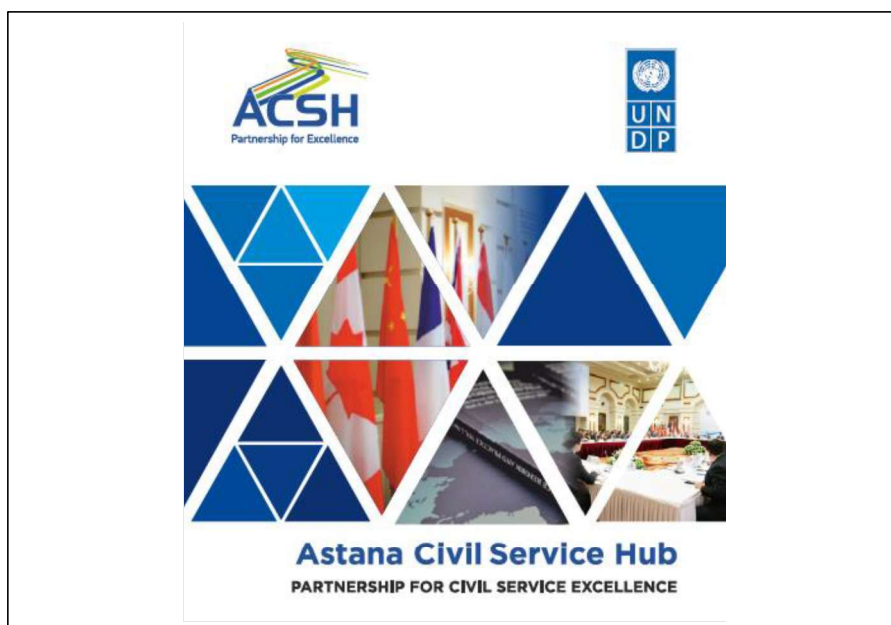




Institutional Support to Astana Civil Service Hub, Phase 4

Annual Project Progress Report

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



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Project Manager:	Name: Bakyt Zhexembay Email: bakyt.zhexembay@undp.org Tel.: + 7 701 924 1071

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Acronyms

RBEC	Regional Bureau for Europe and the Commonwealth of Independent States
UNDP	United Nations Development Programme
ACSH	Astana Civil Service Hub
MOIS and NIA	Ministry of the Interior and Safety, National Information Society Agency
GCC	Gulf Cooperation Council
OECD	Organisation for Economic Co-operation and Development
ASPA	American Society for Public Administration
EROPA	Eastern Regional Organisation for Public Administration
AAPAM	African Association for Public Administration and Management
CAFRAD	African Training and Research Center in Administration for Development
CLAD	Latin American Center for Development Administration
IIAS	International Institute of Administrative Sciences

I. Executive Summary

In 2025, the project made strong progress across all three outputs, advancing research, capacity building, and international cooperation. Under Output 1, ACSH exceeded all publication targets, releasing major works—including *Public Administration in the New Reality*—and producing multiple comparative studies, policy briefs, and gender-focused editions. Output 2 saw significant expansion of capacity-building activities, with 23 events and 1,848 participants (48% women), and an 82% satisfaction rate. Output 3 achieved substantial growth in strategic partnerships, conducting 18 triangular cooperation exchanges and expanding the ACSH network to 45 countries. High-level engagements, global outreach missions, and participation in key international forums further strengthened ACSH’s role as a regional and global platform for advancing public administration, civil service reform, and digital governance.

II. Introduction / Background

Since 2013, the ACSH operates as a multilateral and networking platform promoting supporting public service excellence, by assisting the efforts of the participating countries' governments – particularly those in the immediate region – in building institutional and human capacity to cope with contemporary challenges and issues through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge creation and management. It is worth noting that all ACSH activities are shaped by a flexible demand-driven agenda, which has proved its relevance in regional and international development cooperation over the years. The quality of its work has been highly acclaimed by the United Nations and its sister agencies, as well as by the European Union, and the Organisation for Economic Development and Cooperation and by many participating countries. The vision and mandate of this fourth phase of the project is to continue contributing to the establishment of modern, effective, efficient, and sustainable governance, public administration, and civil service systems in its participating countries and beyond, which meet society's expectations for responsive, accountable, and transparent public institutions; in congruence with the SDG 16 and 17 objectives.

III. Progress Review: Key Activities and Results, 2025

Expected outputs	Output indicators ¹	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 Management ACSH participating countries are better informed about public administration, civil service, and public service delivery developments and advancement and about latest trends.	1.1 Number of public administration and civil service development related books published and disseminated.	Publishing records; ACSH web portal.	2	2023	2	0	1
	1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.	Publishing records; ACSH web portal.	19	2023	2	2	4
	1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated.	Publishing records; ACSH web portal.	3	2023	10	1	7
	1.4 Number of publications dealing with gender aspects	Publishing records; ACSH web portal.	0	2023	0	1	8
	1.5 Number of journal editions published	Publishing records	17	2023	2	1	8

¹ Indicator sequence numbers correspond to those in the Project Document.

Expected outputs	Output indicators ¹	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 2 – Capacity Development and Peer-to-Peer Learning Public administration institutions, civil service agencies, and public service delivery organisations are enabled to apply knowledge, experience, and skills acquired through mutually learning activities.	2.1 Number of capacity development events – conferences, workshops, seminars, trainings, study visits, etc – coordinated by ACSH to support public administration transformation, civil service development and public service delivery digitalisation in the ACSH participating countries.	Event reports.	152	2023	23	10	23
	2.2 Number of participants in capacity development events – conferences, workshops, seminars, trainings, study visits, etc – disaggregated by gender.	Lists of participants, statistical information.	12,000 40% women	2023	1,252 32% women	250 45% women	1848 48% women
	2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	Satisfaction surveys' results	80%	2023	82%	Not less than 80%	82%
	2.4 Number of P2P Learning Alliances created and functioning under the support of the ACSH.	Event reports; mass media records.	5	2023	0	1	0
	2.5 Number of activities taking place under the P2P Learning Alliance modality.	Event reports.	13	2023	2	2	2
	2.6 Number of scholarships granted to civil servants from the ACSH participating countries to study at the Academy of Public Administration in Kazakhstan.	APA attendance records.	24	2023	0	2	0
Output 3 – Partnerships and Networking ACSH participating countries benefit from P2P learning activities and TrC exchanges and adapting innovations in public administration, civil service, and public service delivery.	3.1 Number of triangular cooperation exchanges including South-South, East-East. Europe-Asia, East-West, etc taking place involving ACSH participating countries.	Event reports; mass media records; agreements signed.	45	2023	16	5	18
	3.2 Number of countries participating in the ACSH network of exchange of knowledge and experience activities in public administration development, digitalisation, public service delivery and civil service advancement.	Event reports; mass media records; project records.	43	2023	2	2	0
	3.3 Number of international and regional organisations that the ACSH forges partnerships with in conveying knowledge and experience	Joint event reports; agreements signed.	90	2023	3	1	5

Expected outputs	Output indicators ¹	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			
	across its participating countries through joint events and other activities.						
	3.4 Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.	Number of experts from the ACSH Roster utilised.	134	2023	4	3	11

The Project has three major outputs, under which a multitude of activities are implemented. A brief description of activities implemented by output, in 2025, follows.

Output 1 – Research and Knowledge Management - ACSH participating countries are better informed about public administration, civil service, and public service delivery developments and advancement and about latest trends

1.1 Number of public administration and civil service development related books published and disseminated.

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

The new ACSH book “**Public Administration in the New Reality**” was published by Palgrave Macmillan in May 2025. The book is the result of a collaborative effort of 37 contributors from 19 countries. The foreword to the book was written by the President of Kazakhstan, **Mr. Kassym-Jomart Tokayev**.²

1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.

NUMBER OF PUBLICATIONS - TARGET: 2; RESULT ACHIEVED: 4

During the reporting period, the ACSH published a cross-country comparative analyse titled “**Global approaches to AI Governance: Policy, Legal, and Regulatory Perspectives**,” which was launched during the study visit to Korea in October.³

A case study “**De-bureaucratization through Digital Government Reform: Bahrain Case Study**” was published and disseminated both online and in hard copies among participants of the Hub's activities.⁴

² <https://link.springer.com/book/10.1007/978-981-96-3845-1>

³

⁴ https://www.astanacivilservicehub.org/uploads/case_studies/Global%20approaches%20to%20AI%20Governance:%20Policy,%20Legal,%20and%20Regulatory%20Perspectives.pdf

https://www.astanacivilservicehub.org/uploads/research_pdf/De-bureaucratization_Bahrain_fin.pdf

Per the request from the Agency for Civil Service Affairs of the Republic of Qazaqstan, the ACSH commissioned a comprehensive sociological study to assess **the level of anti-corruption culture and intolerance toward manifestations of corruption**, which was presented to the Agency in form of an evidence-based research paper.

In collaboration with the Ministry of Personnel Management of the Republic of Korea, a study titled "**Strategic Approaches to the Use and Role of the ACSH Center in Korea**" has been completed, the final report is under review.

1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated

NUMBER OF PUBLICATIONS - TARGET: 1; RESULT ACHIEVED: 7

An international review **on whistleblower protection and conflict of interest** was prepared at the request of the Agency for Civil Service Affairs of the Republic of Qazaqstan.

A digital guide on **Artificial Intelligence in Public Communication** was published in response to the demand from participants of the workshop "AI for Effective Public Communication," organized for press staff of central and local government bodies of Qazaqstan in May 2025.⁵

The article "**Cooperation Modalities and Benchmarking for Good Governance in the New Reality**" was published in the Asian Review of Public Administration.⁶ Policy recommendations on various aspects of public administration and civil service were shared in **an interview-style article by Alikhan Baimenov on the topic of artificial intelligence**, published on the UNDP Kazakhstan blog,⁷ as well as through local mass media, including interviews with AzatNEWS⁸ and BAQ.kz.⁹

1.4 Number of publications dealing with gender aspects

NUMBER OF EDITIONS PUBLISHED – TARGET:1; RESULT ACHIEVED: 8

The main section of the March edition of the International Journal of Civil Service Reform and Practice was dedicated to gender issues in civil services across Central Asia. It included 5 articles and 2 commentaries by authors from Kyrgyz Republic, Qazaqstan, Tajikistan, Turkmenistan, Uzbekistan. One more commentary on gender equality in Turkmenistan was published in the September issues of the Journal.

1.5 Number of journal editions published

NUMBER OF EDITIONS PUBLISHED – TARGET:2; RESULT ACHIEVED: 8

In 2025, 2 regular issues and a special edition of the International Journal of Civil Service Reform and Practice were published. While the March edition includes nine contributions from across Central Asia,¹⁰ the September edition – with eight papers in total – was dedicated specifically to the 30th anniversary of the Academy of

⁵ https://www.astanacivilservicehub.org/uploads/news_images/2025/A1%20guide.pdf

⁶ <https://journal.eropa-arpa.co/index.php/arpa/article/view/9>

⁷ <https://www.undp.org/kazakhstan/blog/new-technologies-enhance-value-human-capital>

⁸ <https://www.youtube.com/watch?v=sdzhUBsUSuY>

⁹ <https://baq.kz/live-bir-palataly-parlament-partivalardyn-kushevuine-serpin-beredi-alihan-baymenov-20021147/>

¹⁰ <https://www.astanahubjournal.org/index.php/jicsrp/issue/view/33>

Public Policy and Administration under the President of the Republic of Uzbekistan.¹¹ The Special edition on China's experience has gathered 15 academic articles from the Central Party School of China.

In addition, three issues from previous years that had been available on the website only in draft form were published with backdated entries. This was done because the finalization of several contributions within the editorial committee was delayed due to prolonged response times from the authors.

Output 2: Capacity building and peer learning – Public administration institutions, civil service agencies, and public service delivery organisations are enabled to apply knowledge, experience, and skills acquired through mutually learning activities.

During this reporting period, numerous capacity building and peer learning activities were organised by the ACSH dealing with several issues that are pertinent to public administration, civil service management, etc in its participating countries, including Kazakhstan. The ACSH collaborated in many instances with organisations such as the American Society for Public Administration, as well as numerous government and educational institutions in Kazakhstan, e.g.,:

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 the ACSH participating countries.

NUMBER OF CAPACITY DEVELOPMENT EVENTS – TARGET: 10; RESULT ACHIEVED: 23

Sixteenth capacity development events took place during the reporting period were organised, and/or coordinated by the ACSH and several of its expert staff participated into. Namely:

1. 10 December, Astana. the Astana Civil Service Hub, together with the UNDP and Hanns Zaidel Foundation, organised a round table on "Development of local government in the digital age: strategic guidelines and practices" with the participation of experts and practitioners of the Peer-to-Peer Learning Alliances on AI and Governance Transformation, from Central Asia, the Caucasus, international experts, and beyond.
2. 12 November, Hong Kong, Within the framework of the Urban Governance and Innovation Conference 2025, the Astana Civil Service Hub, together with the Agency of the Republic of Kazakhstan for Civil Service Affairs and Regional Association of Public Administration, held a session on "Public Administration Transformation in Central Asia and the Caucasus: Challenges, Innovations and Regional Collaboration".
3. October 28-30, Baku, Azerbaijan. Internship for 2 civil servants in education and healthcare areas. They are winners of republic competition as best civil servants.
4. October 16, Aktobe, Kazakhstan. At the invitation of the Akimat of Aktobe region, ACSH presented results of analytical research on the topic "Administrative System and Civil Service: Factors of Effectiveness" for aul akims of Aktobe region.
5. August 22, Almaty, Kazakhstan. Within the framework of the Human Capital Forum 2025, the Astana Civil Service Hub, together with the Agency of the Republic of Kazakhstan for Civil Service Affairs, held a session on "The Future of HR in the Civil Service: Challenges and Opportunities in the Age of Artificial Intelligence" with the participation of experts and practitioners from various countries
6. August 19, Astana, Kazakhstan. At the invitation of the Academy of Public Administration under the President of the Republic of Kazakhstan, ACSH presented results of analytical research on the topic "Administrative System and Civil Service: Factors of Effectiveness" for district akims of Kazakhstan.

¹¹ <https://www.astanahubjournal.org/index.php/ijcsrp/issue/view/36>

7. July 21–24, Astana, Kazakhstan. A training session on “Interview Techniques for Candidates” was conducted for members of the Supreme Judicial Council. The training was organized at the request of the Supreme Judicial Council with the involvement of experts in HRM .
8. July 3. Astana, Kazakhstan. ACSH presented results of analytical research on the topic “Leadership in Public Administration” for candidates of the Presidential Youth Personnel Reserve. The presentation was organized upon request by the Academy of Public Administration under the President of Kazakhstan.
9. June 26–27. Astana, Kazakhstan. The UNDP in Kazakhstan, together with the Academy of Public Administration under the President of the Republic of Kazakhstan and with the support of the ACSH, conducted a two-day “ToT” workshop on the topic “An Ethical and Safe Environment in the Civil Service.” More than 30 ethics commissioners from central state bodies of Kazakhstan took part in the event.
10. June 23. Samarkand, Uzbekistan. As part of the UN Public Service Forum, organized by UNDESA and the Government of Uzbekistan, the ACSH held a panel session on the topic “Digital Transformation in Government: How to Sustain Civil Servants’ Motivation,” featuring experts from Australia, Azerbaijan, and other countries. The event included a presentation of the Hub’s book “Public Administration in the New Reality.”
11. June 20. Astana, Kazakhstan. The Agency of the Republic of Kazakhstan for Civil Service Affairs, together with the Academy of Public Administration under the President of Kazakhstan and with the support of the ACSH, organized the GovHR Forum, dedicated to discussing current challenges and trends in civil service human resource management. The forum gathered over 250 participants, including more than 40 scholars, experts, and practitioners from 16 countries. The event also featured a presentation of the Hub’s book “Public Administration in the New Reality.”
12. June 16. New York, USA. The Permanent Mission of Kazakhstan to the United Nations hosted a presentation of the ACSH’s book “Public Administration in the New Reality” for diplomatic missions of UN Member States.
13. June 16. New York, USA. A roundtable discussion titled “Public Administration in the New Reality: Challenges and Prospects” was held at the UNDP Headquarters, organized by the ACSH in cooperation with GPGS. Participants included Mr. Larbi Djacta, Chair of the International Civil Service Commission; Ms. Dima Al-Khatib, Director of the UNOSSC; Ms. Sarah Lister, Head of Governance, UNDP BPPS; as well as other international public administration experts. The roundtable also included a presentation of the Hub’s book “Public Administration in the New Reality.”
14. May 14–16. Astana, Kazakhstan. The seminar “Artificial Intelligence for Effective Communication with the Public” was organized by the ACSH for press secretaries of state bodies, with the participation of international experts.
15. 30 March, Washington, USA. The Astana Civil Service Hub held a panel session on “Motivating the Public Servant: Challenges in the Digital Age” as part of the ASPA 2025 Annual Conference. Presentations were delivered by scholars and practitioners from Australia, Kazakhstan, the USA, Uzbekistan, and South Korea.
16. 17 February, Bahrain. The ACSH presented the research results on “Public Administration in the New Reality: Perspectives from Central Asia” (based the book) at Al Ahlia University of Bahrain, where he shared insights on modernizing civil service systems and promoting good governance practices.
17. 13 February, Dubai, UAE. A high-level ministerial roundtable was held on the theme “Envisioning 2045: Inclusive Pathways to Sustainable Development” within the framework of WGS 2025. Chaired by Abdulla Nasser Lootah, Assistant Minister of Cabinet Affairs for Competitiveness and Knowledge Exchange, Chairman of the National Committee on SDGs, and Vice-Chair of the Global Councils on SDGs, the meeting welcomed ministers from India, Canada, Uzbekistan, Brunei Darussalam, Jordan, Kyrgyzstan, Kosovo, the Seychelles, Madagascar, Malta, South Africa, Mongolia, Latvia, and other countries.
18. 29 January, Tashkent, Uzbekistan. The ACSH presented the analytical research on “Leadership in Public Administration” for the School of Women Leaders at the Academy of Public Administration under the President of the Republic of Uzbekistan. The lecture was attended by 200 female civil servants.
19. 22–24 January, Astana, Kazakhstan. A workshop on Crisis Leadership for civil servants was held as part of the FEI International Engagement Program.

2.2 Number of participants in capacity development events - conferences, workshops, seminars, trainings, study visits, etc, disaggregated by gender.	NUMBER OF PARTICIPANTS IN CAPACITY DEVELOPMENT EVENTS DISAGGREGATED BY GENDER – TARGET: 250 (45% women); RESULT ACHIEVED: 1848 (48% women) More than 1848 government officials, academics, and experts participated in the capacity development events implemented during the reporting period.
2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	NUMBER OF CAPACITY DEVELOPMENT EVENTS – TARGET - Not less than 80%; RESULT ACHIEVED: 82% According to the results of the survey of the participants of the events and persons representing the Customer, the share of stakeholders satisfied with the events of the ACSH was 82% of them: - for the forum, conference, panel session within the framework of the ASPA conference, seminars and open lectures - 78%. - for research, analytical notes, recommendations and proposals, publications - 86%.
2.4. Number of P2P of P2P Learning Alliances created and functioning under the support of the ACSH	NUMBER OF P2P LEARNING ALLIANCES CREATED AND FUNCTIONING – TARGET: 1; RESULT ACHIEVED: 0 The ACSH has further expanded the Peer-to-Peer (P2P) Learning Alliance on AI and New Technologies, building on its existing initiatives on Public Service Delivery, E-Government Development, Transformation and Innovations in Governance, and the Virtual Alliance. Rather than creating a new alliance, the focus in 2025 was on broadening participation and deepening collaboration among practitioners from Central Asia, the Caucasus, and beyond. For example, in the coming period, it is planned to engage the Chinese Institute of Global Governance and Innovation for a Shared Future of the City University of Hong Kong and to further expand the Alliance's thematic scope, with an increased focus on Urban Governance and Innovation. These alliances continue to serve as dynamic platforms for knowledge exchange, best practices, and co-creation of innovative solutions, enabling participating countries and institutional partners to develop best-fit approaches to governance challenges.
2.5 Number of activities taking place under the P2P Learning Alliance modality.	NUMBER OF ACTIVITIES TAKING PLACE – TARGET: 2; RESULT ACHIEVED: 2 1. In December 2025, one activity is expected to take place under the ACSH P2P Learning Alliance framework. The planned event is a Round Table on "Development of Local Government in the Digital Age: Strategic Guidelines and Practices" (10 December 2025, Astana), organized by the ACSH together with UNDP and the Hanns Seidel Foundation. The event will bring together experts and practitioners of the P2P Learning Alliances on AI and Governance Transformation, from Central Asia, the Caucasus, international experts, and beyond, to exchange experiences and discuss innovative approaches to strengthening local governance in the digital era. 2. On 20 November 2025, the event "20 Years of Public Service Quality Evolution in Kazakhstan: From the 'One-Stop Shop' to Digital Innovation", co-organized by the Astana Civil Service Hub (ACSH), was successfully held, bringing together over 150 participants, including representatives of the Government of Kazakhstan, heads of Citizens Service Centers from all regions of the country, as well as prominent academics and students.

2.6 Scholarships granted to civil servants of the ACSH participating countries to study at the Academy of Public Administration under the President of Kazakhstan
NUMBER OF SCHOLARSHIPS GRANTED – TARGET: 2; RESULT ACHIEVED: 0 In 2025 no applications have been submitted for full-time study in the Master's degree program
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 other taking place involving the ACSH participating countries. NUMBER OF EXCHANGES IMPLEMENTED – TARGET: 5; RESULT ACHIEVED: 18 1. Expansion of the global outreach of the Astana Civil Service Hub: in 2025, the ACSH expanded its network of participating countries from 43 to 45, with the inclusion of Cambodia and Lao People's Democratic Republic. This expansion reflects the growing recognition of the Hub's role as a regional platform for advancing digital transformation and innovation in civil service 2. High-level engagement with National Leadership: On 17 January 2025, the President of the Republic of Kazakhstan, Kassym-Jomart Tokayev, received Alikhan Baimenov, Chairman of the Steering Committee of the Astana Civil Service Hub. During the meeting, global trends and doctrines of public administration reform were discussed. The President reaffirmed that the Hub provides ongoing expert support for Kazakhstan's reforms and instructed coordination with relevant government bodies. This meeting highlights the Hub's strategic alignment with national reform agendas and strengthens its institutional profile and potential impact.¹² 3. Cooperation and partnership engagement: During the reporting period, the ACSH Senior Management participated in 16 cooperation exchange meetings and partnership activities, comprising bilateral meetings with government and international counterparts, participation in events hosted by partners, and ACSH-organized events with invited stakeholders. These activities facilitated knowledge-sharing, strengthened collaboration, and supported the implementation of regional initiatives on public administration, digital transformation, and civil service innovation. The details of each engagement are listed below: 3.1.1. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov held bilateral meeting with First Deputy Director of the Agency for Governance Efficiency under the President of the Republic of Uzbekistan Mr. Amir Temirkhon Musaev and with Mr. Adkham Bekmurodov, Rector of the Academy of Public Administration under the President of Uzbekistan. (29-30 January 2025, Tashkent, UAE) ¹³ 3.2. Chairman of the Steering Committee of the Astana Civil Service Hub Mr. Alikhan Baimenov presented the experience of the ACSH at the World Government Summit 2025. During the Summit a Ministerial roundtable on "Effective Governance and Crisis Resilience" was held with the support of ACSH, focusing on strengthening institutional resilience, enhancing digital governance, and adapting public administration to global challenges. On the sidelines of the Summit, the ACSH held productive

¹² <https://www.akorda.kz/ru/president-prinval-predsedatelya-upravlyayushchego-komiteta-astaninskoqo-haba-qosudarstvennoy-sluzhby-alihana-baymenova-170558>

¹³ <https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-expands-cooperation-with-uzbekistan>

bilateral meetings with international organisations and regional professional associations such as OECD, ASPA, EROPA, AAPAM, CAFRAD, and CLAD, as well as with government representatives from Asia-Pacific, Latin America, and Africa.¹⁴ (12-14 February 2025, Dubai, UAE)

3.3. The ACSH advanced its international outreach by undertaking a mission to the Gulf Cooperation Council (GCC) region, visiting the Kingdom of Saudi Arabia, Bahrain and Oman. During the visit, the Chairman of the Steering Committee, Alikhan Baimenov, held high-level discussions with senior officials of the Kingdom's Institute of Public Administration, the Civil Service Bureau of Bahrain and Oman's Royal Academy of Management, exploring cooperation in capacity development, digital transformation and civil service innovation. During the visit, Chairman of the ACSH Steering Committee Mr. Baimenov held bilateral meetings with H.E. Dr. Bander Assad Ahmed Alsajjan, Director General of the Institute of Public Administration of the Kingdom of Saudi Arabia; with H.E. Shaikh Daij bin Salman bin Daij Al Khalifa, President of the Civil Service Bureau, and with Mr. Mohamed Al Qaed, Chief Executive Officer, Information Authority and eGovernment of the Kingdom of Bahrain; as well as with H.E. Mr. Sayed Salem Al Busaidi, Undersecretary of the Ministry of Labour, and Mr. Abdulaziz Al Risi, Deputy President of the Royal Academy of Management of the Sultanate of Oman. Mr. Baimenov also met with Dr. Ra'ed Ben Shams, President of the International Institute of Administrative Sciences, to discuss potential partnership modalities and joint activities. This move represents a major step in the ACSH's strategic efforts to deepen regional partnerships and promote public-administration excellence across new geographies. (February – March 2025, Riyadh-Manama-Muscat)¹⁵

3.4. The ACSH delegation took part in the Annual Conference 2025 of the American Society for Public Administration (ASPA), where organized a panel session on "Motivation of Public Servants: Challenges of the Digital Era." The ACSH's session brought together leading scholars and public administration experts to discuss how digital transformation is affecting the motivation and evolving roles of civil servants. (9 April 2025, Washington DC, USA)¹⁶

3.5. During the ASPA Annual Conference 2025, the ACSH announced the establishment of the first-ever dedicated section for Central Asia and the Caucasus within the ASPA, that is aimed to foster greater collaboration with global public administration experts, promote research and knowledge exchange, and contribute to the continuous improvement of governance systems across these regions. (9 April 2025, Washington DC, USA)¹⁷

3.6. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov participated in the 24th Session of the United Nations Committee of Experts on Public Administration (CEPA), held at the UN Headquarters in New York, reaffirming the Hub's commitment to promoting international collaboration in the field of public governance and public service development. (11 April 2025, New York, USA)¹⁸

¹⁴ In 2025, nearly 700 public and private sector leaders and experts convened at the World Governments Summit to explore humanity's most pressing challenges and share knowledge, insights, and best practices. The agenda featured 22 global forums exploring major future trends and transformations, more than 200 interactive sessions, and over 30 ministerial meetings and roundtables attended by more than 400 ministers. <https://www.worldgovernmentssummit.org/events/summits/2025>

¹⁵ <https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-contributes-to-the-world-government-summit-2025>

¹⁶ <https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-expands-new-horizons-of-cooperation-with-gcc-region>

¹⁷ <https://www.astanacivilservicehub.org/articles/view/historic-milestone-establishment-of-the-central-asia-and-caucasus-section-of-aspa>

¹⁸ <https://www.astanacivilservicehub.org/articles/view/historic-milestone-establishment-of-the-central-asia-and-caucasus-section-of-aspa-1>

¹⁹ CEPA, a UN technical advisory body reporting to the Economic and Social Council (ECOSOC), brings together leading global experts to provide evidence-based recommendations aimed at strengthening public administration systems worldwide.

<https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-advancing-global-partnerships-for-public-administration>

- 3.7. The ACSH jointly with UNDP Global Public Sector Programme organized an international roundtable on modern public administration was held at the UN Headquarters in New York, that brought together leading experts, practitioners and academics in the field of public administration to discuss current challenges and new trends shaping public administration at both the global and regional levels. (16 June 2025, New York, USA)¹⁹
- 3.8. The Agency of the Republic of Kazakhstan for Civil Service Affairs with support of the ACSH organized the International Forum on "CovHR: New Systems, Modern Services, Novel Solutions". The event served as a key platform for discussing critical issues related to human resource management in the public sector. On the sidelines of the Forum, Chairman of the ACSH Steering Committee Mr. Baimenov held a series of bilateral meetings with senior representatives of public institutions and academia, including Ms. Tsedensuren Lkhagva, Chairperson of the Civil Service Council (Mongolia); Mr. Saif bin Ali Al Kaabi, Acting Director General of the Civil Service and Government Development Bureau (Qatar); Mr. Saif bin Ali Al Kaabi, Acting Director General of the Civil Service and Government Development Bureau (Qatar); Mr. Musonera Gaspar, Permanent Secretary of the Ministry of Public Service and Labour (Rwanda); Mr. Ansu Tucker, Director General of the Human Resource Management Office (Sierra Leone); Dr. Jasim Al Ali, Professor at the Mohammed Bin Rashid School of Government (UAE); and also Prof. David Van Slyke, Dean of the Maxwell School of Citizenship and Public Affairs at Syracuse University (USA). (21 June 2025, Astana, Kazakhstan)²⁰
- 3.9. The ACSH delegation took part in the 2025 United Nations Public Service Forum in Samarkand, where the ACSH in collaboration with the Agency for the Development of the Civil Service under the President of the Republic of Uzbekistan, successfully held a workshop titled "Digital Change in Government: How to Keep Public Servants Motivated". (23 June 2025, Samarkand, Uzbekistan)²¹
- 3.10. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov held a meeting with the delegation of the People's Republic of China, headed by Mr. Chen Longfa, Director of the First Bureau for Civil Service Affairs of the Organization Department of the CPC Central Committee. The meeting was also attended by H.E. Mr. Han Chunlin, Ambassador of the People's Republic of China to the Republic of Kazakhstan. (17 July 2025, Astana, Kazakhstan)²²
- 3.11. In cooperation with ACSH, HR Association of Managers in Kazakhstan has organized an International Forum "Human Capital Forum", during which the ACSH & Agency for Civil Service Affairs's session "GovTalks" were held. The session focused on discussing the concept project of new Civil Service Law. (22 August 2025, Almaty, Kazakhstan)²³
- 3.12. A bilateral meeting was held between Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov and newly appointed Resident Representative of the Hanns Seidel Foundation Mr. Constantin Blaschke. During the meeting, the parties exchanged plans for the upcoming period and the following year and discussed opportunities for further joint initiatives. (29 August 2025, Astana, Kazakhstan)²⁴

¹⁹ <https://www.astanacivilservicehub.org/articles/view/roundtable-discussion-on-modern-public-administration-was-held-in-undp-headquarter>

²⁰ <https://www.astanacivilservicehub.org/articles/view/international-govhr-forum-held-with-the-support-of-the-astana-civil-service-hub>

²¹ <https://www.astanacivilservicehub.org/articles/view/astana-civil-service-hub-explores-new-horizons-of-international-cooperation>

²² <https://www.astanacivilservicehub.org/articles/view/global-insights-on-how-to-keep-public-servants-motivated-samarkand-uzbekistan>

²³ <https://www.astanacivilservicehub.org/articles/view/acsh-and-china-strengthening-cooperation-in-civil-service-development>

²⁴ <https://www.astanacivilservicehub.org/articles/view/mezhdunarodnyy-human-capital-forum-po-voprosam-razvitiya-chelovecheskogo-kapitala>

²⁵ <https://www.astanacivilservicehub.org/articles/view/new-stage-of-partnership-between-the-hub-and-the-hanns-seidel-foundation-in-central-asia>

3.13. Chairman of the ACSH Steering Committee of the Mr. Alikhan Baimenov participated online in the Meeting of the Board of Directors of the Asian Association for Public Administration. During the session, members discussed key initiatives in public sector innovation, governance reforms, and capacity-building programs across Asia. ACSH's participation reinforced its engagement with regional partners and its role in promoting excellence in public administration. (17 October 2025)²⁵ 3.14. The ACSH held a bilateral meeting with delegation from the Beijing Administrative Institute, led by Vice President Yuan Jifu. During the meeting, the parties discussed potential areas for further cooperation and expressed a shared commitment to continue developing the partnership. (4 November 2025, Astana, Kazakhstan)²⁶ 3.15. The ACSH strengthened its international partnerships through participation in the OECD Global Forum on AI. The Forum brought together senior civil servants and international experts to share experiences, discuss emerging trends in artificial intelligence, and explore opportunities for innovation in public administration. ACSH's participation reinforced its collaboration with OECD member countries, enhanced knowledge exchange on digital governance, and identified avenues for future regional and intergovernmental cooperation in civil service innovation. During the visit, bilateral meetings were held between Mr. Alikhan Baimenov and H.E. Min Jae Kim, where both sides discussed opportunities to deepen cooperation and advance joint initiatives in digital governance. Mr. Baimenov also met with Ms. Gillian Dörner to explore future collaboration and knowledge exchange between the ACSH and the OECD in advancing public sector innovation and modernization. (28-30 October 2025, Seoul, Republic of Korea)²⁷ 3.16. Chairman of the ACSH Steering Committee, Mr. Alikhan Baimenov, participated as a presenter at the conference “Urban Governance and Innovation”, organized by the Institute of Global Governance and Innovation for a Shared Future (IGG) at City University of Hong Kong (CityUHK). The conference provided a platform for ACSH to engage with international experts and partner institutions, exchange insights on urban governance and innovation, and explore opportunities for future collaboration in public administration reform and knowledge-sharing across the Asia-Pacific region. (12-13 November 2025, Hong Kong).
3.2 Number of countries participating in the ACSH network of exchange of knowledge and experience activities in public administration development, digitalisation, public service delivery and civil service advancement.
NUMBER OF COUNTRIES ENGAGED – TARGET: 2; RESULT ACHIEVED: 0
In 2025, Sierra Leone, Uganda, and Qatar joined ACSH activities and knowledge-exchange initiatives, contributing to regional collaboration on public administration development, digital governance, and civil service innovation. These engagements reflect the Hub’s expanding outreach and strengthening partnerships across different regions.
3.3 Number of international and regional organizations that the ACSH forges partnerships within conveying knowledge and experience across its participating countries through joint events and other activities.
NUMBER OF PARTNERSHIPS ESTABLISHED: 1; RESULT ACHIEVED: 5

²⁵ <https://www.astanacivilservicehub.org/articles/view/acsh-chairman-mr-baimenov-participated-in-the-meeting-of-aapa-board-of-directors>

²⁶ <https://www.astanacivilservicehub.org/articles/view/bilateral-meeting-between-the-acsh-and-beijing-administrative-institute-was-held-in-astana>

²⁷ <https://www.astanacivilservicehub.org/articles/view/ai-and-governance-civil-servants-from-central-asia-the-caucasus-and-the-asia-pacific-explored-korea-s-and-other-oecd-countries-experience>

ACSH expanded its partnership network in 2025, signing MOUs with several organizations to support knowledge exchange and joint initiatives among participating countries, including both international/regional and national institutions:

1. During the visit of ACSH delegation to Tashkent on January 29-30, Memorandum of Understanding between the ACSH and the Academy of Public Administration under the President of Uzbekistan has been signed.
 2. During the visit of ACSH delegation to New York on 8 April, two Memorandums of Understanding were signed with the International Institute of Administrative Sciences (IIAS) and with the Latin American Center for Development Administration (CLAD).
 3. On the sidelines of the international forum "GovHR: New Systems, Modern Services, Novel Solutions", held on 20 June 2025 in Astana, a Memorandum of Understanding was signed between the Astana Civil Service Hub and the Human Resource Management Office of the Republic of Sierra Leone.
 4. On the sidelines of the international conference on 12-13 November in Hong Kong, the ACSH and the Institute of Global Governance and Innovation for a Shared Future (IGG) at City University of Hong Kong has signed the Memorandum of Understanding.
- These MOUs are marking the beginning of a new stage in institutional cooperation and joint initiatives in the field of civil service and public administration development.

3.4 Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.

NUMBER OF EXPERTS TARGET: 3; RESULT ACHIEVED: 11

In 2025, ACSH successfully engaged three experts from its Roster, who provided advisory support to government organizations and agencies in participating countries. Their contributions supported public administration development, capacity-building initiatives, and institutional reforms. The experts engaged were: 1. Dr. Prabhat Kumar Datta, 2. Mr. Victor Guzun, Managing Partner, Digital Policies Expert Guzun Consulting, and Digital Policies Expert, Institute for European Policies and Reforms; 3. Mr. Aaly Karashev, Deputy Executive Council (Zhogorku Kenesh) of the Kyrgyz Republic., 4. Dr. Assel Mysagulova, Professor / Lecturer Professor and Lecturer in Public Policy and Public Administration at the School of Social and Political Sciences, University of Sydney PhD in Public Policy and Global Affairs, Nanyang Technological University, Singapore. 5. Dr. Alex Bello Brillantes Jr. Secretary-General / Professor Eastern Regional Organization for Public Administration (EROPA) / Professor Emeritus of Public Administration, former Dean of the National College of Public Administration and Governance of the University of the Philippines Ph.D. Political Science, University of Hawaii at Manoa, USA, 6. Ani Sirbiladze Co-Founder "DGTI Agency Wedder.ge" Bachelor Degree, University of Georgia. 7. Constantin Rusu Senior Governance Specialist, Governance Global Practice World Bank Group. 8. Gyorgy Hajnal "Chair of EAPAA and Professor in the Department of Public Policy and Management, Corvinus University of Budapest and Senior Researcher at the Hungarian Academy of Sciences, Institute for Political Science, Former NISPACEE President", EAPAA. 9. Ms. Akbota Kurmanbayeva, Advisor, Ministry of National Economy (Kazakhstan); 10. Dr. Adkham Bekmuradov, Advisor to the Rector, Tashkent International University (Uzbekistan); 11. Prof. Almazbek Akmatallyev, Expert / Former Rector, Academy of Public Administration under the President of the Kyrgyz Republic

Section 1: Analysis of Theory of Change

The underlying assumptions of the project's 2024–2026 Theory of Change remain valid, and the project strategy continues to be fully relevant. The premise that effective, inclusive, and innovative systems of public administration and a professional, high-performing civil service are essential for achieving civil service excellence, good governance, preventing corruption, and advancing sustainable development remains strong, particularly as countries intensify efforts toward SDG 16 and 17. The ACSH's demand-driven and flexible approach further reinforces this relevance by continually adapting its agenda to emerging priorities such as AI in governance, behavioural insights, de-bureaucratisation and digital innovation. The project's pathways—knowledge exchange, research, capacity development, and partnership-building—continue to be well-suited for supporting institutional transformation and strengthening integrity and accountability systems across participating countries. Overall, the project strategy and Theory of Change provide a robust, forward-looking framework for advancing modern, effective, and sustainable public administration and civil service systems.

Section 2: Overall progress against outcomes

The project continues to make solid progress toward the UNSDCF Outcome 2.2, which aims for state institutions to design and implement evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner. Through its demand-driven activities, the project has strengthened the capacities of public institutions and civil servants across participating countries, contributing directly to CPD Output 2.2 by enabling institutions to advance institutional reforms, enhance transparency, and improve service delivery. The ACSH platform has delivered a substantial number of knowledge-exchange events, capacity-building programmes, and comparative studies focused on modern governance, digitalisation, civil service excellence, and anti-corruption approaches—demonstrating progress against predetermined indicators such as the number of participating institutions, practitioners trained, and knowledge products disseminated. In addition, the project has made strong contributions to CPD Output 2.4 by expanding triangular cooperation initiatives, including deepened partnerships with Korea, GCC countries, and regional institutions, positioning Kazakhstan as a recognised provider of knowledge and expertise in public administration. Overall, progress achieved under the project fully aligns with the priorities of the UNSDCF and CPD for 2021–2025, particularly in improving the effectiveness and accountability of institutions, enhancing citizen-oriented service delivery, supporting evidence-based policymaking, and contributing to trust-building between citizens and the state.

Section 3: Monitoring and Evaluation²⁸ of activities.

²⁸ The later if applicable.

During the reporting period, the project remained fully aligned with the Monitoring and Evaluation (M&E) plan outlined in the project document, with M&E activities regularly reviewed and updated. Systematic quarterly reporting was carried out to track progress against indicators and document achievements across all workstreams. In addition, the ACSH continued its structured approach to identifying core thematic areas for deeper future engagement. As part of this process, a comprehensive needs assessment survey was launched, targeting government counterparts, public administration institutions, and practitioners across participating countries. The survey—currently underway and expected to conclude by the end of December 2025, with final results available in January 2026—will provide a robust evidence base to validate and prioritise thematic areas for ACSH's future programming. Overall, M&E activities ensured continuous oversight of project implementation and strengthened the strategic direction of upcoming interventions.

Section 4: Progress against each output

Project Output 1: Research and Knowledge Management - ACSH participating countries are better informed about public administration, civil service, and public service delivery developments and advancement and about latest trends

Output indicators	Targets	Progress against targets
1.1 Number of public administration and civil service development related books published and disseminated.	Baseline: 2 AWP target: 0	Reporting period: 1 Cumulative total: 2 (baseline 2023) + 0 achieved (Jan-Dec 2024) + 1 achieved (Jan-Dec 2025) = 3
1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.	Baseline: 19 AWP target: 2	Reporting period: 4 Cumulative total: 19 (baseline 2023) + 2 achieved (Jan-Dec 2024) + 4 achieved (Jan-Dec 2025) = 25
1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated.	Baseline: 3 AWP target: 1	Reporting period: 7 Cumulative total: 3 (baseline 2023) + 10 achieved (Jan-Dec 2024) + 7 achieved (Jan-Dec 2025) = 20

1.4 Number of publications dealing with gender aspects	Baseline: 0 AWP target: 1	Reporting period: 8 Cumulative total: 0 (baseline 2023) + 0 achieved (Jan-Dec 2024) +8 achieved (Jan-Dec 2025) = 8
1.5 Number of journal editions published	Baseline: 17 AWP target: 1	Reporting period: 8 Cumulative total: 17 (baseline 2023) + 2 achieved (Jan-Dec 2024) +8 achieved (Jan-Dec 2025) = 25

Project Output 1: < Insert the relevant output statement from the project document>		
Output indicators	Targets	Progress against targets
2.1 Number of capacity development events – conferences, workshops, seminars, trainings, study visits, etc – coordinated by ACSH to support public administration transformation, civil service development and public service delivery digitalisation in the ACSH participating countries.	Baseline: 152 AWP target: 10	Reporting period: 23 Cumulative total: 152 (baseline 2023) + 23 achieved (Jan-Dec 2024) + 23 achieved (Jan-Dec 2025) = 198
2.2 Number of participants in capacity development events – conferences, workshops, seminars, trainings, study visits, etc – disaggregated by gender.	Baseline: 12,000 40% women AWP target: 250 45% women	Reporting period: 1848 / 48% women Cumulative total: 12,000 (baseline 2023) + 1,252/32% women achieved (Jan-Dec 2024) + 1848/48% women achieved (Jan-Dec 2025) = 15,100 /40% women
2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	Baseline: 80% AWP target: Not less than 80%	Reporting period: 82% Cumulative total: (80% baseline 2023) + (82% achieved Jan-Dec 2024) + (82% achieved Jan-Dec 2025)/ 3= 81.33%
2.4 Number of P2P Learning Alliances created	Baseline: 5 AWP target: 1	Reporting period: 0

and functioning under the support of the ACSH.		Cumulative total: 5 (baseline 2023) + 0 achieved (Jan-Dec 2024) + 0 achieved (Jan-Dec 2025) = 0
2.5 Number of activities taking place under the P2P Learning Alliance modality.	Baseline: 13 AWP target: 2	Reporting period: 2 Cumulative total: 13 (baseline 2023) + 2 achieved (Jan-Dec 2024) + 2 achieved (Jan-Dec 2025) = 17
2.6 Number of scholarships granted to civil servants from the ACSH participating countries to study at the Academy of Public Administration in Kazakhstan.	Baseline: 24 AWP target: 2	Reporting period: 0 Cumulative total: 24 (baseline 2023) + 0 achieved (Jan-Dec 2024) + 0 achieved (Jan-Dec 2025) = 24

Project Output 1: < Insert the relevant output statement from the project document>		
Output indicators	Targets	Progress against targets
3.1 Number of triangular cooperation exchanges including South-South, East-East, Europe-Asia, East-West, etc taking place involving ACSH participating countries.	Baseline: 45 AWP target: 5	Reporting period: 18 Cumulative total: 45 (baseline 2023) + 16 achieved (Jan-Dec 2024) + 18 achieved (Jan-Dec 2025) = 79
3.2 Number of countries participating in the ACSH network of exchange of knowledge and experience activities in public administration development, digitalisation, public service delivery and civil service advancement.	Baseline: 43 AWP target: 2	Reporting period: 0 Cumulative total: 43 (baseline 2023) + 2 achieved (Jan-Dec 2024) + 0 achieved (Jan-Dec 2025) = 45

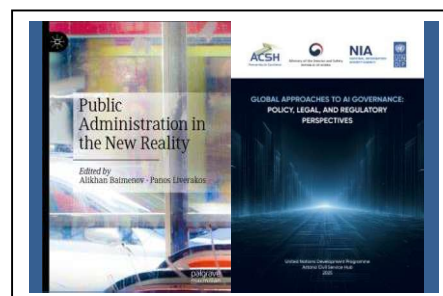
3.3 Number of international and regional organisations that the ACSH forges partnerships with in conveying knowledge and experience across its participating countries through joint events and other activities.	Baseline: 90 AWP target: 1	Reporting period: 5 Cumulative total: 90 (baseline 2023) + 3 achieved (Jan-Dec 2024) + 5 achieved (Jan-Dec 2025) = 98
3.4 Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.	Baseline: 134 AWP target: 3	Reporting period: 11 Cumulative total: 134 (baseline 2023) + 4 achieved (Jan-Dec 2024) + 11 achieved (Jan-Dec 2025) = 149

Key Activities:

During 2025, ACSH advanced its three major outputs through strategically implemented activities, contributing directly to the achievement of target outputs.

Output 1 – Research and Knowledge Management: The publication of "*Public Administration in the New Reality*" (37 contributors, 19 countries) and four additional research papers, seven policy briefs, and

eight gender-focused publications exceeded set targets, ensuring participating countries are well-informed on civil service modernization, digital governance, and anti-corruption strategies. The release of eight journal editions further strengthened knowledge dissemination, linking directly to the output of enhanced access to evidence-based research and comparative analyses.



Output 2 – Capacity Building and Peer Learning: ACSH organized 23 capacity development events, surpassing the target of 10, reaching 1,848 participants (48% women) with 82% satisfaction. Key workshops, study visits, and seminars addressed AI in public communication, crisis leadership, ethics, and HR management. These activities directly contributed to the output of enabling public

institutions to apply acquired knowledge, skills, and best practices, and strengthened the Peer-to-Peer Learning Alliances for ongoing knowledge exchange.

Output 3 – Partnership Building, Networking, and Strategic Communications: Eighteen triangular cooperation exchanges were conducted (target 4), expanding ACSH’s network from 43 to 45 countries. Five MOUs were signed with national and international institutions, and 11 ACSH experts provided advisory support to governments. High-level meetings and participation in international forums (ASPA, OECD, UN CEPA, UN Public Service Forum) reinforced strategic partnerships and facilitated the adaptation of innovative governance approaches, linking activities to the output of strengthened collaboration, networking, and strategic communication across participating countries.



Overall, the implemented activities, both in the first half and throughout the full year, are clearly linked to the project’s outputs. The totality of research, capacity-building, and partnership initiatives has collectively advanced evidence-based public administration reforms, enhanced institutional effectiveness, and fostered innovation, transparency, and anti-corruption measures.

Key Results:

Output 1: Research and Knowledge Management

During the reporting period, ACSH demonstrated strong progress toward strengthening evidence-based policymaking and knowledge generation across its participating countries. One new book was published in 2025 (“Public Administration in the New Reality”), bringing the cumulative total to 1 book against a target of 0, significantly exceeding expectations. The Hub produced 4 research papers and case studies (target: 2), including comparative analyses on AI governance, Bahrain’s digitalisation practices, a sociological anti-corruption study, and a joint analytical report with the Ministry of Personnel Management of Korea. This brings the cumulative number of research papers to 4, compared to the baseline of 19 (2023). In addition, ACSH delivered 7 position papers, policy briefs, and analytical memos (target: 1), covering topics such as whistleblower protection, conflict of interest, AI in public communication, and governance innovations — increasing the cumulative total to 7, up from the baseline of 3. The Hub also advanced gender mainstreaming by producing 8 gender-related publications (target: 1; baseline: 0), including a dedicated gender section in the March Journal edition and multiple commentaries across Central Asia. Journal publication outputs significantly surpassed planned indicators with 8 journal editions produced (target: 2), including two regular issues and a special issue on China, as well as three backdated editions finalized and published online. This brings the cumulative number of journal editions to 8 (baseline: 17). Overall, Output

1 exceeded all annual targets and contributed directly to enhancing access to up-to-date, comparative, and gender-sensitive knowledge in public administration reform across the region.

Output 2: Capacity Development and Peer-to-Peer Learning

ACSH substantially strengthened regional capacity-building and peer learning, delivering 23 capacity development events (target: 10), including conferences, workshops, seminars, and study visits across Kazakhstan, Central Asia, the Caucasus, MENA region, the United States, and the Republic of Korea. This brings cumulative progress to 23 events in 2025 compared to a baseline of 152 events (2023). A total of 1,848 participants took part (target: 250), of which 48% were women (exceeding the target of 45%), demonstrating increased engagement of female civil servants and experts.

Participant satisfaction reached 82% (target: $\geq 80\%$), based on structured surveys, including 78% for events and 86% for research products. Under the P2P Learning Alliance modality, ACSH implemented 2 activities (target: 2), including the 20 November 2025 event on Kazakhstan's 20-year public service evolution and a December 2025 roundtable on digital local governance. While no new alliances were created (target: 1), ACSH focused on expanding and strengthening the existing Alliance on AI and New Technologies, preparing its scale-up with new partners from Hong Kong and beyond. No scholarships were awarded in 2025 (target: 2), as no applications were submitted. Overall, Output 2 indicators show strong performance, with participant numbers and event coverage significantly surpassing targets and deepening ACSH's role as a regional learning platform.

Output 3: Partnerships, Networking, and Strategic Communications

ACSH made significant progress in expanding its global partnerships, achieving 18 triangular cooperation exchanges in 2025 (target: 5), bringing cumulative cooperation engagements to 18 for the year. The Hub's participating network expanded from 43 to 45 countries, reflecting increased global interest in ACSH's expertise on digital transformation, civil service innovation, and public administration reform. ACSH also partnered with 5 international and regional organisations (target: 1), strengthening collaboration with key institutions to support joint events, knowledge dissemination, and expert exchanges.

A total of 11 experts from the ACSH Roster provided advisory support to governments in participating countries, surpassing the annual target of 3 and significantly contributing to the practical application of knowledge in reform initiatives. High-level engagement also included a meeting between President Kassym-Jomart Tokayev and the ACSH Chairman, reaffirming ACSH's strategic relevance and alignment with national priorities. Additionally, senior management conducted 16 cooperation and partnership meetings during the reporting period, reinforcing ACSH's position as a global platform for peer learning and South-South/triangular cooperation.

Collectively, Output 3 significantly exceeded annual targets, demonstrating strong progress toward strengthening partnerships, promoting innovation transfer, and expanding ACSH's international footprint.

Section 5: Cross-Cutting Integration

The project contributed to key cross-cutting priorities through its strong focus on inclusiveness, gender equality, and institutional resilience. By promoting equitable access to improved public services and expanding digital governance capacities across participating countries, the project supported Leave No One Behind principles and helped strengthen rights-based, transparent public administration. Women's empowerment was advanced through equal participation in capacity-building activities (48% women) and the publication of eight gender-focused studies. Although disability inclusion was not addressed through standalone actions, accessibility considerations were integrated into discussions on digital service design. The project also enhanced sustainability and resilience by helping governments adapt to rapid technological change through regional cooperation and capacity development. Environmental areas such as climate and biodiversity did not apply to the project's scope.

IV. Partnerships and Sustainability

Partnerships

During the reporting period, the project significantly strengthened its partnership ecosystem at regional, sub-regional, and national levels, while also expanding collaboration with global institutions. Core partnerships continued with the Agency for Civil Service Affairs of the Republic of Kazakhstan, the Academy of Public Administration, and the Ministry of Personnel Management and The Ministry of the Interior and Safety of the Republic of Korea, enabling joint research, policy dialogues, and capacity development initiatives. New cooperation links were established with GCC countries to establish working-level connections with key government entities and public sector innovation institutions in the United Arab Emirates, Qatar, Bahrain, Saudi Arabia, and Oman.

Additionally, UNDP BPPS, UNDESA, UNOSSC, OECD and diplomatic missions of several UN Member States also played key roles in advancing triangular cooperation and global outreach. These partnerships generated tangible impact by expanding peer learning opportunities, enabling comparative research, and fostering cross-regional exchanges on digital governance, civil service modernization, AI, and public service delivery. Stakeholders and national counterparts were actively engaged in planning and implementing joint events, contributing data and expertise for research publications, participating in validation meetings, hosting study visits, and co-designing learning activities—ensuring relevance, ownership, and long-term sustainability. The strong involvement of government partners and academic institutions helped align project activities with national reform agendas, while collaboration with regional and international organisations facilitated the transfer of global best practices into country contexts. Project visibility and dissemination of knowledge were ensured through multiple high-profile platforms, including international conferences, ministerial roundtables, partner-hosted events, and global policy forums. Publications and

analytical products were widely shared through the ACSH website, social media, partner institutions, and launch events in Astana, Hong Kong, New York, Samarkand, and Washington. These efforts amplified the reach of project results, promoted South-South and triangular cooperation, and helped position ACSH as a leading regional platform for innovation and excellence in public administration.

Sustainability

The project's sustainability is ensured through institutionalization, capacity building, and regional partnerships. National civil service and digitalization agencies have integrated ACSH methodologies, tools, and learning modules into ongoing practices, while peer-to-peer networks across 12 countries foster self-sustaining knowledge exchange. Partnerships with Korea's MOIS and NIA, and new collaborations in the GCC region, provide technical support and access to best practices. Research outputs, analytical frameworks, and open-access resources allow continuous replication and scaling of reforms by national institutions. Participatory planning, monitoring, and feedback mechanisms have strengthened relevance and local ownership. Collectively, these measures ensure that project results are embedded institutionally, continue to evolve independently, and can be expanded regionally, securing long-term impact.

V. Update on risks and mitigation measures

During the reporting period, the risk landscape remained stable with no major emerging threats. Key strategic and operational risks, including potential decline in participating countries' interest, the Government of Kazakhstan's engagement, and the project's ability to deliver tangible results, continue to be monitored. Mitigation measures include 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, such as currency fluctuations and potential funding reductions, are addressed by maintaining project funds, optimizing expenses, ensuring effective use, cost-sharing with partners, co-organizing events, and securing best value for money. Overall, these measures have strengthened stakeholder confidence, ensured relevance of ACSH activities, and safeguarded the continuity and effectiveness of project outcomes.

VI. Key Challenges, Lessons Learned and Recommendations

Challenges:

During the reporting period, ACSH faced financial and operational challenges. Currency fluctuations reduced the effective contribution received, and new guidance required a reduction in travel to minimize carbon footprint, affecting some planned in-person activities. These challenges were addressed through closer

engagement with key decision-makers, mobilization of additional resources from bilateral and multilateral counterparts, and adaptation of activities to virtual or hybrid formats where feasible.

Lessons Learned:

Flexible planning, agile project management, and continuous stakeholder engagement were critical for maintaining project relevance and impact. Key successes included publications such as the International Journal of Civil Service, evidence-based knowledge products, and targeted capacity-building and peer learning activities.

Recommendations:

Moving forward, ACSH should continue strengthening consultations with participating countries, diversify funding sources, optimize virtual and hybrid approaches to activities, and adjust monitoring systems to ensure accurate tracking of outcomes and lessons learned.

VII. Financial Summary²⁹

Table 1: Overview of available resources for the project duration

<i>Donor</i>	<i>Opening Balance</i>	<i>Contribution Received</i>	<i>Available Resources</i>
<i>Government of Kazakhstan</i>	<i>USD 562,895</i>	<i>USD 452,708.17</i>	<i>USD 315, 603.17</i>
<i>Total</i>	<i>USD 562,895</i>	<i>USD 452,708.17</i>	<i>USD 315, 603.17</i>

Table 2: Overview of allocation and utilization³⁰ per output

<i>Output</i>	<i>Government of Kazakhstan</i>		<i>Total Balance</i>
	<i>Budget</i>	<i>Utilization</i>	

29 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)>.

30 Disclaimer 2: Of the USD xxxxx 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.

<i>Output 1 – Research and Knowledge Management</i>	<i>164,025</i>	<i>103,314.91</i>	<i>60,710.09</i>
<i>Output 2 – Capacity Development and Peer-to-Peer Learning</i>	<i>147,600</i>	<i>169,158.02</i>	<i>-21,558.02</i>
<i>Output 3 – Partnerships and Networking</i>	<i>120,099</i>	<i>171,248.56</i>	<i>-51,149.56</i>
<i>Output 4 - Project Management</i>	<i>268,276</i>	<i>256,278.51</i>	<i>11,997.49</i>
<i>Total</i>	<i>700,000</i>	<i>700,000</i>	<i>0.00</i>

Project manager

Bakyt Zhexembay

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VIII. Annexes

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

Output 1	Indicators	Baseline	Annual target	Progress / Milestone
Output 1 – Research and Knowledge Management ACSH participating countries are better informed about public administration, civil service, and public service delivery developments and advancement and about latest trends. Budget: 164,025 Expenditure to date: 103,314.91	1.1 Number of public administration and civil service development related books published and disseminated.	2	0	1
	1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.	19	2	4
	1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated	3	1	7
	1.4 Number of publications dealing with gender aspects	0	1	8
	1.5 Number of journal editions published	17	1	8
Activities	Results			

Activity 1.1 Number of public administration and civil service development related books published and disseminated.	1.1 The new ACSH book "Public Administration in the New Reality" was published by Palgrave Macmillan in May 2025. The book is the result of a collaborative effort of 37 contributors from 19 countries. The foreword to the book was written by the President of Kazakhstan, Mr. Kassym-Jomart Tokayev.
Activity 1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.	2.1 During the reporting period, the ACSH published a cross-country comparative analyse titled "Global approaches to AI Governance: Policy, Legal, and Regulatory Perspectives," which was launched during the study visit to Korea in October. A case study "De-bureaucratisation through Digital Government Reform: Bahrain Case Study" was published and disseminated both online and in hard copies among participants of the Hub's activities. 2.3 Per the request from the Agency for Civil Service Affairs of the Republic of Qazaqstan, the ACSH commissioned a comprehensive sociological study to assess the level of anti-corruption culture and intolerance toward manifestations of corruption, which was presented to the Agency in form of an evidence-based research paper. 2.4 In collaboration with the Ministry of Personnel Management of the Republic of Korea, a study titled "Strategic Approaches to the Use and Role of the ACSH Center in Korea" has been completed, the final report is under review.
Activity 1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated.	An international review on whistleblower protection (3.1) and conflict of interest (3.2) was prepared at the request of the Agency for Civil Service Affairs of the Republic of Qazaqstan.

	3.3 A digital guide on Artificial Intelligence in Public Communication was published in response to the demand from participants of the workshop "AI for Effective Public Communication," organized for press staff of central and local government bodies of Qazaqstan in May 2025. 3.4 The article "Cooperation Modalities and Benchmarking for Good Governance in the New Reality" was published in the Asian Review of Public Administration. Policy recommendations on various aspects of public administration and civil service were shared in an interview-style article by Alikhan Baimenov on the topic of artificial intelligence published on the UNDP Kazakhstan blog (3.5); as well as through local mass media including interviews with AzatNEWS (3.6), and BAQ.kz (3.7).
Activity 1.4 Number of publications dealing with gender aspects	The main section of the March edition of the International Journal of Civil Service Reform and Practice was dedicated to gender issues in civil services across Central Asia. It included 5 articles and 2 commentaries by authors from Kyrgyz Republic, Qazaqstan, Tajikistan, Turkmenistan, Uzbekistan. One more commentary on gender equality in Turkmenistan was published in the September issues of the Journal. 4.1 Gender Equality in Turkmenistan. Ogultach Soyunova, Academy of Civil Service under the President of Turkmenistan https://orcid.org/0009-0005-3862-4227 4.2 Gender Aspects in the Civil Service of the Republic of Tajikistan: Issues and Solutions. Fariza Ergasheva, Academy of Public Administration under the President of the Republic of Tajikistan https://orcid.org/0000-0001-5185-1241

	4.3 Gender Parity and Representation in the Public Administration of the Kyrgyz Republic. Azhar Zholonbaeva, Academy of Public Administration under the President of the Republic of Kyrgyzstan https://orcid.org/0009-0003-4328-9342
	4.4 Gender Equality as a Factor of Strengthening Unity and Cohesion in Turkmenistan. Maysa Mamiyeva, Academy of Civil Service under the President of Turkmenistan
	4.5 Gender Equality in the High Positions of the Azerbaijani Government, Inji Hasanova, Safura Aliyeva. Nazarbayev University
	4.6 Gender Analysis of Ant-Corruption Policy: Case Study of Ukraine. Ganna Gerasymenko, PhD Economics, Leading Researcher, Department for Human Development Studies, Institute for Demography and Social Sciences, NAS Ukraine
	4.7 Women Leaders: Transformation of Leadership in Modern Society. Zalila Rozyeva, Academy of Civil Service under the President of Turkmenistan https://orcid.org/0009-0009-9817-4159
	4.8
	Activity 5: Number of journal editions published
In 2025, 2 regular issues and a special edition of the International Journal of Civil Service Reform and Practice were published. While the March edition includes nine contributions from across Central Asia, the September edition – with eight papers in total – was dedicated specifically to the 30th anniversary of the Academy of Public Policy and Administration under the President of the Republic of Uzbekistan. The Special edition on China’s experience has gathered 15 academic articles from the Central Party School of China.	

		In addition, three issues from previous years that had been available on the website only in draft form were published with backdated entries. This was done because the finalization of several contributions within the editorial committee was delayed due to prolonged response times from the authors. https://www.astanahubjournal.org/index.php/jicsrp		
Output 2	Indicators	Baseline	Annual target	Progress / target
Output 2: Capacity building and peer learning – Public administration institutions, civil service agencies, and public service delivery organisations are enabled to apply knowledge, experience, and skills acquired through mutually learning activities. Budget: 147,600 Expenditure to date: 169,158.02	2.1 Number of capacity development events – conferences, workshops, seminars, trainings, study visits, etc – coordinated by ACSH to support public administration transformation, civil service development and public service delivery digitalisation in the ACSH participating countries.	152	10	23
	2.2 Number of participants in capacity development events – conferences, workshops, seminars, trainings, study visits, etc – disaggregated by gender.	12,000 40% women	250 45% women	1848 48% women
	2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	80%	Not less than 80%	82%
	2.4 Number of P2P Learning Alliances created and functioning under the support of the ACSH.	5	1	0

	2.5 Number of activities taking place under the P2P Learning Alliance modality.	13	2	2
	2.6 Number of scholarships granted to civil servants from the ACSH participating countries to study at the Academy of Public Administration in Kazakhstan.	24	2	0
Activities		Results		
Activity 2.1 Number of capacity development events – conferences, workshops, seminars, trainings, study visits, etc – coordinated by ACSH to support public administration transformation, civil service development and public service delivery digitalisation in the ACSH participating countries.		During this reporting period, numerous capacity building and peer learning activities were organised by the ACSH dealing with several issues that are pertinent to public administration, civil service management, etc in its participating countries, including Kazakhstan. The ACSH collaborated in many instances with organisations such as the American Society for Public Administration, as well as numerous government and educational institutions in Kazakhstan, e.g.:		
	Sixteenth capacity development events took place during the reporting period were organised, and/or coordinated by the ACSH and several of its expert staff participated into. Namely:	1. 10 December, Astana. the Astana Civil Service Hub, together with the UNDP and Hanns Zaidel Foundation, organised a round table on "Development of local government in the digital age: strategic guidelines and practices" with the participation of experts and practitioners of the Peer-to-Peer Learning Alliances on AI and Governance Transformation, from Central Asia, the Caucasus, international experts, and beyond. 2. 12 November, Hong Kong, Within the framework of the Urban Governance and Innovation Conference 2025, the Astana Civil Service		

	Hub, together with the Agency of the Republic of Kazakhstan for Civil Service Affairs and Regional Association of Public Administration, held a session on "Public Administration Transformation in Central Asia and the Caucasus: Challenges, Innovations and Regional Collaboration". 3. October 28-30, Baku, Azerbaijan. Internship for 2 civil servants in education and healthcare areas. They are winners of republic competition as best civil servants. 4. October 16, Aktobe, Kazakhstan. At the invitation of the Akimat of Aktobe region, ACSH presented results of analytical research on the topic "Administrative System and Civil Service: Factors of Effectiveness" for aul akims of Aktobe region. 5. August 22, Almaty, Kazakhstan. Within the framework of the Human Capital Forum 2025, the Astana Civil Service Hub, together with the Agency of the Republic of Kazakhstan for Civil Service Affairs, held a session on "The Future of HR in the Civil Service: Challenges and Opportunities in the Age of Artificial Intelligence" with the participation of experts and practitioners from various countries 6. August 19, Astana, Kazakhstan. At the invitation of the Academy of Public Administration under the President of the Republic of Kazakhstan, ACSH presented results of analytical research on the topic "Administrative System and Civil Service: Factors of Effectiveness" for district akims of Kazakhstan. 7. July 21-24, Astana, Kazakhstan. A training session on "Interview Techniques for Candidates" was conducted for members of the
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	Supreme Judicial Council. The training was organized at the request of the Supreme Judicial Council with the involvement of experts in HRM . 8. July 3. Astana, Kazakhstan. ACSH presented results of analytical research on the topic "Leadership in Public Administration" for candidates of the Presidential Youth Personnel Reserve. The presentation was organized upon request by the Academy of Public Administration under the President of Kazakhstan. 9. June 26–27. Astana, Kazakhstan. The UNDP in Kazakhstan, together with the Academy of Public Administration under the President of the Republic of Kazakhstan and with the support of the ACSH, conducted a two-day "ToT" workshop on the topic "An Ethical and Safe Environment in the Civil Service." More than 30 ethics commissioners from central state bodies of Kazakhstan took part in the event. 10. June 23. Samarkand, Uzbekistan. As part of the UN Public Service Forum, organized by UNDESA and the Government of Uzbekistan, the ACSH held a panel session on the topic "Digital Transformation in Government: How to Sustain Civil Servants' Motivation," featuring experts from Australia, Azerbaijan, and other countries. The event included a presentation of the Hub's book "Public Administration in the New Reality." 11. June 20. Astana, Kazakhstan. The Agency of the Republic of Kazakhstan for Civil Service Affairs, together with the Academy of Public Administration under the President of Kazakhstan and with the support of the ACSH, organized the GovHR Forum, dedicated to discussing current challenges and trends in civil service human resource
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	management. The forum gathered over 250 participants, including more than 40 scholars, experts, and practitioners from 16 countries. The event also featured a presentation of the Hub's book "Public Administration in the New Reality." 12. June 16. New York, USA. The Permanent Mission of Kazakhstan to the United Nations hosted a presentation of the ACSH's book "Public Administration in the New Reality" for diplomatic missions of UN Member States. 13. June 16. New York, USA. A roundtable discussion titled "Public Administration in the New Reality: Challenges and Prospects" was held at the UNDP Headquarters, organized by the ACSH in cooperation with GPGS. Participants included Mr. Larbi Djacta, Chair of the International Civil Service Commission; Ms. Dima Al-Khatib, Director of the UNOSSC; Ms. Sarah Lister, Head of Governance, UNDP BPPS; as well as other international public administration experts. The roundtable also included a presentation of the Hub's book "Public Administration in the New Reality." 14. May 14–16. Astana, Kazakhstan. The seminar "Artificial Intelligence for Effective Communication with the Public" was organized by the ACSH for press secretaries of state bodies, with the participation of international experts. 15. 30 March, Washington, USA. The Astana Civil Service Hub held a panel session on "Motivating the Public Servant: Challenges in the Digital Age" as part of the ASPA 2025 Annual Conference. Presentations
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	were delivered by scholars and practitioners from Australia, Kazakhstan, the USA, Uzbekistan, and South Korea. 16. 17 February, Bahrain. The ACSH presented the research results on "Public Administration in the New Reality: Perspectives from Central Asia" (based the book) at Al Ahlia University of Bahrain, where he shared insights on modernizing civil service systems and promoting good governance practices. 17. 13 February, Dubai, UAE. A high-level ministerial roundtable was held on the theme "Envisioning 2045: Inclusive Pathways to Sustainable Development" within the framework of WGS 2025. Chaired by Abdulla Nasser Lootah, Assistant Minister of Cabinet Affairs for Competitiveness and Knowledge Exchange, Chairman of the National Committee on SDGs, and Vice-Chair of the Global Councils on SDGs, the meeting welcomed ministers from India, Canada, Uzbekistan, Brunei Darussalam, Jordan, Kyrgyzstan, Kosovo, the Seychelles, Madagascar, Malta, South Africa, Mongolia, Latvia, and other countries. 18. 29 January, Tashkent, Uzbekistan. The ACSH presented the analytical research on "Leadership in Public Administration" for the School of Women Leaders at the Academy of Public Administration under the President of the Republic of Uzbekistan. The lecture was attended by 200 female civil servants. 19. 22–24 January, Astana, Kazakhstan. A workshop on Crisis Leadership for civil servants was held as part of the FEI International Engagement Program.
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Activity 2.2 Number of participants in capacity development events – conferences, workshops, seminars, trainings, study visits, etc – disaggregated by gender.	More than 1848 government officials, academics, and experts participated in the capacity development events implemented during the reporting period
Activity 2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	According to the results of the survey of the participants of the events and persons representing the Customer, the share of stakeholders satisfied with the events of the ACSH was 82% of them: - for the forum, conference, panel session within the framework of the ASPA conference, seminars and open lectures - 78%. - for research, analytical notes, recommendations and proposals, publications - 86%.
Activity 2.4 Number of P2P Learning Alliances created and functioning under the support of the ACSH.	The ACSH has further expanded the Peer-to-Peer (P2P) Learning Alliance on AI and New Technologies, building on its existing initiatives on Public Service Delivery, E-Government Development, Transformation and Innovations in Governance, and the Virtual Alliance. Rather than creating a new alliance, the focus in 2025 was on broadening participation and deepening collaboration among practitioners from Central Asia, the Caucasus, and beyond. For example, in the coming period, it is planned to engage the Chinese Institute of Global Governance and Innovation for a Shared Future of the City University of Hong Kong and to further expand the Alliance's thematic scope, with an increased focus on Urban Governance and Innovation. These alliances continue to serve as dynamic platforms for knowledge exchange, best practices, and co-creation of innovative solutions, enabling participating countries and institutional partners to develop best-fit approaches to governance challenges.

Activity 2.5 Number of activities taking place under the P2P Learning Alliance modality.	1. In December 2025, one activity is expected to take place under the ACSH P2P Learning Alliance framework. The planned event is a Round Table on “Development of Local Government in the Digital Age: Strategic Guidelines and Practices” (10 December 2025, Astana), organized by the ACSH together with UNDP and the Hanns Seidel Foundation. The event will bring together experts and practitioners of the P2P Learning Alliances on AI and Governance Transformation, from Central Asia, the Caucasus, international experts, and beyond, to exchange experiences and discuss innovative approaches to strengthening local governance in the digital era. 2. On 20 November 2025, the event “20 Years of Public Service Quality Evolution in Kazakhstan: From the ‘One-Stop Shop’ to Digital Innovation”, co-organized by the Astana Civil Service Hub (ACSH), was successfully held, bringing together over 150 participants, including representatives of the Government of Kazakhstan, heads of Citizens Service Centers from all regions of the country, as well as prominent academics and students.
Activity 2.6 Number of scholarships granted to civil servants from the ACSH participating countries to study at the Academy of Public Administration in Kazakhstan.	In 2025 no applications have been submitted for full-time study in the Master's degree program

Output 3	Indicators	Baseline	Annual target	Progress / target
Output 3 – Partnerships and Networking	3.1 Number of triangular cooperation exchanges including South-South, East-	45	5	18

ACSH participating countries benefit from P2P learning activities and TrC exchanges and adapting innovations in public administration, civil service, and public service delivery. Budget: 120,099 Expenditure to date: 171,248.56	East. Europe-Asia, East-West, etc taking place involving ACSH participating countries.				
	3.2 Number of countries participating in the ACSH network of exchange of knowledge and experience activities in public administration development, digitalisation, public service delivery and civil service advancement.	43	2	0	
	3.3 Number of international and regional organisations that the ACSH forges partnerships with in conveying knowledge and experience across its participating countries through joint events and other activities.	90	1	5	
	3.4 Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.	134	3	11	
Activities		Results			
Activity 3.1. Number of triangular cooperation exchanges including South-South, East-East. Europe-Asia, East-West, etc taking place involving ACSH participating countries.		1. Expansion of the global outreach of the Astana Civil Service Hub: in 2025, the ACSH expanded its network of participating countries from 43 to 45, with the inclusion of Cambodia and Lao People's Democratic Republic. This expansion reflects the growing recognition of the Hub's role as a regional platform for advancing digital transformation and innovation in civil service			

	2. High-level engagement with National Leadership: On 17 January 2025, the President of the Republic of Kazakhstan, Kassym-Jomart Tokayev, received Alikhan Baimenov, Chairman of the Steering Committee of the Astana Civil Service Hub. During the meeting, global trends and doctrines of public administration reform were discussed. The President reaffirmed that the Hub provides ongoing expert support for Kazakhstan's reforms and instructed coordination with relevant government bodies. This meeting highlights the Hub's strategic alignment with national reform agendas and strengthens its institutional profile and potential impact. 3. Cooperation and partnership engagement: During the reporting period, the ACSH Senior Management participated in 16 cooperation exchange meetings and partnership activities, comprising bilateral meetings with government and international counterparts, participation in events hosted by partners, and ACSH-organized events with invited stakeholders. These activities facilitated knowledge-sharing, strengthened collaboration, and supported the implementation of regional initiatives on public administration, digital transformation, and civil service innovation. The details of each engagement are listed below: 3.1. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov held bilateral meeting with First Deputy Director of the Agency for Governance Efficiency under the President of the Republic of Uzbekistan Mr. Amir Temirkhon Musaev and with Mr. Adkham Bekmurodov, Rector of the Academy of Public Administration under the President of Uzbekistan. (29-30 January 2025, Tashkent, UAE)
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	3.2. Chairman of the Steering Committee of the Astana Civil Service Hub Mr. Alikhan Baimenov presented the experience of the ACSH at the World Government Summit 2025. During the Summit a Ministerial roundtable on "Effective Governance and Crisis Resilience" was held with the support of ACSH, focusing on strengthening institutional resilience, enhancing digital governance, and adapting public administration to global challenges. On the sidelines of the Summit, the ACSH held productive bilateral meetings with international organisations and regional professional associations such as OECD, ASPA, EROPA, AAPAM, CAFRAD, and CLAD, as well as with government representatives from Asia-Pacific, Latin America, and Africa. (12-14 February 2025, Dubai, UAE) 3.3. The ACSH advanced its international outreach by undertaking a mission to the Gulf Cooperation Council (GCC) region, visiting the Kingdom of Saudi Arabia, Bahrain and Oman. During the visit, the Chairman of the Steering Committee, Alikhan Baimenov, held high-level discussions with senior officials of the Kingdom's Institute of Public Administration, the Civil Service Bureau of Bahrain and Oman's Royal Academy of Management, exploring cooperation in capacity development, digital transformation and civil service innovation. During the visit, Chairman of the ACSH Steering Committee Mr. Baimenov held bilateral meetings with H.E. Dr. Bander Assad Ahmed Alsajjan, Director General of the Institute of Public Administration of the Kingdom of Saudi Arabia; with H.E. Shaikh Daij bin Salman bin Daij Al Khalifa, President of the Civil Service Bureau, and with Mr. Mohamed Al Qaed, Chief Executive Officer, Information Authority and eGovernment of the Kingdom of Bahrain; as well as with H.E. Mr. Sayed
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	Salem Al Busaidi, Undersecretary of the Ministry of Labour, and Mr. Abdulaziz Al Risi, Deputy President of the Royal Academy of Management of the Sultanate of Oman. Mr. Baimenov also met with Dr. Ra'ed Ben Shams, President of the International Institute of Administrative Sciences, to discuss potential partnership modalities and joint activities. This move represents a major step in the ACSH's strategic efforts to deepen regional partnerships and promote public-administration excellence across new geographies. (February – March 2025, Riyadh-Manama-Muscat) 3.4. The ACSH delegation took part in the Annual Conference 2025 of the American Society for Public Administration (ASPA), where organized a panel session on "Motivation of Public Servants: Challenges of the Digital Era." The ACSH's session brought together leading scholars and public administration experts to discuss how digital transformation is affecting the motivation and evolving roles of civil servants. (9 April 2025, Washington DC, USA) 3.5. During the ASPA Annual Conference 2025, the ACSH announced the establishment of the first-ever dedicated section for Central Asia and the Caucasus within the ASPA, that is aimed to foster greater collaboration with global public administration experts, promote research and knowledge exchange, and contribute to the continuous improvement of governance systems across these regions. (9 April 2025, Washington DC, USA) 3.6. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov participated in the 24th Session of the United Nations Committee of Experts on Public Administration (CEPA), held at the UN Headquarters in New York, reaffirming the Hub's commitment to promoting international collaboration
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	in the field of public governance and public service development. (11 April 2025, New York, USA) 3.7. The ACSH jointly with UNDP Global Public Sector Programme organized an international roundtable on modern public administration was held at the UN Headquarters in New York, that brought together leading experts, practitioners and academics in the field of public administration to discuss current challenges and new trends shaping public administration at both the global and regional levels. (16 June 2025, New York, USA) 3.8. The Agency of the Republic of Kazakhstan for Civil Service Affairs with support of the ACSH organized the International Forum on "CovHR: New Systems, Modern Services, Novel Solutions". The event served as a key platform for discussing critical issues related to human resource management in the public sector. On the sidelines of the Forum, Chairman of the ACSH Steering Committee Mr. Baimenov held a series of bilateral meetings with senior representatives of public institutions and academia, including Ms. Tsedensuren Lkhagva, Chairperson of the Civil Service Council (Mongolia); Mr. Saif bin Ali Al Kaabi, Acting Director General of the Civil Service and Government Development Bureau (Qatar); Mr. Saif bin Ali Al Kaabi, Acting Director General of the Civil Service and Government Development Bureau (Qatar); Mr. Musonera Gaspar, Permanent Secretary of the Ministry of Public Service and Labour (Rwanda); Mr. Ansu Tucker, Director General of the Human Resource Management Office (Sierra Leone); Dr. Jasim Al Ali, Professor at the Mohammed Bin Rashid School of Government (UAE); and also Prof. David Van Slyke, Dean of the Maxwell
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	School of Citizenship and Public Affairs at Syracuse University (USA). (21 June 2025, Astana, Kazakhstan) 3.9. The ACSH delegation took part in the 2025 United Nations Public Service Forum in Samarkand, where the ACSH in collaboration with the Agency for the Development of the Civil Service under the President of the Republic of Uzbekistan, successfully held a workshop titled "Digital Change in Government: How to Keep Public Servants Motivated". (23 June 2025, Samarkand, Uzbekistan) 3.10. Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov held a meeting with the delegation of the People's Republic of China, headed by Mr. Chen Longfa, Director of the First Bureau for Civil Service Affairs of the Organization Department of the CPC Central Committee. The meeting was also attended by H.E. Mr. Han Chunlin, Ambassador of the People's Republic of China to the Republic of Kazakhstan. (17 July 2025, Astana, Kazakhstan) 3.11. In cooperation with ACSH, HR Association of Managers in Kazakhstan has organized an International Forum "Human Capital Forum", during which the ACSH & Agency for Civil Service Affairs's session "GovTalks" were held. The session focused on discussing the concept project of new Civil Service Law. (22 August 2025, Almaty, Kazakhstan) 3.12. A bilateral meeting was held between Chairman of the ACSH Steering Committee Mr. Alikhan Baimenov and newly appointed Resident Representative of the Hanns Seidel Foundation Mr. Constantin Blaschke. During the meeting, the parties exchanged plans for the upcoming period
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	and the following year and discussed opportunities for further joint initiatives. (29 August 2025, Astana, Kazakhstan) 3.13. Chairman of the ACSH Steering Committee of the Mr. Alikhan Baimenov participated online in the Meeting of the Board of Directors of the Asian Association for Public Administration. During the session, members discussed key initiatives in public sector innovation, governance reforms, and capacity-building programs across Asia. ACSH's participation reinforced its engagement with regional partners and its role in promoting excellence in public administration. (17 October 2025) 3.14. The ACSH held a bilateral meeting with delegation from the Beijing Administrative Institute, led by Vice President Yuan Jifu. During the meeting, the parties discussed potential areas for further cooperation and expressed a shared commitment to continue developing the partnership. (4 November 2025, Astana, Kazakhstan) 3.15. The ACSH strengthened its international partnerships through participation in the OECD Global Forum on AI. The Forum brought together senior civil servants and international experts to share experiences, discuss emerging trends in artificial intelligence, and explore opportunities for innovation in public administration. ACSH's participation reinforced its collaboration with OECD member countries, enhanced knowledge exchange on digital governance, and identified avenues for future regional and intergovernmental cooperation in civil service innovation. During the visit, bilateral meetings were held between Mr. Alikhan Baimenov and H.E. Min Jae Kim, where both sides discussed opportunities to deepen cooperation and advance joint initiatives in digital governance. Mr. Baimenov also met
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	with Ms. Gillian Dörner to explore future collaboration and knowledge exchange between the ACSH and the OECD in advancing public sector innovation and modernization. (28-30 October 2025, Seoul, Republic of Korea) 3.16. Chairman of the ACSH Steering Committee, Mr. Alikhan Baimenov, participated as a presenter at the conference “Urban Governance and Innovation”, organized by the Institute of Global Governance and Innovation for a Shared Future (IGG) at City University of Hong Kong (CityUHK). The conference provided a platform for ACSH to engage with international experts and partner institutions, exchange insights on urban governance and innovation, and explore opportunities for future collaboration in public administration reform and knowledge-sharing across the Asia-Pacific region. (12-13 November 2025, Hong Kong).
Activity 3.2. Number of countries participating in the ACSH network of exchange of knowledge and experience activities in public administration development, digitalisation, public service delivery and civil service advancement.	In 2025, Sierra Leone, Uganda, and Qatar joined ACSH activities and knowledge-exchange initiatives, contributing to regional collaboration on public administration development, digital governance, and civil service innovation. These engagements reflect the Hub’s expanding outreach and strengthening partnerships across different regions.
Activity 3.3. Number of international and regional organisations that the ACSH forges partnerships with in conveying knowledge and experience across its participating countries through joint events and other activities.	ACSH expanded its partnership network in 2025, signing MOUs with several organizations to support knowledge exchange and joint initiatives among participating countries, including both international/regional and national institutions:
	1. During the visit of ACSH delegation to Tashkent on January 29-30, Memorandum of Understanding between the ACSH and the Academy of Public Administration under the President of Uzbekistan has been signed.

	2. During the visit of ACSH delegation to New York on 8 April, two Memorandums of Understanding were signed with the International Institute of Administrative Sciences (IIAS) and with the Latin American Center for Development Administration (CLAD). 3. On the sidelines of the international forum "GovHR: New Systems, Modern Services, Novel Solutions", held on 20 June 2025 in Astana, a Memorandum of Understanding was signed between the Astana Civil Service Hub and the Human Resource Management Office of the Republic of Sierra Leone. 4. On the sidelines of the international conference on 12-13 November in Hong Kong, the ACSH and the Institute of Global Governance and Innovation for a Shared Future (IGG) at City University of Hong Kong has signed the Memorandum of Understanding. These MOUs are marking the beginning of a new stage in institutional cooperation and joint initiatives in the field of civil service and public administration development.
Activity 3.4. Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.	In 2025, ACSH successfully engaged three experts from its Roster, who provided advisory support to government organizations and agencies in participating countries. Their contributions supported public administration development, capacity-building initiatives, and institutional reforms. The experts engaged were: 1. Dr. Prabhat Kumar Datta, 2. Mr. Victor Guzun, Managing Partner, Digital Policies Expert Guzun Consulting, and Digital Policies Expert, Institute for European Policies and Reforms.

	3. Mr. Aaly Karashev, Deputy Executive Council (Zhogorku Kenesh) of the Kyrgyz Republic., 4. Dr. Assel Mysagulova, Professor / Lecturer Professor and Lecturer in Public Policy and Public Administration at the School of Social and Political Sciences, University of Sydney PhD in Public Policy and Global Affairs, Nanyang Technological University, Singapore. 5. Dr. Alex Bello Brilantes Jr. Secretary-General / Professor Eastern Regional Organization for Public Administration (EROPA) / Professor Emeritus of Public Administration, former Dean of the National College of Public Administration and Governance of the University of the Philippines Ph.D. Political Science, University of Hawaii at Manoa, USA, 6. Ani Sirbiladze Co-Founder "DGTL Agency Wedder.ge" Bachelor Degree, University of Georgia. 7. Constantin Rusu Senior Governance Specialist, Governance Global Practice World Bank Group. 8. Gyorgy Hajnal "Chair of EAPAA and Professor in the Department of Public Policy and Management, Corvinus University of Budapest and Senior Researcher at the Hungarian Academy of Sciences, Institute for Political Science, Former NISPAcee President", EAPAA. 9. Ms. Akbota Kurmanbayeva, Advisor, Ministry of National Economy (Kazakhstan); 10. Dr. Adkham Bekmuradov, Advisor to the Rector, Tashkent International University (Uzbekistan); 11. Prof. Almazbek Akmataliyev, Expert / Former Rector, Academy of Public Administration under the President of the Kyrgyz Republic
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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 the interest of the ACSH participating countries decreases due to the irrelevance of the activities implemented and/or low quality of capacity building initiatives and knowledge products	January 2025	Political Strategic	Which will impact the ACSH's reputation and its utility as a knowledge and experience exchange institutional platform P = 1 I = 1	Regular consultation with the ACSH participating countries' governments in determining topics of mutual interest on which the ACSH activities may focus on for the benefit of its participating countries. (This is also part of the ACSH demand-driven approach).	Project Manager	June 2025	no change
2	There is a risk that the interest of the Government of Kazakhstan will decrease as a	January 2025	Political Strategic	Which will impact the continuous operation of the ACSH as a multilateral institutional platform P = 2	Regular consultation with the Government to inform them of the ACSH accomplishments highlighting the	Project Manager	June 2025	no change

	principal donor of the ACSH.			I = 2	benefits for Kazakhstan vis-à-vis its foreign aid development policy. Involve a wide range of key government institutions in the ACSH initiatives, e.g., include government officials and civil servants in capacity building activities such as study tours and seminars, on demand.			
3	There is a risk that the project does not yield tangible results through its initiatives and its activities do not reach their objectives.	January 2025	Political Strategic	Which will impact the capacity of the ACSH to implement its planned activities adequately.	Hold regular consultations with government entities responsible for implementation in the ACSH participating countries and provide technical assistance and support for timely operationalisation of initiatives.	Project Manager	June 2025	no change

Annex III: Annual Work Plan for 2026



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Annex IV: Assets List.



UNDP Asset In
Service Report_Asset



LIST 2025 items
below 5000 USD.pdf

Annex V: Knowledge Generation

During the reporting period, knowledge was generated through comparative research, analytical case studies, and documentation of international practices in AI governance, digital government reform, public sector communication, and civil service development. These insights directly informed the design and delivery of capacity-building activities, including workshops, study visits, and policy dialogues, and were used to frame agendas, learning objectives, and discussion themes for regional and interregional events. Knowledge products were actively disseminated through ACSH and partner platforms and presented to policymakers, civil servants, and experts during workshops, forums, and international conferences, ensuring practical uptake and peer learning. The generated knowledge also contributed to strategic discussions on future programming, including the conceptualization of the next project phase, reinforcing ACSH's role as a regional knowledge hub and trusted partner for innovation in public governance.

Knowledge Products and Activities (2025)

1. **Global Approaches to AI Governance: Policy, Legal, and Regulatory Perspectives**
https://www.astanacivilservicehub.org/uploads/case_studies/Global%20approaches%20to%20AI%20Governance:%20Policy,%20Legal,%20and%20Regulatory%20Perspectives.pdf
2. **De-bureaucratism through Digital Government Reform: Bahrain Case Study**
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