







## 2023 ACSH ANNUAL CONFERENCE MERITOCRACY. INTEGRITY. INNOVATION AGENDA



17-19 May 2023 (Wednesday - Friday)

- on-site and on-line
- Academy of Public Administration under the President of Republic of Kazakhstan
- 33a Abay Avenue, Astana, Kazakhstan

Working languages: English, Kazakh, Korean, Russian

| Day One – 17 May 2023, Wednesday |                                                                                                                                                                                          |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00 - 09:30                    | Registration                                                                                                                                                                             |
| 09:30 - 11:15                    | Opening – Plenary Session:<br>10 years of Partnership for Excellence                                                                                                                     |
|                                  | Location: Round Hall   Virtual attendance: Connection link<br>Meeting ID: 819 8888 5751 Passcode: 113355                                                                                 |
|                                  | • Mr. Alikhan BAIMENOV, Chairman, Steering Committee, Astana Civil Service Hub                                                                                                           |
|                                  | • H.E. Mr. Larbi DJACTA, UN Under-Secretary-General,<br>Chairman, International Civil Service Commission (ICSC)                                                                          |
|                                  | • Mr. Darkhan ZHAZYKBAYEV, Chairman, Agency for Civil Service Affairs, Kazakhstan                                                                                                        |
|                                  | • Mr. Askhat ZHUMAGALI, Chairman, Anti-Corruption Agency,<br>Kazakhstan                                                                                                                  |
|                                  | • Ms. Katarzyna WAWIERNIA, Resident Representative, United Nations Development Programme in Kazakhstan                                                                                   |
|                                  | <ul> <li>Ms. Elsa PILICHOWSKI, Director, Public Governance<br/>Directorate, Organisation for Economic Cooperation and<br/>Development (online)</li> </ul>                                |
|                                  | • <b>Prof. Pan Suk KIM</b> , Former Minister, Ministry of Personnel<br>Management (MPM), Republic of Korea; International Director,<br>American Society for Public Administration (ASPA) |
|                                  | • <b>Mr. Benjamin ABALOS</b> , Secretary (Minister), Department of Interior and Local Government, Republic of the Philippines                                                            |
|                                  | • H.E. Mr. Joohyeon BAIK, former Ambassador, Embassy of the                                                                                                                              |









|               | Republic of Korea to Kazakhstan                                                                                                                                                                                                                                                                    |
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|               | <ul> <li>Mr. Andrei MIKHNEV, Country Manager for Kazakhstan, World<br/>Bank</li> </ul>                                                                                                                                                                                                             |
|               | • Dr. Alex B. BRILLANTES Jr., Secretary-General, The Eastern Regional Organization for Public Administration (EROPA)                                                                                                                                                                               |
|               | • <b>Dr. George K. SCOTT</b> , Secretary-General, African Association for Public Administration and Management                                                                                                                                                                                     |
|               | • Mr. Aaly KARASHEV, Former Deputy of Jogorku Kenesh, public figure, Kyrgyz Republic                                                                                                                                                                                                               |
|               | • Mr. Vafadar MISIROV, Executive Director of the State<br>Examination Center of the Republic of Azerbaijan                                                                                                                                                                                         |
|               | • <b>Mr. Yerlan ABIL</b> , Rector, Academy of Public Administration under the President of the Republic of Kazakhstan                                                                                                                                                                              |
| 11:15 - 11:30 | Award ceremony                                                                                                                                                                                                                                                                                     |
|               | Group photo                                                                                                                                                                                                                                                                                        |
| 11:30 - 11:45 | Coffee Break                                                                                                                                                                                                                                                                                       |
| 11:45 - 13:15 | Keynote presentations: Insights and Reflections                                                                                                                                                                                                                                                    |
|               | Location: Round Hall   Virtual attendance: Connection link                                                                                                                                                                                                                                         |
|               | Meeting ID: 819 8888 5751 Passcode: 113355                                                                                                                                                                                                                                                         |
|               | <b>Co-chairs</b> : Mr. Altair Akhmetov, Head, Department of Public<br>Administration, Executive Office of the President, Kazakhstan;<br>Ms. Ainur Baimyrza, Head, Governance Unit, UNDP in Kazakhstan                                                                                              |
|               | Speakers:                                                                                                                                                                                                                                                                                          |
|               | • Dr. Pan Suk KIM, Former Minister, MPM RoK; International Director,<br>ASPA; Member, ICSC<br><i>Core Competencies to Cope with the Challenges from a BANI</i><br><i>World</i>                                                                                                                     |
|               | <ul> <li>Mr. Victor GUZUN, Managing Partner, Guzun Consulting, Estonia;<br/>Digital Policies Expert, Institute for European Policies and Reforms,<br/>Moldova</li> <li>Whole-of-Society Digital Transformation – an Essential<br/>Prerequisite in Enhancing Meritocracy, Integrity, and</li> </ul> |
|               | <ul> <li>Innovation</li> <li>Mr. Rex L. FACER II, President, the Facer Management Consulting,<br/>USA</li> <li>Leadership Lessons for Challenging Times</li> </ul>                                                                                                                                 |
|               | • Mr. Drago KOS, former Chair, OECD Working Group on Bribery in<br>International Business Transactions; former Chairman, Council of<br>Europe's Group of States against Corruption (GRECO)<br><i>Corruption as a Threat to Functioning Public Administration</i>                                   |









|                            | Q&A and discussion                                                                                                                                                                                                                                                            |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13:15 - 14:30              | Lunch Break                                                                                                                                                                                                                                                                   |
| 14:30 - 16:15 <sup>1</sup> | Panel 1: Meritocracy in action: best practices and the experience of the ACSH participating countries                                                                                                                                                                         |
|                            | Location: Red Hall   Virtual attendance: <u>Connection link</u><br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                                                                 |
|                            | <b>Chair</b> : Ms. Gulmira Raissova, Chairperson, HR Association Qazaqstan,<br>Kazakhstan                                                                                                                                                                                     |
|                            | Keynote (30 min):                                                                                                                                                                                                                                                             |
|                            | Mr. Peter VANDENBRUAENE, Advisor-General, Manager Key<br>Skills Development, Head, International Relations, Federal Public<br>Service Policy, and Support (BOSA), Belgium<br>Meritocracy in Action: Best Practices and Experiences from<br>the Belgian Federal Public Service |
|                            | Speakers:                                                                                                                                                                                                                                                                     |
|                            | Mr. Ji-Yun CHUN, Director-General, Research & Development<br>Center, National Human Resources Development Institute, Republic<br>of Korea<br><i>The Merit-Based Personnel Management in the Korean</i><br><i>Government</i>                                                   |
|                            | <ul> <li>Mr. Azamat ZHOLMANOV, Deputy Chairman, Agency for Civil<br/>Service Affairs, Kazakhstan<br/>The Meritocracy Principle in Public Service of Kazakhstan</li> </ul>                                                                                                     |
|                            | <ul> <li>Mr. Mohamed NASIH, President, Civil Service Commission,<br/>Republic of Maldives<br/>Merit-based civil service development in the Maldives</li> </ul>                                                                                                                |
|                            | Ms. Dilnoza AHMADZODA, Deputy Director, Agency of Civil<br>Service, Tajikistan<br><i>Civil Service of the Republic of Tajikistan: from Reforms to</i><br><i>Development</i>                                                                                                   |
|                            | • <b>Prof. Ahmed Shafiqul HUQUE</b> , Professor, Department of Political Science, McMaster University, Canada <i>Meritocracy: Practice and Challenges in Canada</i>                                                                                                           |
|                            | • Prof. James L. PERRY, Distinguished Professor Emeritus, Indiana<br>University, USA (online)<br><i>What Does the Evidence Tell Us About Merit Principles and</i><br><i>Government Performance?</i>                                                                           |
|                            | Q&A and discussion                                                                                                                                                                                                                                                            |

<sup>&</sup>lt;sup>1</sup> Workshop: Change Management for Digital Transformation – in parallel for two days. Blue Hall. Please see the special separate programme.









| 16:15 - 16:30 | Coffee Break                                                                                                                                                                                                                                                                                     |
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| 16:30 - 18:00 | Panel 2: Presentation of ACSH's recent research products                                                                                                                                                                                                                                         |
|               | Location: Red Hall   Virtual attendance: Connection link                                                                                                                                                                                                                                         |
|               | Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                                                                                                                                                       |
|               | Chair: Ms. Dinara DIKHANBAYEVA, Project Associate on Governance, ACSH                                                                                                                                                                                                                            |
|               | Speakers:                                                                                                                                                                                                                                                                                        |
|               | • Prof. Pan Suk KIM, Former Minister, MPM RoK; International Director,<br>ASPA; Member, ICSC<br>Securing Talent: Contemporary HRM Practices for the<br>Recruitment, Selection, and Promotion of Civil Servants                                                                                   |
|               | • Mr. Rex L. FACER II, President, Facer Management Consulting, USA<br>Lessons from the Compensation Practices of United States<br>National and Subnational Governments                                                                                                                           |
|               | <ul> <li>Dr. Saltanat JANENOVA, Lecturer, University of Bristol; Professor,<br/>Academy of Public Administration, Kazakhstan<br/>Behavioural Public Policy: Opportunities and Challenges</li> </ul>                                                                                              |
|               | <ul> <li>Mr. Drago KOS, former Chair, OECD Working Group on Bribery in<br/>International Business Transactions<br/>Post-Socialist Countries Preventing and Fighting Corruption</li> </ul>                                                                                                        |
|               | • Ms. Ainur MAZHITOVA, Deputy Director, Public Opinion Research<br>Institute, Kazakhstan<br>Methodology of Sociological Research "Public Monitoring to<br>Measure the Level of Satisfaction of the Population with the<br>Quality of Socially Significant Services"                              |
|               | • Mr. Margulan ZHUMAGALI, Expert, Presidential Administration<br>Delivery Unit; Consultant and Trainer, IPMA, Kazakhstan<br>Improving Citizens' Well-Being and the Efficiency of the Public<br>Administration: the Experience of Kazakhstan in Implementing<br>Project Management (Country Case) |
|               | <ul> <li>Mr. Azamat BEKPEROV, National Expert, Kazakhstan<br/>Research on De Bureaucratization</li> </ul>                                                                                                                                                                                        |
|               | <ul> <li>Dr. Sholpan YESSIMOVA, Professor, Astana IT University, National<br/>Expert, Kazakhstan<br/>Analysis of Educational Programs of Universities of Kazakhstan<br/>on "Public and Local Administration"</li> </ul>                                                                          |
|               | Mr. Maxut UTESHEV, Technical Adviser, ACSH     A Comparative Review of Public Sector Compensation Systems                                                                                                                                                                                        |
|               | Ms. Dinara DIKHANBAYEVA, Project Associate on Governance,<br>ACSH<br>Open [Government] Data Policies and Practices: Select Country                                                                                                                                                               |









|               | Cases                                                                                                                                                                                                                           |
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|               | Q&A and discussion                                                                                                                                                                                                              |
|               | Day Two – 18 May 2023, Thursday                                                                                                                                                                                                 |
| 09:30 - 10:00 | Registration                                                                                                                                                                                                                    |
| 10:00 - 11:30 | Panel 3: Prevention of Corruption and Promotion of Ethics in the<br>Civil Service: Best Practices and Unique Cases                                                                                                              |
|               | Location: Red Hall   Virtual attendance: <u>Connection link</u><br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                   |
|               | <b>Co-chairs</b> : Mr. Drago Kos, former Chair, OECD Working Group on<br>Bribery in International Business Transactions; Mr. Dmitriy Malakhov,<br>First Deputy Chairman, Anti-Corruption Agency, Kazakhstan                     |
|               | Keynote (20 min):                                                                                                                                                                                                               |
|               | Mr. Robert ŠUMI, Chief Commissioner, Commission for the Prevention of Corruption, Slovenia     Is Integrity Important for Honest People Only?                                                                                   |
|               | Speakers:                                                                                                                                                                                                                       |
|               | Mr. Benjamin ABALOS, Secretary (Minister), Department of Interior and<br>Local Government, Republic of the Philippines<br>Good Governance: Everything, Everywhere, All at Once                                                  |
|               | • <b>Prof. Lingjun ZHU</b> , Professor, Head, Anti-Corruption Research Centre,<br>China National Academy of Governance, China<br><i>Experience and Inspirations of the CPC's fight with Corruption in</i><br><i>the New Era</i> |
|               | • Mr. Arman KHASENOV, Chief of staff, Anti-Corruption Agency,<br>Kazakhstan<br>The Impeccability of the Image of a Civil Servant is the Key to a<br>Successful Anti-Corruption Policy                                           |
|               | • Dr. Shiladitya CHAKRABORTY, Professor, Department of Political<br>Science University of Kalyani, India (online)<br>Policy Reforms for Improving the Operational Impartiality of the<br>Central Bureau of Investigation        |
|               | Q&A and discussion                                                                                                                                                                                                              |
| 11:30 - 11:45 | Coffee Break                                                                                                                                                                                                                    |
| 11:45 – 13:15 | Panel 4: Building effective communications                                                                                                                                                                                      |
|               | Location: Red Hall   Virtual attendance: Connection link<br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                          |
|               | <b>Chair</b> : Ms. Sabina Mendybayeva, Communications Specialist, UNDP in Kazakhstan                                                                                                                                            |









|               | Speakers:                                                                                                                                                                                                                                                           |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | • Ms. Kalamkas YESSIMOVA, Analyst, Research Methodologist, Public<br>Opinion Research Institute, Kazakhstan<br><i>Channels of Communication of State Bodies with the</i><br><i>Population: Methodology and Methods of Research</i>                                  |
|               | <ul> <li>Ms. Ani SIRBILADZE, Co-Founder, DGTL Agency, Georgia<br/>Social Media as a Communication Bridge between Citizens and<br/>Government Agencies</li> </ul>                                                                                                    |
|               | • Mr. Aibek SMADIYAROV, Deputy Chairman, International Information<br>Committee; Press Secretary, Ministry of Foreign Affairs, Kazakhstan<br><i>Effective Communication Channels: Press Services of State</i><br><i>Bodies and Citizens</i>                         |
|               | • Mr. Erlan MUSTAFIN, Head, National Center for Training and<br>Organizational Psychology; Guest Lecturer, Academy of Public<br>Administration, Kazakhstan<br><i>The Role of Training Civil Servants for Effective Interaction with</i><br><i>the Citizens</i>      |
|               | <ul> <li>Mr. Bekzat RAKHIMOV, Director, Department of the State and Public<br/>Communication Development, Ministry of Information and Social<br/>Development, Kazakhstan<br/>Mechanisms of Implementation of the Principles of the<br/>"Listening State"</li> </ul> |
|               | Q&A and discussion                                                                                                                                                                                                                                                  |
| 13:15 – 14:30 | Lunch Break                                                                                                                                                                                                                                                         |
| 14.30 - 16.30 | Roundtable 1: Cultural and civilizational aspects of the development<br>of public administration: from Lagash and Al-Farabi to the present<br>day                                                                                                                   |
|               | Location: Red Hall   Virtual attendance: <u>Connection link</u><br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                                                       |
|               | <b>Co-chairs</b> : Mr. Alikhan Baimenov, Chairman, Steering Committee, ACSH; Mr. Darkhan Zhazykbayev, Chairman, Agency for Civil Service Affairs, Kazakhstan                                                                                                        |
|               | Speakers:                                                                                                                                                                                                                                                           |
|               | <ul> <li>Dr. Aliya MASSALIMOVA, Vice-Rector for Scientific Activity, Academy<br/>of Public Administration, Kazakhstan<br/>Philosophy of State Administration of Al-Farabi</li> </ul>                                                                                |
|               | • Ms. Aziza UMAROVA, Founder and CEO, SmartGov consulting,<br>Uzbekistan<br>Fundamentals and Principles of Public Administration,<br>Presented in Temur's Codes                                                                                                     |
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|               | Economic University, Kazakhstan<br><i>National Economic Model of Alikhan Bokeikhan</i>                                                                                                                                                   |
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|               | • Dr. Abdulvahap KARA, Professor, Mimar Sinan Fine Arts University,<br>Turkey<br>Mustafa Chokai's Ideas on the Characteristics of State<br>Governance in Central Asia                                                                    |
|               | • Dr. Botagoz RAKISHEVA, Research Consultant, Project Director,<br>Public Opinion Research Institute, Kazakhstan<br>The Influence of National Culture on the Formation of<br>Institutions and Management Decision Making                 |
|               | Q&A and discussion                                                                                                                                                                                                                       |
|               | Day Three – 19 May 2023, Friday                                                                                                                                                                                                          |
| 09:00 - 09:30 | Registration                                                                                                                                                                                                                             |
| 09:30 - 11:00 | Panel 5: Digitalisation in HR                                                                                                                                                                                                            |
| 09.30 - 11.00 | Location: Blue Hall   Virtual attendance: <u>Connection link</u><br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                                                           |
|               | <b>Chair</b> : Ms. Maia Dvalishvili, Deputy Head, Civil Service Bureau of Georgia                                                                                                                                                        |
|               | Speakers:                                                                                                                                                                                                                                |
|               | <ul> <li>Mr. Jongmin LEE, Deputy Director, Ministry of Personnel<br/>Management, Republic of Korea<br/>Introduction of e-HRM system of the ROK</li> </ul>                                                                                |
|               | Ms. Ainura SERGAZIYEVA, Deputy Chairperson, Agency for Civil<br>Service Affairs, Kazakhstan<br>Digitalization of HR-processes Based on the "E-Kyzmet"<br>Information System                                                              |
|               | • Mr. Mederbek ISRAILOV, Head, International Cooperation and<br>Training Department, Agency for Civil Service and Local Self-<br>Governance Affairs, Kyrgyzstan<br><i>Human Resource Information System "e-Kyzmat"</i>                   |
|               | • Mr. Botu ALIMOV, Head, Department of Human Resources and<br>Capacity Development, Agency for the Development of Public Service,<br>Uzbekistan<br>Modern Methods of Managing Human Resources. Practice of the<br>Republic of Uzbekistan |
|               | <ul> <li>Mr. Furkat AZIMOV, HR Business Partner JSC «Air Astana», Kazakhstan<br/>Digital Employee Experience</li> </ul>                                                                                                                  |
|               | Q&A and open discussion                                                                                                                                                                                                                  |
| 11:00 - 11:15 | Coffee Break                                                                                                                                                                                                                             |









| 11:15 - 13:00 | Roundtable 2: Teaching public administration and public policy: sharing good practices                                                                                                        |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | Location: Blue Hall   Virtual attendance: <u>Connection link</u><br>Meeting ID: 829 3792 6191 Passcode: 999000                                                                                |
|               | <b>Moderator</b> : Dr. Saltanat Janenova, Lecturer, University of Bristol;<br>Professor, Academy of Public Administration, Kazakhstan                                                         |
|               | • Mr. Alex B. BRILLANTES Jr., Secretary-General, EROPA; Professor<br>Emeritus, University of the Philippines, National College of Public<br>Administration and Governance, Ph.D., Philippines |
|               | <ul> <li>Mr. Almazbek AKMATALIEV, Rector, Academy of Public<br/>Administration, Kyrgyz Republic</li> </ul>                                                                                    |
|               | • Mr. Miras DAULENOV, President, Narxoz University, Ph.D., Almaty                                                                                                                             |
|               | <ul> <li>Ms. Ainur KARBOZOVA, Deputy Chairperson, Board, M.<br/>Narikbayev KAZGUU University, Kazakhstan</li> </ul>                                                                           |
|               | <ul> <li>Ms. Margarita KADYROVA, Vice-Rector for Academic Affairs,<br/>Academy of Public Administration, Kazakhstan</li> </ul>                                                                |
|               | <ul> <li>Ms. Gulsara DZHUNUSBEKOVA, Head of the Center for Educational<br/>Policy, Academy of Public Administration, Kazakhstan</li> </ul>                                                    |
|               | <ul> <li>Mr. Artan KARINI, Assistant Professor, Nazarbayev University<br/>Graduate School of Public Policy, Kazakhstan</li> </ul>                                                             |
|               | Ms. Sholpan YESSIMOVA, National Expert, Kazakhstan                                                                                                                                            |
|               | Ms. Alma KULZHAMBEKOVA, National Expert, Kazakhstan                                                                                                                                           |
|               | <ul> <li>Mr. Baurzhan TOLYSBAEV, Professor, Department of<br/>Management, Eurasian National University, Kazakhstan</li> </ul>                                                                 |
|               | <ul> <li>Mr. Khairulla MASSADIKOV, Director, Science Department,<br/>Akhmet Yassawi University, Kazakhstan</li> </ul>                                                                         |
|               | Ms. Elmira ADIETOVA, Dean, Economics and Law Faculty                                                                                                                                          |
|               | <ul> <li>Ms. Raikhan UTALIEVA, Head of Management Department, Atyrau<br/>University</li> </ul>                                                                                                |
|               | THE END                                                                                                                                                                                       |