries. Within the Peer-to-Peer Learning Alliance of Azerbaijan, Georgia and Kazakhstan on public service delivery, the Astana Hub published **three case studies on the One-Stop-Shop model**. The case studies evaluate the measures taken by three countries to enhance the quality of public service delivery through the concept of a “single window” and provide recommendations for further improvement.



The case study **“Anti-Corruption Drive in Georgia: The Case of the Georgian Police System”** describes the efforts and initiatives of the Georgian Government, which transformed the Georgian Police Force into one of the most corruption-free institution in Georgia today. Georgia has proven that success can be achieved in a relatively short period of time, given the existence of a strong political will and concerted efforts orchestrated and coordinated by the Government.

Jointly with the former UNDP Global Center for Public Service Excellence (Singapore) the Hub has published the discussion paper **“Meritocracy for Public Service Excellence”**. The publication shows the benefits of meritocracy in the civil service for increasing economic growth and reducing corruption. It also looks more closely at some of the challenges of implementing meritocracy in the civil service and factors that interact with it.

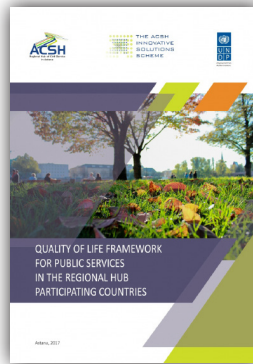
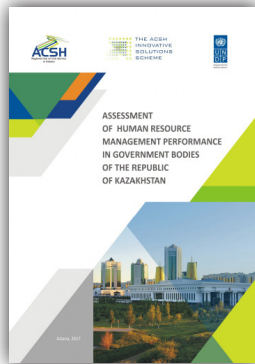


A case study on **“Smart Government: Case of Azerbaijan”** has been elaborated by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan and ACSH. It describes new trends in the development and digitalization of e-government, as well as the stages of the transition from e-government to smart government.

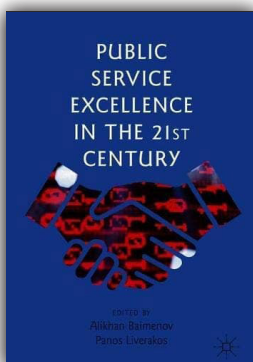
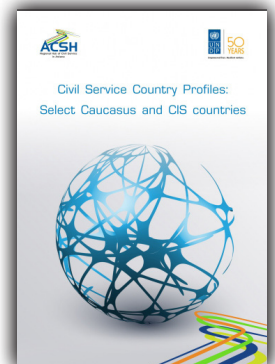
Knowledge Products

3 case studies were published as a result of the 2015 Innovative Solutions Scheme:

- “Quality of Life Framework for Public Services in the Hub Participating Countries”
- “Regulatory Impact assessment: Kazakhstan and World practices”
- “Assessment of HR Management in Government Bodies of the Republic of Kazakhstan”



The Hub has also produced **9 country profiles**. Each profile contains basic statistical information about the country, i.e. area, population, GDP, GNI per capita, HDI, life expectancy at birth and mean years of schooling. It also contains indicators on quality of public service for the past 5-year period, as measured through indices for government effectiveness, regulatory quality, rule of law and control of corruption.



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

International Journal of Civil Service Reform and Practice

The Astana Hub periodically publishes the International Journal of Civil Service Reform and Practice - a practitioner oriented, peer-reviewed, open access 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 to the CIS, Central Asia, the Caucasus and other Hub’s participating countries by publishing high quality papers based on original and novel research in the field.



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

2013

In 2013, the Hub launched the publication of the Journal

2015

Since 2015, the Journal has been publishing online and it is publicly accessible at www.astanahubjournal.org

2016

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

to date

13 issues of the Journal have been published

The Journal has published 84 articles by authors from 29 countries and 8 international organizations to date

12
Kazakhstan

9
Russian Federation

8
International organizations

7
USA

6
China

5
Belarus

by **4** from Kyrgyzstan Republic of Korea Ukraine

3 Azerbaijan

by **2** from Armenia North Macedonia

by **1** from Afghanistan, Belgium, Bosnia and Herzegovina, Canada, Finland, Georgia, Germany,

Greece, Japan, Mongolia, Netherlands, New Zealand, Slovakia, UAE, UK, Uzbekistan, Bangladesh, Phillipines

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 Scheme outcomes

Themes:

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

Applications:

- **21 applications** from **9 countries**

Winners:

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

2018 Scheme outcomes

Theme:

- Digital Government Innovations

Applications:

- **46 applications** from **17 countries**

Winners:

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

What Partners Say about the Hub

In 2014, the UN Office for South-South Cooperation awarded the Hub with a special prize for the strengthening of regional and interregional cooperation.

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



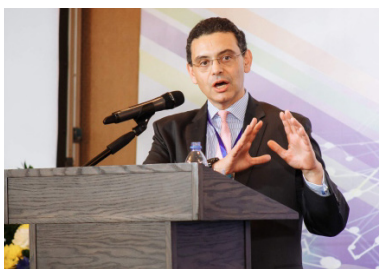
“OECD is honored to be a strategic partner and one of the founding members of the Regional Hub. We are very proud that this Hub is becoming a respected multilateral platform for the exchange of knowledge and experience in the field of public service excellence”.

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



“In recent years the Astana Civil Service Hub became an international platform of excellence for knowledge sharing, capacity development and networking. UNDP is committed to further support to this important initiative”.

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



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

*Pedro Conceicao,
Director of the Human Development
Report Office at the 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 the network of experts and advocating for research and development of good practices in public administration.”

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



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

*Catherine Kardava,
Head of the Civil Service Bureau of Georgia*



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

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



“The State Personnel Service of the Kyrgyz Republic was at the origin of the creation of the Hub. During this period, the Hub has become an interregional dialogue platform providing opportunities to share global trends in public administration and exchange experience in reforming and improving the efficiency of both government agencies and the civil service system of our countries. In my opinion, the role of the Hub in improving the professionalization of civil service is invaluable”..

*Bakytbek Sagynbaev,
Acting Director of the State Personnel Service
of the Kyrgyz Republic, State Secretary of the
State Personnel Service of the Kyzgыз Republic*



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