



Capacity Development of Public Servants for Advancing Digital Transformation and Digital Governance

Annual Project Progress Report

Government of Korea, Ministry of the Interior and Safety (MOIS)



Ministry of the Interior and Safety
REPUBLIC OF KOREA

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Acronyms

ACSH	Astana Civil Service Hub
MOIS and NIA	Ministry of the Interior and Safety, National Information Society Agency
OECD	Organisation for Economic Co-operation and Development
UNDP	United Nations Development Programme
UNDESA	United Nations Department of Economic and Social Affairs

I. Executive Summary

During the reporting period, the project strengthened regional capacities for digital governance across 12 countries in Central Asia, the Caucasus, and Asia-Pacific. Key knowledge product – (2025), was developed and integrated into ACSH and UNDP platforms to ensure accessibility, replication, and policy impact. The institutionalization of cooperation through November 2025 Global MOU between MOIS and UNDP reinforced long-term partnerships and project ownership. Capacity-building and knowledge-exchange activities, including study visits and workshops in Korea and Samarkand, as well as collaborations with OECD and UNDESA, reached a broad range of government officials and promoted partnerships, sharing of benchmarks, best practices, solutions, and technologies. The risk landscape remained stable, with strategic, operational, and financial risks (Korean Won and USD) mitigated through close monitoring, adaptive management, cost optimization, and co-organization of activities. Lessons learned highlight the value of institutionalized knowledge platforms, high-level partnerships, flexible engagement, and demand-driven knowledge products. Moving forward, sustaining ACSH and the regional network, strengthening monitoring of knowledge product utilization, ensuring continued high-level engagement, and applying adaptive management will secure impact and lay a strong foundation for the next project phase (2027–2029).

II. Introduction / Background

In March 2024, the Government of the Republic of Korea (Ministry of the Interior and Safety) and UNDP Kazakhstan launched a joint inter-regional project on digital governance and transformation, implemented through the Astana Civil Service Hub (ACSH). Building on the success of the previous 2021–2023 project, the initiative aims to strengthen the capacities of public servants across twelve participating countries—Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Bangladesh, Cambodia, Lao PDR, Mongolia, and the Philippines—enabling them to advance evidence-based, citizen-focused digital governance initiatives.

The Project delivers two main outputs: (i) capacity development through workshops, inter-regional conferences, and knowledge products, and (ii) study visits to Korea to share technical expertise and practical experience in digital transformation. Activities are designed to support

participating countries in developing data-driven policies, proactive service delivery, and open, transparent governance.

The ACSH, as a regional knowledge exchange platform with 43 participating countries and over 90 partner organizations, provides the institutional framework for project implementation, facilitating coordination with central and local government agencies, experts, and policymakers. Monitoring and evaluation rely on ACSH's established tools to track progress and ensure effective knowledge transfer.

The Project aligns with regional and global development priorities, fostering inclusive, accountable, and effective public institutions, and contributing to the achievement of relevant Sustainable Development Goals.

III. Progress Review: January – December 2025

The Project “Capacity Development of Public Servants for Advancing Digital Transformation and Digital Governance” continued to strengthen institutional and human capacities of public servants across twelve participating countries in 2025. Building on the 2021–2023 initiative, the Project facilitated knowledge transfer, peer-to-peer learning, and exposure to global best practices, particularly from the Republic of Korea, to support effective, transparent, and inclusive public-service delivery.

Section 1: Analysis of Theory of Change

The underlying assumptions of the Project’s Theory of Change remain valid: capacity development, exposure to international best practices, and knowledge exchange continue to enhance policy formulation, institutional reforms, and governance efficiency in participating countries. The project strategy remains relevant; no fundamental changes are required. Suggested refinements include strengthening and integrating emerging AI governance considerations in national contexts, reflecting lessons from 2025 activities.

Section 2: Overall progress against outcomes

The Project contributes directly to the development of institutions and systems capable of implementing institutional reforms for more effective, transparent, and inclusive governance, aligned with UNSDCF and CPD Outcome 2.2. Key 2025 achievements include:

- **Output 1: Capacity Development of Government Officials**
 - Inter-regional Workshop, Samarkand, Uzbekistan (23–24 June 2025) Focused on “Public-Private Partnerships in Implementing Digital Transformation Strategies and Using AI,” the workshop brought together 27 civil servants (11 women, 16 men) from across the three regions. Participants explored global and Korean models of PPPs and AI-driven governance, sharing national experiences and identifying solutions to regulatory and institutional challenges. International

experts from OECD and UN DESA provided global policy perspectives. The workshop strengthened institutional capacities, reinforced cross-sector partnerships, and promoted inter-regional cooperation in digital governance.

- **Output 1: Knowledge Products**

- The joint research publication, “Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives”, was finalized and launched during the Study Visit and the OECD Global Forum on Digital Government (28–30 October 2025, Seoul). It provides comparative insights from over ten participating countries and Korea, highlighting global frameworks, national approaches, and public-private collaboration models. The publication serves as a reference tool for policymakers and practitioners, ensuring sustainability of capacity development efforts.

- **Output 2: Study Visits to Korea**

- Study Visit on “AI-Driven Governance: Korea’s Best Practices” (28–30 October 2025) Thirty-seven high- and mid-ranking officials (13 women, 24 men) participated, gaining first-hand experience of Korea’s digital governance policies, AI applications, and GovTech partnerships. Delegates engaged in peer learning, field visits to Pangyo Techno Valley, and sessions at the OECD Global Forum on Digital Government. They contributed to high-level panels and discussions on citizen-centric digital services, ethical AI governance, and responsible data use, directly enhancing capacity for evidence-based policy and service delivery.

- **Strategic Engagements**

- On 24 November 2025, a bilateral meeting between MOIS (Republic of Korea) and UNDP HQ culminated in the signing of a global Memorandum of Understanding in New York, strengthening intergovernmental collaboration for digital governance initiatives.

Section 3: Monitoring and Evaluation¹ of activities.

¹ The later if applicable.

Monitoring and evaluation were conducted through workshops, study visits, and feedback mechanisms. The M&E Plan, reviewed in June 2025, confirmed alignment with the Project's Results Framework. Adaptive measures ensured uninterrupted delivery despite challenges, including relocation of the regional workshop from the Philippines to Uzbekistan due to logistical constraints. Risk management and agile coordination allowed timely mitigation of emerging risks, ensuring high-quality outcomes.

Expected outputs	Output indicators ²	Data sources	Baseline		Value for the previous years (2024) if different from baseline	Target value 2025	Actual value achieved 2025
			Value	Year			
Output 1 Capacity development of high- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government	1.1 Inter-regional conference completed, and activities are prioritized for the duration of the project	Event report Conference presentations	1	2023	1	0	0
	1.2 Number of mid- and high-ranking officials attending the inter-regional conference to discuss their capacity development needs and wants	LoP	50	2023	36	0	0
	1.3 Number of workshops implemented on digital transformation aspects and on digital governance related topics	Event reports Workshop presentations	9	2023	1	2	2
	1.4 Number of mid- and high-ranking officials attending workshops on digital transformation and/or digital	LoP	308	2023	50 34% Women	72 40% Women	27 40.7% Women

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

organisations, think tanks, etc.	governance disaggregated by gender							
	1.5 Number of Knowledge products prepared and published on topics related to digital transformation and/or digital governance	2	2023	0	1		1	1
Output 2 High- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations are exposed to digital transformation practices through study visits to the Republic of Korea.	2.1 Study visits to Korea organised for a select group of high- and mid-ranking officials involved with digital transformation and digital governance	2	2023	1	1		1	1
	2.2 Number of mid- and high-ranking officials participating in the study visit	39	2023	29 52% Women	24		37 35.1% Women	

Section 4: Progress against each output

Project Output 1: Capacity development of high- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations, think tanks, etc.		
Output indicators	Targets	Progress against targets
1.1 Inter-regional conference completed, and activities are	Baseline: 1 AWP target: 0	Reporting period: 0 Cumulative total: Out of 1 (baseline 2023) + 1 achieved (Jan-Dec 2024) + 0 achieved (Jan-Dec 2025) = 2

prioritised for the duration of the project		
1.2 Number of mid- and high-ranking officials attending the inter-regional conference to discuss their capacity development needs and wants	Baseline: 50 AWP target: 0	Reporting period: 0 Cumulative total: Out of 50 (baseline 2023) + 36 achieved (Jan-Dec 2024) + 0 achieved (Jan-Dec 2025) = 86
1.3 Number of workshops implemented on digital transformation aspects and on digital governance related topics	Baseline: 9 AWP target: 2	Reporting period: 2 Cumulative total: Out of 9 (baseline 2023) + 1 achieved (Jan-Dec 2024) + 2 achieved (Jan-Dec 2025) = 12
1.4 Number of mid- and high-ranking officials attending workshops on digital transformation and/or	Baseline: 308 AWP target: 72	Reporting period: 27 Cumulative total: Out of 308 (baseline 2023) + 50 achieved (Jan-Dec 2024) + 27 achieved (Jan-Dec 2025) = 385

digital governance disaggregated by gender		
1.5 Number of Knowledge products prepared and published on topics related to digital transformation and/or digital governance	Baseline: 2 AWP target: 1	Reporting period: 1 Cumulative total: Out of 2 (baseline 2023) + 0 achieved (Jan-Dec 2024) + 1 achieved (Jan-Dec 2025) = 3
2.1 Study visits to Korea organised for a select group of high- and mid-ranking officials involved with digital transformation and digital governance	Baseline: 2 AWP target: 1	Reporting period: 1 Cumulative total: Out of 2 (baseline 2023) + 1 achieved (Jan-Dec 2024) + 1 achieved (Jan-Dec 2025) = 4
2.2 Number of mid- and high-ranking officials participating in the study visit	Baseline: 39 AWP target: 24	Reporting period: 37 Cumulative total: Out of 39 (baseline 2023) + 29 achieved (Jan-Dec 2024) + 37 achieved (Jan-Dec 2025) = 105

Key Activities:

During the reporting period, the Project implemented a focused set of high-impact activities designed to directly contribute to the achievement of the two planned outputs under the Results Framework. All activities were aligned with the Project's Theory of Change, linking capacity development, exposure to international best practices, and knowledge products to strengthened institutional capacities in digital governance and digital transformation.

Overall Achievements (2025)

- 64 high-ranking public servants benefited from capacity-building activities, including 24 women (37.5%) and 40 men (62.5%).
- Three major inter-regional events delivered: Samarkand workshop, Study Visit and OECD Global Forum in Seoul, and the signing of the global MoU.
- One joint research publication launched, providing sustainable knowledge resources for all twelve participating countries.
- Strengthened regional collaboration, knowledge networks, and exposure to international best practices in AI governance, digital transformation, and citizen-centric public services.

Key Results:

Output 1: Capacity development of high- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations, think tanks, etc

Indicator 1.1: Inter-regional conference completed and activities prioritised

Achievement in 2025:

No new conference conducted; 2025 activities built directly on priorities identified in 2024.

- Cumulative Result (2024–2025):

One inter-regional conference successfully completed, serving as the foundation for subsequent workshops and knowledge products

Indicator 1.2: Number of officials attending inter-regional conference

Achievement in 2025:

Not applicable (conference completed in 2024).

- Cumulative Result:

36 mid- and high-ranking officials participated in the inter-regional conference, fully meeting the 2024 milestone and contributing toward long-term output targets

Indicator 1.3: Number of workshops implemented

Achievement in 2025:

One inter-regional workshop implemented (Samarkand, June 2025).

- Cumulative Result:

Two workshops implemented cumulatively (2024–2025), progressing toward the lifetime target of nine workshops

Indicator 1.4: Number of officials attending workshops (gender-disaggregated)

- Achievement in 2025:

27 officials participated in the 2025 workshop, including 40.7% women.

- Cumulative Result:

63 officials participated in workshops across 2024–2025, with women’s participation remaining above one-third, demonstrating steady progress toward gender balance commitments

Indicator 1.5: Knowledge products prepared and published

Achievement in 2025:

- One joint knowledge product on AI Governance completed and published.
- Cumulative Result:
One out of two planned knowledge products delivered by end-2025, marking a significant milestone toward sustainable capacity development

Output 2: High- and mid- ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations are exposed to digital transformation practices through study visits to the Republic of Korea.

Indicator 2.1: Study visits to the Republic of Korea organised

Achievement in 2025:

- One study visit conducted (October 2025).
- Cumulative Result:
Two study visits implemented cumulatively (2024–2025), fully meeting the output target

Indicator 2.2: Number of officials participating in study visits (gender-disaggregated)

Achievement in 2025:

- 37 officials participated, including 35.1% women.
- Cumulative Result:
61 officials exposed to Korean digital governance practices across two study visits, exceeding the 2024 benchmark and advancing toward the lifetime participation target

Cumulative Outcome-Level Results (2024–2025)

- Total direct beneficiaries (2024–2025):
Over 120 high- and mid-ranking public servants engaged through conferences, workshops, and study visits.

- Institutional impact:

Progressive shift from awareness-building (2024) to applied learning, policy dialogue, and institutional cooperation (2025).

- Strategic sustainability:

The signing of the Global MOU between MOIS and UNDP (November 2025) institutionalized cooperation beyond project-level activities, reinforcing long-term impact.

Section 5: Cross-Cutting Integration

The Project integrates key UNDP cross-cutting principles by promoting inclusive, rights-based, and sustainable digital governance across participating countries. It advances the Leave No One Behind principle by ensuring equitable participation of public servants from twelve countries with varying levels of digital readiness and by promoting citizen-centric digital services that reduce access gaps. Human rights considerations are embedded through a strong focus on ethical AI, data protection, transparency, and accountability, supporting alignment with international norms on privacy and non-discrimination. Gender equality is systematically mainstreamed, with women comprising approximately 37–41% of beneficiaries during 2024–2025 and actively participating in capacity-building activities and policy dialogues. The Project further contributes to sustainability and institutional resilience by strengthening long-term public-sector capacities for data-driven decision-making and adaptive governance. While it does not directly address environmental objectives, enhanced digital governance systems supported by the Project can indirectly enable evidence-based environmental planning, climate-informed policymaking, and risk-responsive public administration.

IV. Partnerships and Sustainability

Partnerships

The Project is implemented through a strong multi-stakeholder partnership framework led by the Government of the Republic of Korea—through the Ministry of the Interior and Safety (MOIS) and the National Information Society Agency (NIA)—as the primary donor and strategic partner, with UNDP Kazakhstan as the implementing partner utilizing the Astana Civil Service Hub (ACSH) as a regional knowledge exchange platform. Partnerships with national and sub-national government institutions from twelve participating countries are complemented by collaboration with international organizations, including the OECD and UN DESA (policy dialogue and global governance perspectives), the World Bank (institutional reform and digital public sector frameworks), and the International Telecommunication Union (ITU) (digital infrastructure, connectivity, and standards), as well as academia and the private sector. Stakeholders were actively engaged throughout planning, implementation, monitoring, and learning processes, ensuring strong national ownership and sustainability of results. These partnerships directly enhanced capacity development, policy relevance, and visibility of results, with knowledge products and lessons learned disseminated through international forums and UNDP and ACSH knowledge platforms.

Sustainability

The Project has prioritized sustainability by strengthening institutional capacities and embedding results into lasting structures, notably through the Astana Civil Service Hub (ACSH) as a permanent regional knowledge platform. Knowledge products, including the **Open Data Policies and Practices: Select Country Cases (2022)**, **Standards Frameworks for Digital Transformation (2023)**, and **“Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives” (2025)**, are publicly accessible and integrated into ACSH and UNDP platforms to support ongoing learning and replication. The Project also established a **regional network among participating countries, Korea, and international organizations**, serving as a platform for partnerships, knowledge sharing, and access to benchmarks, best practices, solutions, and technologies. Strategic partnerships, formalized through the November 2025 Global MOU between MOIS and UNDP, reinforce national ownership, peer-to-peer cooperation, and alignment with digital governance reforms, creating a strong foundation for scaling impact and informing the next project phase (2027–2029).

V. Update on risks and mitigation measures

During the reporting period, the project's risk landscape remained stable with no major emerging threats. Key strategic and operational risks—such as potential decline in participating countries' interest and engagement, and the project's ability to deliver tangible results—continue to be closely monitored. Mitigation measures included regular consultations with participating countries and government agencies to ensure demand-driven and timely implementation of activities, broad engagement of officials in capacity-building initiatives, and continuous communication highlighting ACSH achievements. Financial risks, including currency fluctuations (Korean Won and USD) and potential funding reductions, were addressed through careful fund management, cost optimization, co-organization of events, and ensuring best value for money. These measures have strengthened stakeholder confidence, safeguarded the continuity and effectiveness of project outcomes, and maintained the relevance of ACSH activities. An updated risk log is provided in the annex.

VI. Key Challenges, Lessons Learned and Recommendations

Challenges:

1. Ensuring sustained engagement of participating countries

Maintaining active participation of countries across Central Asia, the Caucasus, and Asia-Pacific has been a persistent challenge, particularly given competing national priorities and staff turnover in partner agencies. This impacted the project by occasionally slowing the pace of joint activities and limiting timely data collection for knowledge products. Mitigation measures included continuous high-level consultations, tailored engagement strategies for each country, and scheduling activities that aligned with national priorities. Regular virtual briefings and peer-to-peer exchanges also helped maintain momentum. **Recommendation:** Future phases should establish more formalized commitment mechanisms and multi-year engagement plans with partner countries to ensure continuity of participation.

2. Financial and operational risks

Currency fluctuations (Korean Won and USD), potential funding reductions, and operational constraints occasionally posed challenges for timely implementation. Mitigation included careful fund management, cost optimization, cost-sharing with partners, and prioritization of activities with high impact. **Recommendation:** Maintain robust financial risk assessment and flexible budgeting mechanisms for the next phase, while continuing to explore co-funding opportunities.

Lessons Learned:

1. Institutionalized knowledge platforms strengthen sustainability

Embedding ACSH as a permanent regional knowledge hub proved effective in sustaining engagement, fostering peer-to-peer learning, and ensuring continued access to benchmarks, best practices, and solutions. Recommendation: Future projects should continue to leverage ACSH as the central platform for all knowledge products and collaborations, while expanding its functionality to support interactive learning and policy experimentation.

2. High-level partnerships enhance project credibility and results

The signing of the November 2025 Global MOU between MOIS and UNDP demonstrated the value of formalized partnerships in maintaining national ownership and commitment. High-level engagement facilitated smoother implementation and reinforced the relevance of activities. Recommendation: Maintain and expand strategic partnerships with governments, international organizations, and regional stakeholders to enable scaling up of initiatives and ensure alignment with national digital governance reforms.

3. Flexibility in engagement and activity planning is critical

Adapting activities to the varying capacities, priorities, and schedules of participating countries proved essential for effective implementation. Tailored approaches increased participation and strengthened stakeholder confidence. Recommendation: Future phases should continue flexible planning and incorporate adaptive management practices to respond to country-specific contexts and emerging opportunities.

4. Knowledge products as tools for policy impact

Products such as the Open Data Policies and Practices: Select Country Cases (2022), Standards Frameworks for Digital Transformation (2023), and “Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives” (2025) were instrumental in guiding policy dialogue and enhancing regional learning. Recommendation: Continue producing targeted, demand-driven knowledge products and strengthen mechanisms to monitor their utilization and impact on policy and practice.

VII. Financial Summary³

Table 1: Overview of available resources for the project duration

Donor	Opening Balance 2025	Contribution Received 2025	Available Resources
Government of Korea	72,177.00	397,000.66	19,120.12
Total	72,177.00	397,000.66	19,120.12

Table 2: Overview of allocation and utilization⁴ per output

Output	Government of Korea	Total Balance
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³ Disclaimer 1: Data contained in this financial report section is an extract of UNDP financial records. All financial provided above is provisional. Certified financial statements will be provided on <indicate date (30 June of the following year)>.

⁴ Disclaimer 2: Of the USD xxxx presented above, USD xxxx corresponds to eligible expenses (as per IPSAS terminology), and USD xxxx corresponds to legal commitments in force between UNDP and third parties for the reporting period.

	Budget	Utilization	
Output 1 Capacity development of high- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations, think tanks, etc.	268,000	266,179.55	1,870.45
Output 2 High- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations are exposed to digital transformation practices through study visits to the Republic of Korea	162,000	144,700.88	17,299.67
Total	430,000	410,879.88	19,120.12

Project manager

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data 29-Jan-2026

VIII. Annexes

Annex I: Progress Review: detailed matrix of activities and results

EXAMPLE - Repeat the table for every output so that it will be easier to manage and much clearer for presentation.

Outputs	Indicators	Baseline	Annual target	Progress / Milestone
Output 1 Capacity development of high- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations, think tanks, etc.	1.1 Inter-regional conference completed, and activities are prioritised for the duration of the project	1	0	0
	1.2 Number of mid- and high-ranking officials attending the inter-regional conference to discuss their capacity development needs and wants	50	0	0
	1.3 Number of workshops implemented on digital transformation aspects and on digital governance related topics	308	72 40% women	27 40.7% women
	1.4 Number of mid- and high-ranking officials attending workshops on digital transformation and/or digital governance disaggregated by gender	2	1	1
	1.5 Number of Knowledge products prepared and published on topics related to digital transformation and/or digital governance	2	1	1

Activities	Results
1.1 Inter-regional conference completed, and activities are prioritized for the duration of the project	not planned for 2025
1.2 Number of mid- and high-ranking officials attending the inter-regional conference to discuss their capacity development needs and wants	not planned for 2025
1.3 Number of workshops implemented on digital transformation aspects and on digital governance related topics	A two-day inter-regional capacity development workshop titled "Public-Private Partnerships in Implementing Digital Transformation Strategies and Using AI" was successfully held on 23–24 June 2025 in Samarkand, Uzbekistan⁵, on the margins of the United Nations Public Service Forum. The event was jointly organized by the Ministry of the Interior and Safety (MOIS) and the National Information Society Agency (NIA) of the Republic of Korea, UNDP Kazakhstan, and the Astana Civil Service Hub (ACSH), in collaboration with the Ministry of Digital Technologies of the Republic of Uzbekistan, and with the support of the UNDP Country Office in Uzbekistan. The workshop brought together civil servants from across Central Asia, the Caucasus, and the Asia-Pacific region to deepen their understanding of how public-private partnerships (PPPs) and artificial intelligence (AI) can be leveraged to drive digital transformation and strengthen digital governance. Through expert-led sessions and peer-to-peer exchanges, participants explored real-world experiences and models that demonstrate the potential of PPPs and AI to enhance the quality, efficiency, and responsiveness of public service delivery. The event contributed to strengthening institutional capacities and increasing awareness among participating countries of the practical steps required to foster innovation in governance. Participants gained valuable insights into successful PPP-based digital transformation models, particularly those implemented in the Republic of Korea. They also explored the application of AI in public administration, with a focus on data-driven decision-making,

⁵ <https://www.undp.org/kazakhstan/press-releases/civil-servants-central-asia-caucasus-and-asia-pacific-region-discussed-role-ppps-digitalization-and-use-ai-governance>

automation of processes, and improved citizen engagement. International experts, including Ms. Piret Tõnurist (Senior Programme Manager, OECD) and Mr. Vincenzo Aquaro (Chief of the Digital Government Branch, UN DESA/DPIDG), contributed with forward-looking presentations on global trends in GovTech, digital infrastructure, and the governance of emerging technologies. Their inputs provided a broader global policy perspective and helped frame national efforts within international innovation and digital governance trends. The workshop also served as a platform for participants to share national experiences, lessons learned, and reflect on common challenges such as regulatory gaps, limited institutional capacity, and the need for effective, long-term PPP frameworks. In doing so, they identified opportunities for joint solutions tailored to national contexts and aligned with regional and global priorities in digital transformation. Despite wide regional participation, representatives from Armenia and Cambodia were unable to attend due to unexpected last-minute travel disruptions. Flight routes were impacted by heightened geopolitical tensions in the Middle East, particularly due to airspace restrictions over Iran, as well as border-related challenges between Cambodia and Thailand, which created significant logistical constraints. The workshop was formally opened by high-level representatives, including the Deputy Minister of Digital Technologies of the Republic of Uzbekistan, the Director of the Digital Government Cooperation Division of MOIS, the Resident Representative of UNDP Kazakhstan, and the Chairman of the Steering Committee of the Astana Civil Service Hub, underscoring the strategic importance of regional partnerships in advancing digital governance. Overall, the workshop contributed directly to the achievement of Indicator 1.2 by facilitating inter-regional knowledge exchange, enhancing digital governance capacities, and reinforcing the value of cross-sector partnerships in implementing transformative reforms. The event also served to further regional collaboration and position participating countries to better address future challenges in the digital governance landscape.

	• How international AI governance frameworks are being translated into practice; • The role of multilateral organizations in promoting AI ethics and regulation; • National-level regulatory and institutional responses to emerging AI norms; • Public-private collaboration models in AI implementation; • Capacity-building needs and initiatives in developing and emerging economies. The publication serves as a practical reference and capacity-developing tool for policymakers and practitioners across the region. During the official release in Seoul, hard copies of the publication were distributed to representatives of all twelve participating countries, while the electronic version was made publicly accessible through the ACSH website. The launch in Seoul provided an opportunity to showcase the publication's findings, reaffirming the project's role and ensuring the sustainability of digital governance learning.			
Output 2	Indicators	Baseline	Annual target	Progress / target
Output 2 High- and mid-ranking officials involved with digital transformation policies and processes and digital governance policy formulation and implementation from relevant government organisations are exposed to digital transformation practices through study visits to the Republic of Korea.	2.1 Study visits to Korea organised for a select group of high- and mid-ranking officials involved with digital transformation and digital governance	2	1	1
	2.2 Number of mid- and high-ranking officials participating in the study visit	2	1	1
Activities	Results			
2.1 Study visits to Korea organised for a select group of high- and mid-ranking officials	A Study Visit on "AI-Driven Governance: Korea's Best Practices" was successfully held on 28–30 October 2025 in the Republic of Korea, in conjunction with the OECD Global Forum on Digital Government. It			

involved with digital transformation and digital governance	brought together over 30 high- and mid-ranking officials from the 12 participating countries of the project, who are directly involved in the formulation and implementation of national digital transformation and digital governance strategies. The study visit was jointly organized by the Ministry of the Interior and Safety (MOIS) and the National Information Society Agency (NIA) of the Republic of Korea, in collaboration with the United Nations Development Programme (UNDP) in Kazakhstan and the Astana Civil Service Hub (ACSH). The programme of the Study Visit featured high-level opening interventions by MOIS Director of the Digital Government Cooperation Division; Chairman of the Steering Committee of the ACSH; and Deputy Minister of Technology and Communications of the Lao PDR, underscoring the significance of inter-regional cooperation as a platform for sharing knowledge and best practices in digital transformation. It also included high-level presentations by the OECD team on the report "Governing with AI", alongside sessions by Korean ministries and agencies highlighting digital inclusion, AI-driven employment services, and public-private partnerships in digital innovation. Participants had the opportunity to present national progress and challenges in AI governance and digital transformation, fostering peer learning and cooperation across the participating regions. They also gained valuable insights into the innovative approaches of the Government of Korea during a field visit to Pangyo Techno Valley (Maum AI), where delegations observed practical examples of public-private collaboration in AI development and application. On 29–30 October, the delegations took part in the OECD Global Forum on Digital Government, where the OECD Digital Government Review of Korea, prepared by the OECD team and the Government of Korea, was officially presented. The Forum was co-organized by MOIS, OECD, and ACSH. It was also opened by high-level representatives – Vice Minister of the MOIS, the Secretary-General of the OECD, the Deputy Director of the OECD Directorate for Public Governance, and the Chairman of the ACSH, who highlighted the strategic role of digital governance and standardization in advancing sustainable development.
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	The Forum featured expert presentations on data governance, AI for government transformation, GovTech partnerships, and human-centred public services, as well as country cases and discussions. Participants exchanged experiences on promoting innovation, ethical AI use, and citizen-centric digital policies, with panel sessions highlighting the importance of responsible data management, multilateral cooperation, and trust in digital public services A special UNDP session titled “AI Governance for Good and Sustainable Development: Multilateral Strategies, Country Perspectives, and Cooperation” was moderated by Mr. Bakyt Zhexembay (ACSH Project Manager), which featured an open discussion among delegates from twelve participating countries. Participants exchanged views on national experiences, challenges, and innovative approaches in advancing responsible AI governance, emphasizing collaboration, trust, and accountability as key principles for sustainable development. Following the discussion, the session hosted the official launch of the joint knowledge product “Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives”, presented by Ms. Diana Sharipova (ACSH Project Associate). The knowledge product developed under Indicator 1.3 – contributes to global knowledge sharing efforts and supports the alignment of national reforms with international standards in digital governance and responsible AI use. The integrated event effectively advanced Indicator 2.1 by exposing participating officials to global and Korean best practices, facilitating strategic policy dialogues, and deepening networks of cooperation among digital-governance practitioners. It significantly enhanced participants’ understanding of data-driven, ethical, and citizen-centred approaches to governance, contributing to the long-term capacity-building outcomes of the project.												
2.2 Number of mid- and high-ranking officials participating in the study visit													
		AR M	AZ E	BG D	CA M	GE O	KA Z	KY R	LA O	MO N	PH I	TA J	UZ B
	Men	2	1	4	2	1	2	1	4	2	1	1	3

	Women	1	2	0	1	2	1	2	0	1	2	1	0
	Total	3	3	4	3	3	3	3	4	3	3	2	3
The number of the direct beneficiaries from participating countries was 37, of which 13 (35.1%) were women, and 24 (64.9%) were men.													

Annex II: Updated Risk Log

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mngt response	Owner	Last Update	Status
1	There is a risk that capacity development workshops organised on various aspects of digital transformation processes are not entirely relevant and timely and thus have not significant impact	01.01.2025	Strategic	As a result of misinterpreting the priorities and current needs of the participating countries which will impact on the expected results of the project and the quality of the knowledge and experience It will attempt to convey to its intended beneficiaries	Risk Treatment 1.1: the project will pay particular attention to ensure that topics are relevant and organise events that have maximum impact on knowledge and expertise mutually acquired by the participating countries. Risk Treatment 1.2: UNDP and ACSH possess the necessary	Project manager	30.06.2025	no change

					experience at both the substantive and operational levels to meet the demands of the project beneficiaries and achieve the project's expected results. Risk Treatment 1.3: First activity of the project – the inter-regional conference – aims at gathering and prioritising the immediate needs of the participating countries in the area of digital transformation.			
2	There is a risk that some of the participating countries withdraw from the project	01.01.2025	As a result of changing circumstances or their	Strategic	Risk Treatment 2.1: UNDP tolerates demands from participating countries and	Project manager	30.06.2025	no change

	either due to changing priorities or other issues of national interest unforeseen at the design stage of the project.		priorities are no longer congruent with the remaining Participating countries which will impact in the successful completion of the project as envisioned during its design and planning stages.		accommodates to the extent possible their participating circumstances change during the project implementation period.			
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Annex III: Annual Work Plan for 2026

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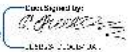
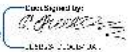
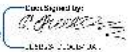
United Nations Development Programme



Annual Work Plan 2026

UNDP Kazakhstan

Project Title: Capacity Development of Public Servants for Advancing Digital Transformation and Digital Governance
Project Number: 01002236
Implementing Partner: UNDP Kazakhstan / Astana Civil Service Hub
Start Date: 25/03/2024 End Date: 31/12/2026 PAC Meeting date: 20/03/2024

Brief Description This project covers twelve countries situated in three geographical regions, i.e., in the Caucasus, and in Asia and the Pacific, which have taken some steps towards the digitalisation of their government operations and processes and for the delivery of public services to business and citizens, however in a varying degree. Moreover, most of them have also embraced the notion of digital transformation and of digital governance in their development strategies, although much still needs to be done towards their goal for digital transformation, incorporating the latest digital technologies, i.e., evidence-based policy formulation and implementation by harnessing abundant "big data", or for the provision of proactive, efficient, and effective public services digitally. Hence, this project – fully recognising the value of digital transformation and of digital governance – aims at further developing the capacities of public servants at different levels of government by transferring knowledge and experience enabling them to implement initiatives that will advance digital transformation and digital governance in their countries. It is expected that such knowledge and experience sharing will assist the participating countries to further develop policies initiatives that will allow them to establish data-driven public sectors for evidence-based policy making and implementation, and to introduce digital open governments that are proactive and user-driven resulting to efficient and effective public service provision and an increase of trust in government. Ultimately, utilising digitalisation for shaping public governance outcomes will be beneficial for their citizens. In sum, the project will provide capacity development to public servants from different levels of governments of the participating countries. The project has two outputs. The first comprises a series of workshops, and the production and publication of some knowledge products, as well as a fact-finding inter-regional conference to determine the areas the workshops will focus on. The second output is a series of study visits to Korea, aimed at exposing the representatives of the participating countries to digital transformation policies and practices already in place. This project aspires to contribute towards the goal for state institutions at all levels to effectively design and implement gender-responsive, human rights- and evidence-based policies, and provide quality public services in an inclusive, transparent, and accountable manner improving the quality of life for the citizens of the participating countries in congruence with UNSDCF Outcome 2.2. Additionally, the expected results of the proposed project are aligned with the objectives of the UNDP Digital Strategy 2022-2025, which constitutes one of three enablers in UNDP's 2022-2025 Strategic Plan.				
Contributing Outcome (CPD): 2.2 By 2025, state institutions at all levels effectively design and implement gender-sensitive, human rights- and evidence-based public policies, and provide quality services in an inclusive, transparent, and accountable manner. Indicative Output(s) with gender marker: 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. Gender Marker: GEN 1.	Total resources required 2026 (in USD):	400, 000		
	Donor: Government of the Republic of Korea	400, 000		
Agreed by (signatures): <table border="1"><tr><td>Implementing Partner (UNDP) Sukhrob Khojimatomov, Deputy Resident Representative</td><td> Date: 03-Dec-2025</td></tr></table>			Implementing Partner (UNDP) Sukhrob Khojimatomov, Deputy Resident Representative	 Date: 03-Dec-2025
Implementing Partner (UNDP) Sukhrob Khojimatomov, Deputy Resident Representative	 Date: 03-Dec-2025			

Annex IV: Assets List.

No reportable assets are associated with this project.

Annex V: Knowledge Generation

In 2025, the Project continued to generate and apply knowledge to strengthen regional digital governance capacities. Insights were drawn from study visits in Korea and Samarkand, workshops, and peer-to-peer exchanges with participating countries, as well as collaborations with OECD and UNDESA. These inputs informed adaptive management, guided demand-driven activities, and supported evidence-based policy dialogue.

The key knowledge product produced was:

- [“Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives”– analyzes international and national frameworks for AI governance, highlighting policy,](#)

[legal, regulatory, and ethical approaches to managing AI opportunities and risks in public administration.](#)

Knowledge generation activities included study visits, workshops, and exchanges, while outputs were disseminated through the ACSH digital library and online platforms, ensuring access to best practices, solutions, and emerging technologies.