# ANNUAL PROGRESS REPORT

**United Nations Development Programme Kazakhstan**

**Institutional Support to Astana Civil Service Hub, Phase 3**

**1 January - 31 December 2022**

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| Reporting Period | 1 January to 31 December 2022 |
| Donor | Government of Kazakhstan; UNDP Kazakhstan |
| Country | Kazakhstan |
| Project Title | Institutional Support to the Astana Civil Service Hub, Phase 3 |
| Project ID (Atlas Award ID) | 00130012 |
| Outputs | Institutional Support to the Astana Civil Service Hub - a framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. |
| (Atlas Project ID and Description) | 000123513 The mission of ACSH is to promote civil service effectiveness by supporting the efforts of governments of the participating countries in building institutional and human capacity. |
| Strategic Plan and/or CPD Outcomes | CPD Output 2.2: Institutions and systems enabled to develop and implement institutional reforms towards more effective, transparent, and inclusive governance and service provision at the national and local levels |
| Implementing Partner(s) | Agency of the Republic of Kazakhstan for Civil Service Affairs |
| Project Start Date | 03 November 2021 |
| Project End Date | 31 December 2023 |
| [2022] Annual Work Plan Budget | [2022] USD 1,400,000 |
| Total resources required for 2022 | USD 1,400,000 |
| Revenue received 2021-2022 | Government of Kazakhstan                      USD 2,923,384.94

Total                                                    USD  2,923,384.94 |
| Unfunded budget | |
| UNDP Project Manager | Name: Bakyt Zhexembay Email: bakyt.zhexembay@undp.org Tel.: + 7 701 924 1071 |

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# I.  Executive summary

During the reporting period the Project continued to provide support to the governments of the participating countries in strengthening their institutional frameworks and human capacity in the civil service, as well as introducing and piloting innovative approaches and modern solutions in governance, including in human resource management, and digitalisation of processes and operations and in public service delivery. It also continued to support collaboration initiatives among state bodies of Kazakhstan and of the countries of the region in adopting innovative methods and technologies in public administration at various levels. Additionally, it continued to play an important role as a knowledge broker and provider of technical expertise on demand.

The Project is fully on track in terms of implementing its outputs. Regarding the "research and knowledge sharing" component: publication of one book (activity 1.1); seven research papers and case studies (activity 1.2); two evidence-based position papers and policy briefs (activity 1.3); and one full edition of the International Journal of Civil Service (activity 1.4) were completed.  Regarding its "capacity building and peer learning" and "partnership and networking" components: numerous on- and off-line capacity building activities were implemented (activities 2.1, 2.2, 2.4, 2.5, and 2.6); several scholarships to civil servants from the region to study at the Academy of Public Administration in Astana were granted (activity 2.3); as well as several "partnership and networking" events (activities 3.2, 3.3, 3.4, 3.6, 3.7, and 3.8) took place during this reporting period.

A total of 1,039 individuals participated in project activities, 42% women and 58% male.

The Project did not experience major implementation challenges except a budget reduction that it encountered. However, the project team actively responded through mobilisation of additional resources and revision of the project activities, to utilise its available funds more efficiently.

The Project budget for this reporting period was USD 1,400,000 of which USD 1,333,218 was expended, and thus achieving a delivery rate of 95.2%.

# II.  Background

This Project aspires to assist in the transformation of public administration and the civil service for sustainable development and to contribute to the achievement of national development objectives. In this context, the Astana Civil Service Hub (ACSH) – a recognised platform for effective development cooperation – contributes towards achieving the Sustainable Development Goals – specifically Goals 16 and 17 – by providing support to government organisations both in Kazakhstan and in its participating countries and beyond to accomplish their aspirations, in partnership with the Government of Kazakhstan.

The ACSH does this in several different ways: (i) through capacity building of public servants and other practitioners, and at the same time strengthening cooperation through the establishment of professional partnerships and peer-to-peer alliances; (ii) by implementing demand-driven joint activities in close collaboration with its key national partners and specialised agencies in the participating countries and beyond; (iii) by serving as a platform for the exchange of information and knowledge, with an emphasis on lessons learnt and good practices in governance, public administration, civil service development and public service delivery transformation, prevention of corruption, and enhancement of human resources management; and (iv) by preparing and publishing evidence-based comparative analyses, case studies and research papers focusing on policy making and implementation across several policy areas, e.g., governance, public administration, civil service modernisation and

transformation, delivery of public services and digitalisation, and adoption of innovation in government operations.[1]

The context of the project has not changed, since its beginning, and it remains rather relevant. A vivid indication of its relevance is the increasing number of government organisations from countries across the world joining the ACSH Network, and the forging of new partnerships with international and regional organisations for further promoting the Project goals and objectives.

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[1] A detailed and systematic presentation of the ACSH's past achievements may be found in its portal, in a chronological and/or thematic order; https://www.astanacivilservicehub.org/articles

## III. Progress Review

| Expected outputs | Output indicators[2] | Data source | Baseline | | Value for the previous year if different from baseline | Target for the reported year | Actual value for the reported year |
|---|---|---|---|---|---|---|---|
| | | | Value | Year | | | |
| **Output 1:** Research and knowledge sharing – ACSH participating countries are better informed about civil service and public service delivery latest developments and trends. | 1.1 – Number of public administration and civil service development related books published and disseminated | *Publication record* | 1 | 2020 | - | 0 | 1 |
| | 1.2 – Number of demand-driven and evidence-based research papers, comparative analyses and case studies published and disseminated | *Publication records* | 17 | 2020 | 23 | 2 | 7 |
| | 1.3 – Number of demand-driven and evidence-based position papers and policy briefs developed and disseminated | *Publication records* | 2 | 2020 | 5 | 1 | 2 |
| | 1.4 – Number of the International Journal of civil service editions prepared, published, and disseminated | *Publication record* | 14 | 2020 | 16 | 2 | 1 |
| | | | | | | | |
| **Output 2**: Capacity building and peer learning – civil service and public service delivery related institutions in the ACSH participating countries are enabled to apply gained knowledge, experience, and skills to advance their public administrations | 2.1 - Number of capacity development events - conferences, workshops, seminars, trainings, and study visits - coordinated by ACSH to support civil service modernisation and innovation in government in ACSH participating countries | Event reports | 140 | 2020 | 152 | 12 | 8 |
| | 2.2 – Number of capacity development events – conferences, workshops, seminars, trainings, and study visits - coordinated by ACSH to support public service delivery, and digitalisation of public services in ACSH countries | Event reports | >10 | 2020 | 13 | 2 | 5 |
| | 2.3 – Number of participants in capacity development events - conferences, workshops, seminars, trainings, study visits, etc, disaggregated by gender | Participants' statistical information | 7,300 50% women | 2020 | 9,166 | 1,000 50% women | 1,039 45% women |
| | 2.4 – Number of scholarships granted to civil servants of the ACSH participating countries to study at the Academy of Public Administration under the President of Kazakhstan | APA attendance records | 10 | 2020 | 13 | 10 | 10 |
| | 2.5 - Number of P2P Learning Alliances created and functioning within ACSH activities taking place in the framework of the P2P Learning Alliances | Events reports; Mass Media records | 4 | 2020 | - | 1 | 0 |

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[2] Indicator sequence numbers correspond to those in the Project Document.

| Expected outputs | Output indicators[2] | Data source | Baseline | | Value for the previous year if different from baseline | Target for the reported year | Actual value for the reported year |
|---|---|---|---|---|---|---|---|
| | | | Value | Year | | | |
| | 2.6 - Number of activities taking place within the framework of the P2P Learning Alliances | Events reports and Mass Media records | 11 | 2020 | 13 | 2 | 2 |
| | | | | | | | |
| **Output 3:** Partnership building, networking, and strategic communications – ACSH participating countries benefit from peer-to-peer learning and TrC exchanges and adapting innovations in governance, public administration, civil service, and public service delivery | 3.1 – Number of triangular cooperation exchanges including South-South, East-East, Europe-Asia, East-West and others are taking place involving ACSH participating countries | Events reports, Mass Media records, bilateral and multilateral agreements | 40 | 2020 | 47 | 5 | 10 |
| | 3.2 – Number of ACSH countries participating for exchange of knowledge and experience in the field of civil service excellence and public administration development | Events reports, Mass Media records, project records, | 42 | 2020 | 42 | 1 | 1 |
| | 3.3 - Number of experts in ACSH roster who provide expert advice to civil servants of the participating countries | ACSH Roster of experts | 130 | 2020 | 133 | 3 | 3 |

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The Project has three major outputs, under which a multitude of activities are implemented. A brief description of the activities implemented during this reporting period by output follows.

**Output 1: Research and knowledge sharing – ACSH participating countries are better informed about civil service and public service delivery latest developments and trends**

### 1.1 Publication and dissemination of a book on public administration and civil service development

NUMBER OF PUBLICATIONS - TARGET: 0; RESULT ACHIEVED: 1

The book titled "Public Service Evolution in the 15 post-Soviet Countries: Diversity in Transformation", a result of a two-year collaborative effort of 25 scholars and practitioners from these countries, with direct experience in public administration and civil service, was published in February 2022.[3] It contains an in-depth study of the transformation of public administration in each of the fifteen countries and a comparative analysis of public administration reforms across the countries.

### 1.2 Publication and dissemination of demand-driven evidence-based research papers, comparative analyses, and case studies

NUMBER OF PUBLICATIONS - TARGET: 2; RESULT ACHIEVED: 7

Seven publications were completed during the reporting period: (1) Analysis of the practice of the institution of contract civil servants; (2) Development of a set of measures to introduce strategic personnel planning into the civil service system; (3) Evaluation of the performance of civil servants; (4) Raising the status of the personnel management service of state bodies; (5) Talent management system for civil servants; (6) Improving the competitive selection system; and (7) Strengthening the principle of meritocracy in the selection and promotion of civil servants.[4] These publications contributed towards building an effective public civil service system.

### 1.3 Development and dissemination of evidence-based position papers and policy briefs

NUMBER OF PUBLICATIONS - TARGET: 1; RESULT ACHIEVED: 2

Two publications were completed during this reporting period:

(1) a Digital Needs Assessment Survey in the countries of Central Asia and the Caucasus. The findings of this study have allowed for a clearer understanding how each of these seven countries has advanced with the digitalisation process of government operations and public service delivery, as well as how they have adopted international standards and practices in the operationalisation of their digital environment;

(2) Post-socialist countries preventing and fighting corruption. This paper took stock of the current challenges, obstacles, and problems that fifteen pre-selected post-socialist countries face in the field of corruption and of their anti-corruption preventive measures.[5]

### 1.4 Preparation, publication, and dissemination of the International Journal of Civil Service

NUMBER OF EDITIONS PUBLISHED – TARGET:2; RESULT ACHIEVED: 1

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[3] https://www.astanacivilservicehub.org/publication and https://link.springer.com/book/10.1007/978-981-16-2462-9?sap-outbound-id=035DBE58D8EF66DDDBF9CD7F923E30EDF10226A3#toc
[4] https://www.astanacivilservicehub.org/research_results
[5] https://www.astanacivilservicehub.org/publication

One edition of the Journal was published in September 2022. Publication of the planned edition of March 2022 was cancelled due to lack of articles submitted.[6]

**Output 2: Capacity building and peer learning – civil service and public service delivery related institutions in the ACSH participating countries are enabled to apply gained knowledge, experience, and skills to advance their public administrations**

During this reporting period, several capacity building and peer learning activities were implemented by the ACSH aimed at supporting civil service modernisation in its participating countries. Many of these capacity development activities are closely linked to the objectives of the Concept for the Development of Public Administration of the Republic of Kazakhstan until 2030 (the Concept). In this context, the ACSH worked closely with the Agency of the Republic of Kazakhstan for Civil Service Affairs (ACSA), the Academy of Public Administration under the President of Kazakhstan (APA), the Ministry of Information and Social Development of the Republic of Kazakhstan (MISD), and the Supreme Court in planning and delivering such capacity building activities.

**2.1    Development and delivery of gender-balanced demand-driven capacity building seminars, workshops, and trainings, involving government officials and civil servants of the central and local governments from the ACSH participating countries, including Kazakhstan, on any – but not limited to – of a variety of topics;[7] in cooperation with international organisations for sharing knowledge.[8]**

NUMBER OF CAPACITY DEVELOPMENT EVENTS – TARGET: 12; RESULT ACHIEVED: 8

1.      In February, an on-line conference on "Transparency and Prevention of Corruption" was organised. The evidence-based paper "post-socialist countries preventing and fighting corruption" was presented to a wide audience of public servants, updating them on the latest developments in anti-corruption initiatives taking place around the world.[9]

2.      In February, the "Demo Day" was organised, jointly with ZERDE National Infocommunications Holding JSC in Astana. In the context of the Innovation Lab launched by ZERDE, start-up projects based on the results of the Public Service Innovation Accelerator Lab initiative were presented and discussed, assessing their prospects for scaling them up.

3.      In June, the ACSH, jointly with the Ministry of Personnel Management of the Republic of Korea, organised an on-line international conference titled "Digital Innovation in Civil Service Management: Global Trends and Best Practices". Around 100 experts and government officials from 13 countries and international organisations participated. This was the third such annual online conference organised by the Astana Civil Service Hub 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 Association of HR Managers of Kazakhstan, where topical issues of the civil service are discussed.[10]

4.      In March, on-line lectures were jointly organised by the ACSH, the Hannes Seidel Foundation and the Academy of Public Administration of the Kyrgyz Republic. Leading practitioners and scholars in the field of public administration delivered lectures to public administration graduate students from the countries of the region.[11]

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[6] https://www.astanahubjournal.org/index.php/ijcsrp/index
[7] See Project Document, activity 2.2 description, p. 23.
[8] It should be noted that most ACSH activities are demand-driven, thus the number of actual accomplishments may vary when compared with the target number of activities to be implemented during the reporting period.
[9] https://www.astanacivilservicehub.org/study
[10] https://www.astanacivilservicehub.org/articles/view/global-trends-in-the-field-of-digital-innovations-in-the-civil-service-management-will-be-discussed-at-the-international-online-conference
[11] https://www.astanacivilservicehub.org/articles/view/classical-administration-and-public-administration-as-science-north-macedonian-model-of-public-administration

5.      In May, the ACSH took part in the Nazarbayev University Policy Challenge Contest 2022 among graduate students at the NY Graduate School of Public Policy, along with the Academy of Public Administration under the President of the Republic of Kazakhstan, KAZGUU University, and the Bolashak Association. The students presented their analyses of the Concept for the Development of Public Administration 2030 and the Action Plan on improving the Concept implementation.[12]

6.      In June, the ACSH organised a panel session titled "Towards a people-centred governance: countries' perspectives" during the annual conference of the Nazarbayev University Graduate School of Public Policy. The event, which brought together representatives of the academic and expert community, as well as doctoral and undergraduate students, aimed at strengthening the countries' capacity to improve public administration in the new reality.[13]

7.      In June, the ACSH jointly with the Ministry of Information and Social Development of the Republic of Kazakhstan organised a seminar on "social networks – an effective platform connecting government agencies and the public".

8.      In December, the ACSH organised a capacity development activity in Baku, Azerbaijan, jointly with the State Examination Centre of the Republic of Azerbaijan and the International Civil Service Commission on recruitment modalities of civil servants. Heads of the authorised agencies for civil service management in the participating countries of the region attended the event aimed at sharing the latest trends in recruitment modalities for the civil service.

**2.2 Capacity development events – conferences, workshops, seminars, trainings, and study visits – organised and coordinated by ACSH to support public service delivery, and digitalisation of public services in ACSH countries and beyond.**

NUMBER OF CAPACITY DEVELOPMENT EVENTS ORGANISED AND COORDINATED – TARGET 2; RESULT ACHIEVED: 5.[14]

1.      The regional conference aimed at discussing the findings of the needs-assessment study took place in Astana, Kazakhstan on 14 April 2022.[15] The findings of the needs-assessment study findings were presented, followed by discussion through which the participants confirmed the scope and content of the capacity development activities for 2022 and 2023.[16]

2.      Workshop on digital policy frameworks took place on 25-26 October 2022 in Samarkand, Uzbekistan. It focused on disseminating knowledge and experience on Digital Government Policy Frameworks, as adoption of such a framework may create a more conducive environment for the digital transformation process and help participating countries make the shift from e-government to digital government. The knowledge and expertise of the OECDs Open and Innovative Government Division (OIG) of the OECD Directorate for Public Governance (GOV) was utilised for the purpose, as well as an array of Korean experts who

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[12] https://www.astanacivilservicehub.org/articles/view/policy-challenge-2022-by-nu-gspp-alumni-chapter
[13] https://www.astanacivilservicehub.org/articles/view/2022nu-gspp-conference-acsh-panel-session-toward-a-people-centred-governance
[14] It should be noted that most ACSH activities are demand-driven, thus the number of actual accomplishments may vary when compared with the target number of activities to be implemented during the reporting period
[15] Postponed in 2021 due to the pandemic-induced travel restrictions.
[16] The regional conference was complemented by a capacity development activity, organised by the National Info-communications Holding "ZERDE" JSC on 15 April 2022, titled "Transformation in Action: Digital Partnership to Enhance Technological Leadership". This event brough together the regional conference participants along with practitioners and experts from Korea and the USA in the field of info-communication technologies, IT infrastructure, software, and IT services to discuss cooperation in big data analytics, and for the development of digital transformation.

NUMBER OF SCHOLARSHIPS GRANTED – TARGET: 10; RESULT ACHIEVED: 10

The ACSH contributes to the capacity-building of civil servants of its participating countries, by allocating scholarships for them to study at the APA. Thus in 2022, ten more civil servants from Tajikistan, Afghanistan, and Maldives graduated from two master's programmes supported financially by 10 more scholarships provided by the ACSH. These scholarships contribute to increasing the capacity of the civil service of the ACSH participating countries, as well as the image of the ACSH and the status of the APA.

## 2.5 Maintenance and further development of the P2P Alliances and the Virtual Platform of practitioners; launching of other P2P Learning Alliances and/or Innovation Accelerator Labs in areas determined by participating countries' demand.

NUMBER OF P2P LEARNING ALLIANCES CREATED AND FUNCTIONING – TARGET: 1; RESULT ACHIEVED: 0

The ACSH is has already developed and maintains three P2P Alliances, which cover the existing demand from its participating countries. Thus, in 2022, there was attempt to create another such Alliance.

## 2.6 Activities taking place within the framework of the P2P Alliances

NUMBER OF ACTIVITIES TAKING PLACE – TARGET: 2; RESULT ACHIEVED: 2

1. In December, the Chairman of the ACSH Steering Committee took part on-line at the Annual Conference 2022 of the Asian Association for Public Administration "Smart Governance and Digital Solutions for Sustainable Development in the Post-Pandemic Era".[21]

**2.** On 15 – 16 December, Chairman of the Steering Committee of the Astana Civil Service Hub Mr. Alikhan Baimenov took part in the Forum on "Path to Cutting-Edge Governance: Moving towards Sustainable and Innovative Public Service" in Baku, Azerbaijan. The event is organised by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan and was dedicated to the 10-year anniversary of "ASAN service".

**Output 3: Partnership building, networking, and strategic communications – ACSH participating countries benefit from peer-to-peer learning and TrC exchanges and adapting innovations in governance, public administration, civil service, and public service delivery.**

## 3.1 Triangular cooperation exchanges including South-South, East-East, Europe-Asia. East-West and other taking place involving the ACSH participating countries

NUMBER OF EXCHANGES IMPLEMENTED – TARGET: 5; RESULT ACHIEVED: 10

1. In February, the Chairman of the ACSH Steering Committee, representing the ACSH, met with H.E. Ambassador Extraordinary and Plenipotentiary of the Republic of Estonia to the Republic of Kazakhstan Toomas Tirs. During the meeting the parties discussed further development of cooperation towards public administration enhancement in the countries of the region.[22]

2. In March, a panel session titled "Public Administration transformation in the post-Soviet countries" was organised during the annual conference of the American Society for Public Administration (ASPA) in Jacksonville, Florida, USA. The panel brought together representatives of the academic community and public administration practitioners to discuss the progress made in public service over the past thirty years, and well as the challenges these

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[21] https://www.astanacivilservicehub.org/articles/view/acsh-took-part-in-the-2022-aapa-conference
[22] https://www.astanacivilservicehub.org/articles/view/cooperation-between-acsh-and-estonia-expands

countries faced during their transition. During the conference, the ASPA's prestigious International Public Service Award was presented to the Chairman of the Steering Committee of the ACSH, Mr Alikhan Baimenov as recognition to the ACSH's contribution to promoting public service excellence.[23]

3.      In March, the ACSH organised the official launching of its latest publication, the book "Public Service Evolution in post-Soviet countries: Diversity in Transformation" in New York, USA. This event was organised with the support of the Permanent Mission of the Republic of Kazakhstan to the United Nations. The Chairman of the International Civil Service Commission (ICSC), and Under Secretary General, Larbi Djacta assessed the book while expressing his intention to continue the ICSC's partnership with the ACSH.[24]

4.      In April, the ACSH, represented by the Chairman of the ACSH Steering Committee, together with heads of the responsible government authorities from the ACSH participating countries – Vafadar Misirov, Executive Director, State Examination Centre of Azerbaijan; Elchibek Dzhantaev, Director, State Agency for Civil Service and Local Self-Government, Cabinet of Ministers, Kyrgyz Republic; Refik Begic, Director, Civil Service Agency, Bosnia and Herzegovina – took part at the Ministerial Roundtable at the World Government Summit "Shaping Future Governments" in Dubai, UAE. The Summit brought together leaders, experts, and decision makers from around the globe to share and contribute to the development of tools, policies, and models that are essential in shaping future governments.

5.      In April, the ACSH signed a Memorandum of Understanding with the African Association for Public Administration and Management to establish a cooperative relationship though offering opportunities for activities and programmes such as capacity building, exchange of knowledge and experience, and research in the field of public administration and civil service.

6.      In May, a capacity building workshop on innovation and e-government to build a resilient public administration was jointly organised by the ACSH and UNDESA during the 20th Anniversary Conference of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) in Bucharest, Romania. The event gathered civil servants and scholars from countries partnering with the ACSH, NISPAcee, and UNDESA, from Central and Eastern Europe to Caucasus and Central Asia.[25]

7.      In June, the ACSH jointly with the Association HR of Managers in Kazakhstan and the Academy of Public Administration under the President of the Republic of Kazakhstan co-organised the International Human Capital Forum "Integration Code 2022", held in Turkestan in June 2022. The speakers of the Forum were the first heads of government agencies, well-known business leaders, HR experts, scientists and practitioners from Kazakhstan, Azerbaijan, Belgium, Estonia, Georgia, Kyrgyzstan, Russia, Tajikistan, Turkey, USA, Ukraine, and Uzbekistan.[26]

8.      In June, the Chairman of the ACSH Steering Committee, Alikhan Baimenov, met with the Minister of the Interior and Safety of the Republic of Korea Mr. Sang-min Lee during the international capacity building event in the field of digital government, which took place in Tbilisi, Georgia. During the meeting, Mr. Sang-min Lee noted the importance of sharing best practices and knowledge for the digitalisation of public administration and public services through a joint regional project, initiated during a visit of Alikhan Baimenov to Korea in 2019. The Minister highly valued the activities of the ACSH in disseminating innovative solutions and

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[23] https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-strengthens-partnership-with-american-society-for-public-administration
[24] https://www.astanacivilservicehub.org/articles/view/official-launching-of-the-book-public-service-evolution-in-post-soviet-countries-diversity-in-the-new-reality
[25] https://www.astanacivilservicehub.org/articles/view/don-t-miss-the-workshop-on-innovations-and-e-government-to-build-a-resilient-public-administration
[26] https://www.astanacivilservicehub.org/articles/view/the-international-human-capital-forum-integration-code-2022-has-ended

practices of the Republic of Korea in the countries of the region, including during the COVID-19 period.[27]

9.      In June, the Chairman of the ACSH Steering Committee, Alikhan Baimenov, met with the Chairman of the Kazakhstan Agency for International Development "KazAID", Dastan Yeleukenov. They discussed prospects for cooperation in key areas, including the possibility of organising joint capacity-building events for civil servants.[28]

10.     In September, the Chairman of the ACSH Steering Committee, Alikhan Baimenov, took part in the 2022 EROPA on-line Conference on "Governance and Public Administration in COVID-19 Pandemic: Learning, Innovations, and Reforms in Managing Global Changes" organised virtually by the Eastern Regional Organisation for Public Administration (EROPA) jointly with the Ministry of Federal Affairs and General Administration of the Republic of Nepal.[29]

**3.2     ACSH participating countries for exchange of knowledge and experience in the field of civil service excellence and public administration development is expanding.**

NUMBER OF ACSH COUNTRIES INCREASED – TARGET: 1; RESULT ACHIEVED: 1

The Philippines has applied to become a member of the ACSH (43rd country) in 2022.

**3.3     Further development and promotion of the ACSH Network in governance matters, public administration, and the civil service (Roster of Experts)**

NUMBER OF EXPERTS ADDED TO THE ACSH ROSTER – TARGET: 3; RESULT ACHIEVED: 3

## IV.   Project Risks and Issues

### a. Updated project risks and actions

Project Risk 1: Decreasing interest of the ACSH participating countries' governments due to irrelevance of activities, low quality of knowledge products, and/or of capacity development initiatives.

*Actions taken: The ACSH Management Team engages in regular communication and consultation with the ACSH participating countries' governments in determining topics of mutual interest on which the ACSH activities may focus for the benefit of its participating countries (the demand-driven approach).  The ACSH Research Team applies high standards in the preparation and production of the ACSH knowledge products to ensure their relevance and quality and it engages specialised personnel and other experts in delivering its capacity development activities.*

Project Risk 2: Decreasing interest of the Government of Kazakhstan as the principal donor of the project.

*Actions taken:  The ACSH Management Team engages in regular communication with the Government informing them of the ACSH accomplishments highlighting the benefits for Kazakhstan vis-à-vis its foreign aid development policy and its strategic objectives in this area. Communication and consultations are also on-going with the key government organisations overseeing the Project. The ACSH also involves a wide range of key government agencies in Kazakhstan (central and local) as partners and organising special capacity-building activities on topics they demand.*

[27] https://www.astanacivilservicehub.org/articles/view/the-acsh-and-the-ministry-of-the-interior-and-safety-of-the-republic-of-korea-discussed-prospects-for-expanding-cooperation
[28] https://www.astanacivilservicehub.org/articles/view/hub-builds-cooperation-with-kazaid

[29] https://www.astanacivilservicehub.org/articles/view/acsh-took-part-at-the-2022-eropa-conference

Project Risk 3: ACSH initiatives and activities not yielding tangible results

*Actions taken: The ACSH Management Team holds regular consultations with government entities responsible for policy formulation and implementation in the ACSH participating countries and provide technical assistance and support for the timely operationalisation of various initiatives on demand.*

Project Risk 4: Fluctuation in currency exchange levels

*Actions taken: Holding project funds in USD and exchange into local currency at the time of disbursement.*

Project Risk 5: Pandemic affecting project activities and delivery targets

*Actions taken: Key project activities related to partnership and networking, and capacity building and peer-to-peer learning activities with international and regional components were cancelled, temporarily postponed, or shifted on-line whenever possible. In most cases, and in coordination with key government bodies, participating countries and institutional partners alternative options for implementation were considered. In this connection, on-platforms usage, on-line consultations, webinars and on-line conferences and trainings were encouraged. Furthermore, given travel restrictions in place, during the earlier part of the reporting period, the ACSH placed much focus on its research activities resulting to a considerable production of case studies, comparative and thematic studies, etc.*

## b. Updated project issues and actions

Project Issue 1: Funding reduction of the Hub's activities from the Republic's budget.

*Actions taken: Given changing socio-economic conditions and a deteriorating the ACSH budget allocation from the Republican budget has been reduced. To mitigate this reduction the ACSH Management Team has reviewed its planned initiatives and activities and has streamlined many of them to reduce costs. At the same time, the ACSH embarked on a resource mobilisation drive from bilateral and multilateral donors, which have yielded some results, i.e., receiving funding by the Korean Government for capacity development activities focusing on digitalisation of public services. It has also moved to implementing more joint activities on a cost-sharing basis.*

# V. Gender Related Activities

The project ensured gender balance among the participants of its learning and training activities, as well as for all its capacity development, research-related and partnership events. The target set at the beginning of the year was to reach women participation in activities to 50%. Actual result is slightly lower. Although 1,039 unique beneficiaries benefitted from the project initiatives implemented during the reporting period, only 42% were women. This is also because most high-level positions in the government administration of the participating countries are often occupied by men.

This is obviously due to external factors and actors, and it is beyond the control of the project to alleviate gender representation imbalances among the direct beneficiaries of the project. However, an effort was made to have gender balance among the personnel involved in the implementation of the project.

# VI. Cross-Cutting Themes

Many of the ACSH activities fall under the Triangular Cooperation schema, as they involve leading countries in some specific areas, as knowledge and expertise providers and several

other participating countries that are coopeting with one another, in various fields of interest to acquire knowledge and expertise, as well as share experiences.

## VII. Lessons Learned

The ACSH's active collaboration with its participating countries, as well as effective teamwork along with the use of an agile project management approach allowed it to implement numerous successful activities during this reporting period. Key successes include production of knowledge materials such as a book, another edition of the International Journal of Civil Service, and several demand-driven evidence-based papers; as well as the implementation of several capacity building and peer learning activities aimed at supporting civil service modernisation.

The main difficulty the ACSH faced during 2022 relates to the travel restrictions imposed due to the pandemic, which affected its activities and delivery targets. Since many participating countries still have travel restrictions in place, the project had to adapt to the new reality and thus hold various events, workshops, and seminars on-line.

Another difficulty that seems to be arising is the shifting of priorities of the Government of Kazakhstan, which has resulted to a considerable reduction of funding for this year and the next. The ACSH Management Team has embarked on a drive to identify the key actors in the decision-making process to ensure continuation of a reasonable level of funding of the Project by the Government. It has also embarked on mobilisation of new resources from bilateral and multilateral donors.

## VIII. Conclusions and Way Forward

Despite the difficulties confronting the project, it is still on track in achieving its outputs targets and intended outcomes and thus continue to make a valuable contribution towards improving public administration and civil service systems in the participating countries. Considerable efforts of the project implementation team ensure the organisation of planned activities in an efficient and timely manner, while it also considers the participating countries demand in the field.

## IX.  Financial Status

| Activity | Approved budget 2021-2023 | 2021 expenses | | 2022 expenses | | 2021-2022 Total expenses | |
|---|---|---|---|---|---|---|---|
| Activity 1 - Research and Knowledge Management | 1 505 000 | 64397 Services to projects -CO staff | 27.31 | 64397 Services to projects -CO staff | 30.16 | 64397 Services to projects -CO staff | 57.47 |
| | | 71405 Service Contracts-Individuals | 631.8 | 71205 Intl Consultants-Sht Term-Tech | 67250.00 | 71405 Service Contracts-Individuals | 631.80 |
| | | 72155  Svc Co-Public Admin, Politics | 13451.27 | 71211 Intl Consult Security Charge | 861.00 | 71205 Intl Consultants-Sht Term-Tech | 67250.00 |
| | | 74510  Bank Charges | 0.57 | 71305 Local Consult.-Sht Term-Tech | 73225.16 | 71211 Intl Consult Security Charge | 861.00 |
| | | 74596 Services to projects - GOE | 11.71 | 71360 Local Consult-Security | 2196.79 | 71305 Local Consult.-Sht Term-Tech | 73225.16 |
| | | 75105 Facilities & Admin - Implement | 1129.81 | 71415 Contribution to Security SC | 1430.00 | 71360 Local Consult-Security | 2196.79 |
| | | | | 71460 Int Personnel Srvcs Agreement | 33919.59 | 71415 Contribution to Security SC | 1430.00 |
| | | | | 71470 Natl Personnel Srvcs Agreement | 54444.76 | 71460 Int Personnel Srvcs Agreement | 33919.59 |
| | | | | 71505 UN Volunteers-Stipend & Allow | 29613.47 | 71470 Natl Personnel Srvcs Agreement | 54444.76 |
| | | | | 71520 UNV_Volunteer_ Learning | 1065.33 | 71505 UN Volunteers-Stipend & Allow | 29613.47 |
| | | | | 71535 UNV-Medical Insurance | 7126.12 | 71520 UNV_Volunteer_ Learning | 1065.33 |
| | | | | 71540 UNV-Global Charges | 1552.90 | 71535 UNV-Medical Insurance | 7126.12 |
| | | | | 71541 UNVs-Contribution to security | 887.88 | 71540 UNV-Global Charges | 1552.90 |
| | | | | 71550 UNV RSA / Exit Allowance | 3343.08 | 71541 UNVs-Contribution to security | 887.88 |
| | | | | 71592 UNV_COST_REC OVERY_RECURR ING | 5584.01 | 71550 UNV RSA / Exit Allowance | 3343.08 |
| | | | | 71605 Travel Tickets-International | 9608.48 | 71592 UNV_COST_REC OVERY_RECUR RING | 5584.01 |
| | | | | 71615 Daily Subsistence Allow-Intl | 8088.21 | 71605 Travel Tickets-International | 9608.48 |
| | | | | 71635 Travel - Other | 1410.00 | 71615 Daily Subsistence Allow-Intl | 8088.21 |
| | | | | 72120 Svc Co-Trade and Business Serv | 10392.32 | 71635 Travel - Other | 1410.00 |

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|---|---|---|---|---|---|---|
| | | | | 72135 Svc Co-Communications Service | 5218.79 | 72120 Svc Co-Trade and Business Serv | 10392.32 |
| | | | | 72140 Svc Co-Information Technology | 4193.60 | 72135 Svc Co-Communications Service | 5218.79 |
| | | | | 72145 Svc Co-Training and Educ Serv | 5796.00 | 72140 Svc Co-Information Technology | 4193.60 |
| | | | | 72155 Svc Co-Public Admin, Politics | 5700.00 | 72145 Svc Co-Training and Educ Serv | 5796.00 |
| | | | | 72430 Postage and Pouch | 23.29 | 72155 Svc Co-Public Admin, Politics | 19151.27 |
| | | | | 74210 Printing and Publications | 3982.60 | 72430 Postage and Pouch | 23.29 |
| | | | | 74220 Translation Costs | 8893.67 | 74210 Printing and Publications | 3982.60 |
| | | | | 74225 Other Media Costs | 75.00 | 74220 Translation Costs | 8893.67 |
| | | | | 74510 Bank Charges | 281.11 | 74225 Other Media Costs | 75.00 |
| | | | | 74596 Services to projects -GOE | 12.92 | 74510 Bank Charges | 281.68 |
| | | | | 75105 Facilities & Admin - Implement | 26684.94 | 74596 Services to projects - GOE | 24.63 |
| | | | | 76125 Realized Loss | 412.28 | 75105 Facilities & Admin - Implement | 27814.75 |
| | | | | 76135 Realized Gain | -173.87 | 76125 Realized Loss | 412.28 |
| | | | | | | 76135 Realized Gain | -173.87 |
| **Total Activity 1** | | | **15252.47** | | **373129.59** | | **388382.06** |
| | | | | 64397 Services to projects -CO staff | 31.06 | 64397 Services to projects -CO staff | 31.06 |
| | | | | 71305 Local Consult.-Sht Term-Tech | 6590.82 | 71305 Local Consult.-Sht Term-Tech | 6590.82 |
| | | | | 71360 Local Consult-Security | 197.72 | 71360 Local Consult-Security | 197.72 |
| | | | | 71415 Contribution to Security SC | 644.70 | 71415 Contribution to Security SC | 644.70 |
| | | | | 71470 Natl Personnel Srvcs Agreement | 24623.16 | 71470 Natl Personnel Srvcs Agreement | 24623.16 |
| Activity 2 - Capacity Building and peer learning | 1 290 000 | | | 71605 Travel Tickets-International | 57504.45 | 71605 Travel Tickets-International | 57504.45 |
| | | | | 71615 Daily Subsistence Allow-Intl | 23999.63 | 71615 Daily Subsistence Allow-Intl | 23999.63 |
| | | | | 71625 Daily Subsist Allow-Mtg Partic | 433.33 | 71625 Daily Subsist Allow-Mtg Partic | 433.33 |
| | | | | 71635 Travel - Other | 5670.00 | 71635 Travel - Other | 5670.00 |
| | | | | 72105 Svc Co-Construction & Engineer | 58289.10 | 72105 Svc Co-Construction & Engineer | 58289.10 |
| | | | | 72120 Svc Co-Trade and Business Serv | 39204.20 | 72120 Svc Co-Trade and Business Serv | 39204.20 |
| | | | | 72125 Svc Co-Studies & Research Serv | 2319.51 | 72125 Svc Co-Studies & Research Serv | 2319.51 |

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|---|---|---|---|---|---|---|
| | | | 72135 Svc Co-Communications Service | 4239.68 | 72135 Svc Co-Communications Service | 4239.68 |
| | | | 72140 Svc Co-Information Technology | 16759.93 | 72140 Svc Co-Information Technology | 16759.93 |
| | | | 72145 Svc Co-Training and Educ Serv | 4267.28 | 72145 Svc Co-Training and Educ Serv | 4267.28 |
| | | | 72155 Svc Co-Public Admin, Politics | 9618.47 | 72155 Svc Co-Public Admin, Politics | 9618.47 |
| | | | 72160 Svc Co-Education & Health Ser | 43537.72 | 72160 Svc Co-Education & Health Ser | 43537.72 |
| | | | 72165 Svc Co-Social Svcs, Social Sc | 3000.00 | 72165 Svc Co-Social Svcs, Social Sc | 3000.00 |
| | | | 72405 Acquisition of Communic Equip | 50135.00 | 72405 Acquisition of Communic Equip | 50135.00 |
| | | | 72415 Courier Charges | 610.00 | 72415 Courier Charges | 610.00 |
| | | | 72430 Postage and Pouch | 202.78 | 72430 Postage and Pouch | 202.78 |
| | | | 74205 Audio Visual Productions | 9616.31 | 74205 Audio Visual Productions | 9616.31 |
| | | | 74210 Printing and Publications | 4735.91 | 74210 Printing and Publications | 4735.91 |
| | | | 74215 Promotional Materials and Dist | 1483.20 | 74215 Promotional Materials and Dist | 1483.20 |
| | | | 74220 Translation Costs | 20456.11 | 74220 Translation Costs | 20456.11 |
| | | | 74225 Other Media Costs | 5088.32 | 74225 Other Media Costs | 5088.32 |
| | | | 74230 Audio & Visual Equipment | 6436.28 | 74230 Audio & Visual Equipment | 6436.28 |
| | | | 74405 Charge for Doubtful Accounts | 1908.40 | 74405 Charge for Doubtful Accounts | 1908.40 |
| | | | 74510 Bank Charges | 229.46 | 74510 Bank Charges | 229.46 |
| | | | 74596 Services to projects -GOE | 13.30 | 74596 Services to projects -GOE | 13.30 |
| | | | 75105 Facilities & Admin - Implement | 31942.69 | 75105 Facilities & Admin - Implement | 31942.69 |
| | | | 76125 Realized Loss | 164.66 | 76125 Realized Loss | 164.66 |
| | | | 76135 Realized Gain | -4804.90 | 76135 Realized Gain | -4804.90 |
| **Total Activity 2** | | **0.00** | | **429148.28** | | **429148.28** |
| Activity 3 - Partnerships and Networking | 430 000 | | 71405 Service Contracts-Individuals | 656.85 | 71405 Service Contracts-Individuals | 656.85 |
| | | | 71410 MAIP Premium SC | 0.29 | 71410 MAIP Premium SC | 0.29 |
| | | | 71415 Contribution to Security SC | 521.08 | 71415 Contribution to Security SC | 521.08 |
| | | | 71470 Natl Personnel Srvcs Agreement | 19968.28 | 71470 Natl Personnel Srvcs Agreement | 19968.28 |
| | | | 71505 UN Volunteers-Stipend & Allow | 6986.25 | 71505 UN Volunteers-Stipend & Allow | 6986.25 |

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|---|---|---|---|---|---|---|---|
| | | | 71511 UNV_Entry_Lump_Sum | 767.56 | 71511 UNV_Entry_Lump_Sum | 767.56 | |
| | | | 71520 UNV_Volunteer_Learning | 1895.29 | 71520 UNV_Volunteer_Learning | 1895.29 | |
| | | | 71535 UNV-Medical Insurance | 1002.79 | 71535 UNV-Medical Insurance | 1002.79 | |
| | | | 71540 UNV-Global Charges | 423.62 | 71540 UNV-Global Charges | 423.62 | |
| | | | 71541 UNVs-Contribution to security | 209.53 | 71541 UNVs-Contribution to security | 209.53 | |
| | | | 71550 UNV RSA / Exit Allowance | 727.73 | 71550 UNV RSA / Exit Allowance | 727.73 | |
| | | | 71591 UNV_Cost_Recovery_Deployment | 3166.18 | 71591 UNV_Cost_Recovery_Deployment | 3166.18 | |
| | | | 71592 UNV_COST_RECOVERY_RECURRING | 1426.25 | 71592 UNV_COST_RECOVERY_RECURRING | 1426.25 | |
| | | | 71605 Travel Tickets-International | 63673.94 | 71605 Travel Tickets-International | 63673.94 | |
| | | | 71615 Daily Subsistence Allow-Intl | 55338.99 | 71615 Daily Subsistence Allow-Intl | 55338.99 | |
| | | | 71635 Travel - Other | 8444.61 | 71635 Travel - Other | 8444.61 | |
| | | | 72120 Svc Co-Trade and Business Serv | 8576.48 | 72120 Svc Co-Trade and Business Serv | 8576.48 | |
| | | | 72135 Svc Co-Communications Service | 1701.02 | 72135 Svc Co-Communications Service | 1701.02 | |
| | | | 72155 Svc Co-Public Admin, Politics | 5388.00 | 72155 Svc Co-Public Admin, Politics | 5388.00 | |
| | | | 72160 Svc Co-Education & Health Ser | 2005.01 | 72160 Svc Co-Education & Health Ser | 2005.01 | |
| | | | 74205 Audio Visual Productions | 1069.26 | 74205 Audio Visual Productions | 1069.26 | |
| | | | 74510 Bank Charges | 333.08 | 74510 Bank Charges | 333.08 | |
| | | | 75105 Facilities & Admin - Implement | 14772.66 | 75105 Facilities & Admin - Implement | 14772.66 | |
| | | | 76125 Realized Loss | 48.93 | 76125 Realized Loss | 48.93 | |
| **Total Activity 3** | | | **0.00** | | **199103.68** | | **199103.68** |
| Activity 4 - Project Management | 1 075 000 | 64397 Services to projects -CO staff | 26931.29 | 64397 Services to projects -CO staff | 24959.09 | 64397 Services to projects -CO staff | 51890.38 |
| | | 71405 Service Contracts-Individuals | 334.76 | 71405 Service Contracts-Individuals | 153.02 | 71405 Service Contracts-Individuals | 487.78 |
| | | 72435 E-mail-Subscription | 908.77 | 71415 Contribution to Security SC | 5168.97 | 71415 Contribution to Security SC | 5168.97 |
| | | 73125 Common Services-Premises | 14204.26 | 71470 Natl Personnel Srvcs Agreement | 194949.29 | 71470 Natl Personnel Srvcs Agreement | 194949.29 |
| | | 74596 Services to | 934.85 | 71505 UN Volunteers-Stipend & Allow | 0.00 | 71505 UN Volunteers-Stipend & Allow | 0.00 |

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|---|---|---|---|---|---|---|---|
| | | projects - GOE | | | | | |
| | | 75105 Facilities & Admin - Implement | 3484.38 | 71535 UNV-Medical Insurance | 65.14 | 71535 UNV-Medical Insurance | 65.14 |
| | | 77660 Dep Exp Owned - Vehicle | 240.86 | 71540 UNV-Global Charges | 8.19 | 71540 UNV-Global Charges | 8.19 |
| | | | | 71550 UNV RSA / Exit Allowance | 175.08 | 71550 UNV RSA / Exit Allowance | 175.08 |
| | | | | 71592 UNV_COST_RECOVERY_RECURRING | 42.55 | 71592 UNV_COST_RECOVERY_RECURRING | 42.55 |
| | | | | 71615 Daily Subsistence Allow-Intl | 0.00 | 71615 Daily Subsistence Allow-Intl | 0.00 |
| | | | | 72120 Svc Co-Trade and Business Serv | 6456.00 | 72120 Svc Co-Trade and Business Serv | 6456.00 |
| | | | | 72125 Svc Co-Studies & Research Serv | 3.57 | 72125 Svc Co-Studies & Research Serv | 3.57 |
| | | | | 72140 Svc Co-Information Technology | 3888.89 | 72140 Svc Co-Information Technology | 3888.89 |
| | | | | 72420 Land Telephone Charges | 179.97 | 72420 Land Telephone Charges | 179.97 |
| | | | | 72430 Postage and Pouch | 2.39 | 72430 Postage and Pouch | 2.39 |
| | | | | 72435 E-mail-Subscription | 7223.68 | 72435 E-mail-Subscription | 8132.45 |
| | | | | 73125 Common Services-Premises | 50450.99 | 73125 Common Services-Premises | 64655.25 |
| | | | | 74220 Translation Costs | 13.81 | 74220 Translation Costs | 13.81 |
| | | | | 74510 Bank Charges | 382.67 | 74510 Bank Charges | 382.67 |
| | | | | 74596 Services to projects -GOE | 10696.54 | 74596 Services to projects - GOE | 11631.39 |
| | | | | 75105 Facilities & Admin - Implement | 21690.76 | 75105 Facilities & Admin - Implement | 25175.14 |
| | | | | 76125 Realized Loss | 118.56 | 76125 Realized Loss | 118.56 |
| | | | | 76135 Realized Gain | -234.61 | 76135 Realized Gain | -234.61 |
| | | | | 77660 Dep Exp Owned -Vehicle | 2889.79 | 77660 Dep Exp Owned -Vehicle | 3130.65 |
| **Total Activity 4** | | | **47039.17** | | **329284.34** | | **376323.51** |
| **Grand Total** | | | **62291.64** | | **1330665.89** | | **1392957.53** |

**Bakyt Zhexembay**
**Project Manager, ACSH/UNDP** _____

DocuSigned by:

*Bakyt Zhexembay*
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20–Feb–2023

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## Annex 1, Annual Work Plan (AWP) 2022

PDF
AWP 2022
Coverpage_HUB3_US

PDF
Revised AWP
2022_HUB3_1,400.xls

## Annex 2, Relevant copies of media coverage

https://www.astanacivilservicehub.org/articles/view/prevention-of-corruption-in-post-socialist-countries-and-transparency-of-public-finances-discussed-by-experts-from-15-countries

https://www.astanacivilservicehub.org/articles/view/online-seminar-transparency-and-prevention-of-corruption

https://www.astanacivilservicehub.org/articles/view/congratulations-on-the-release-of-the-unique-publication-public-service-evolution-in-the-15-post-soviet-countries-diversity-in-transformation-by-palgrave-macmillan

https://www.astanacivilservicehub.org/articles/view/acsh-and-zerde-holding-invite-government-agencies-and-investors-to-demoday

https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-strengthens-partnership-with-american-society-for-public-administration

https://www.astanacivilservicehub.org/articles/view/the-first-study-to-identify-the-digital-transformation-needs-of-countries-in-the-region-was-presented-within-the-joint-project-of-the-government-of-the-republic-of-korea

https://www.astanacivilservicehub.org/articles/view/the-press-secretaries-are-trained-to-interact-with-the-public-in-social-networks

https://www.astanacivilservicehub.org/articles/view/the-international-human-capital-forum-integration-code-2022-has-ended

https://www.astanacivilservicehub.org/articles/view/acsh-and-undesa-held-a-join-workshop-during-the-30th-nispacee-conference-in-bucharest

https://www.astanacivilservicehub.org/articles/view/2022nu-gspp-conference-acsh-panel-session-toward-a-people-centred-governance-countries-perspectives

https://www.astanacivilservicehub.org/articles/view/acsh-took-part-at-the-2022-eropa-conference

https://www.astanacivilservicehub.org/articles/view/global-trends-in-the-field-of-digital-innovations-in-the-civil-service-management-will-be-discussed-at-the-international-online-conference

https://www.astanacivilservicehub.org/articles/view/korean-experience-in-training-of-civil-servants-and-fostering-innovation-was-shared-during-the-joint-webinar

https://www.astanacivilservicehub.org/articles/view/best-practices-in-the-development-of-digital-government-policy-were-presented-by-international-experts-of-the-oecd-to-civil-servants-of-central-asia-and-the-caucasus

https://www.astanacivilservicehub.org/articles/view/merit-based-hrm-in-civil-service-was-discussed-in-baku

https://www.astanacivilservicehub.org/articles/view/why-use-open-data-and-what-are-the-benefits

https://www.astanacivilservicehub.org/articles/view/best-practices-in-opendata-policy-frameworks-and-successful-cases-were-presented-by-international-experts-of-the-republic-of-korea-and-kpmg-baltics-to-civil-servants-of-central-asia-and-the-caucasus

https://www.astanacivilservicehub.org/articles/view/senior-civil-servants-are-trained-in-future-thinking-and-planning-skills