



# **MEDIUM-TERM EVALUATION OF THE PROJECT “INSTITUTIONAL SUPPORT TO THE REGIONAL HUB OF CIVIL SERVICE IN ASTANA”**

## **FINAL REPORT**

*Kazakhstan, October – November 2016*

**Dr Nenad Rava**

Final version, 13 December 2016

## **Table of Contents**

<b>1. Description of the intervention</b>	<b>3</b>
1.1 Introduction	3
1.2 Overview of the project	4
1.3 Purpose, objectives and scope of the Evaluation	6
1.4 Evaluation approach	7
1.5 Data sources and methods	9
1.6 Limitations and shortcomings	11
1.7 Risk assessment	11
<b>2. Medium-Term Evaluation Results</b>	<b>12</b>
2.1 Project design and results	12
2.2 Evaluation criteria	16
2.3 Business model and organization	19
2.4 The Three services	21
2.5 Other relevant aspects of Project support to ACSH	25
2.6 Strategic issues for consideration	26
<b>Annexes</b>	<b>27</b>
Annex 1. Evaluation plan	27
Annex 2. Terms of References	29
Annex 3. Evaluation matrix	39
Annex 4. List of individuals interviewed and consulted	41
Annex 5. Analysis of the Results and Resources Framework	42

## **1. Description of the intervention**

This section of the report provides information on the Mid-Term Evaluation (MTE) design and the approach, including the description of the UNDP project. Detailed plan of the MTE, the Evaluation Matrix, and Terms of References are presented in the annex of this report.

### **1.1 Introduction**

The report represents the final result of the Medium-Term Evaluation of the UNDP Project “Institutional Support to the Regional Hub of Civil Service in Astana” (ACSH). Its purpose was to assess the current progress on implementation and provide recommendations for the remaining period until the project finalization. It was conducted after 2 years of project implementation and 1 year before its finalization, which is a good timing for eventual modifications aimed to improve the performance and results.

The client of the MTE was UNDP to whom the consultant was directly accountable. This implied that UNDP acted as an intermediary between the consultant and stakeholders, and supported main activities including: collection of data, distribution of structured interviews and collection of completed ones, organization of meetings, and distribution of draft report and collection of written comments.

The MTE took place in the period October – November 2016 and it cover the period of the implementation from the official launch of the project on 1 December 2014 until 1 October 2016. Although there are many activities being implemented since 1 October 2016, there were not formally taken into consideration for the MTE final report.

Its focus was on the UNDP Project, not the ACSH per se. However, as explained in the methodology later in the text, given the objectives of the UNDP Project MTE had to touch upon institutional issues and take a broader perspective. The MTE took into consideration the whole project and considered the findings in the context of the enabling environment, emerging regional and global partnerships, and, in particular, the business model with its underlying intervention logic.

Detailed methodology is explained in further text, and the next section of the report elaborates on findings, conclusions, and recommendations. Analysis of the Results and Resources Framework is additionally presented in the annex.

## **1.2 Overview of the project**

The Project was officially launched on 1 December 2014 (becoming fully operational in first half of 2015) and its intended end is on 31 December 2017. Effectively, the MTE is taking in place half-way through the implementation, which is timely for eventual course-correction toward full accomplishment of expected results. The Government of Kazakhstan provided the overall funding of 14.5 million USD for the Project, and UNDP committed (beside co-funding) its internal expertise, regional and international network and best practices, as well as an efficient implementation arrangement.

The Project is supporting the ACSH, which was established in March 2013 when initial 25 countries (and 5 international organizations) adopted the Declaration of the ACSH founding. Before the launch of the Project, the ACSH had established its main working modalities and implemented a series of initiatives. These modalities and initiatives were incorporated into the Project and further developed with the support from UNDP, the Government of Kazakhstan, and participating countries and organizations. Although the ACSH has “regional” in the title it is global with regard to its participation and the outreach.

The functional scope of the ACSH, and consequently of the support provided by the Project, is very wide, encompassing a number of organizational models from a regional/global network of national institutions and international/regional organizations involved in civil services (or public service), to a research community, partnership platform, technical and advisory assistance, and a learning, communication and resource centre. Originally envisaged with such a wide scope, the ACSH had been expected to find a more strategic niche, while further developing strategic partnerships with similar organizations (e.g. Singapore Centre for Public Service Excellence).

The Project has the following original Results and Resource Framework:

**- Intended Outcome** *(as stated in the Country Programme Results and Resource Framework)*: Central and local governments operate in a more effective, transparent and accountable manner

**- Outcome indicator** *(as stated in the Country Programme Results and Resource Framework)* including baseline and targets:

- Baseline: Demand for building the capacity of national and local governments to implement development initiatives in an inclusive and participatory manner
- Target: Authorized state bodies and academies of the Hub’s participating countries have more knowledge of regional and global trends, as well as of the problems of existing models of civil service in the region, and through the established network of regional experts, events, online platform and journal of the Hub constantly exchange knowledge and experience.

**- Intended outputs:**

- **Output 1** (Research and knowledge management): Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service.
  - Baseline: Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (based on Baseline Study 2013)
  - Indicators: Number of evidence-based research studies of Hub participating countries conducted and high quality knowledge products of the Hub developed and disseminated
- **Output 2** (Capacity Building): Civil service institutions in Hub participating countries are empowered and able to apply gained knowledge and skills in making their civil service professional, responsive and transparent
  - Baseline: Demand for capacity building interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries
  - Indicators: Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries
- **Output 3:** Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South / East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence.
  - Baseline: Demand for South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives
  - Indicators: Number of South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries

*As it will be explained in the next section the original Results and Resource Framework was modified in the consequent Annual Work Plans, which is considered to be adequate due to the need to adjust the initial design to changing circumstances and practical conditions. Moreover, ACSH being demand-driven, the Project also needed to adjust to the preferences and needs of the ACSH participating countries and organizations*

Due to the global outreach of the ACSH within a project that is national in character, the Results framework represents a combination of national and global results. This is, to some extent, reconciled with the Outcome indicator, which puts the focus of the Project beyond the boundaries of support to the national government of Kazakhstan. Moreover, all outputs relate directly to interactions and benefits that cut across national borders.

The overall purpose of the ACSH is indicated in the Project document (while also emphasizing the need for identifying a more strategic focus), and it also explains in detail the “Three Service Approach” of the ACSH: a) Research and knowledge management; b) Technical assistance / advisory services, learning and training; and c) Strategic Communications and South-South or East-East cooperation/partnerships. The three service lines correspond to the three project outputs. It should be reiterated that the ACSH is designed to be a demand-driven initiative, which implies that its activities are flexible and guided by the its participating countries and organizations. This further confirms that the ACSH is, at least predominantly, a platform-based model (a “broker”) in which the specific objectives and focus are mediated through the Steering Committee.

The Project document elaborates well the broader vision of and expectations from the ACSH; the context, needs, and trends for civil service innovation and capacity development; the comparative advantages provided by having the ACSH located in Kazakhstan and supported by the Government of Kazakhstan; and the benefits of involving UNDP and its regional and international networks and expertise. Management arrangements and annual work planning are included in detail in the Project document.

### **1.3 Purpose, objectives and scope of the Evaluation**

According to the Terms of Reference, the overall objective of the MTE is to “to assess how project’s results contributed, together with the assistance of partners, to a change in development conditions, especially in the area of building human and institutional capacities of civil service systems.”

This objective implies that the MTE had to be looking at the outcome-level result (at least as it was formulated in the Project document) across participating countries and organizations of the ACSH. This was clarified in initial consultations with the UNDP, concluding that: a) MTE should focus on output-level results and eventual contribution to the intended outcome that might have been produced in a short period of project implementation, and b) that it will not be feasible to conduct analysis of all participating countries and organizations in terms of the ACSH contribution to their individual civil service systems and development conditions.

- Therefore, the MTE focused primarily on evaluating the mid-term achievements regarding expected Project outputs, and – to the extent feasible – explore partners’ own perceptions and insights into the possible contribution of the ACSH to broader development conditions (in the area of civil service systems) in their own countries.

*In other words, the MTE geographical scope was global/regional, but the primary focus was on the output-level results - in comparison with those identified as expected outputs in the Project’s Results framework. Furthermore, it implied that the MTE was not meant to conduct in-depth analysis of development of the civil service system in Kazakhstan, although it will need to pay attention to the central role that Government of Kazakhstan plays in hosting and financing (through UNDP) the ACSH.*

The above is in line with another section from the Terms of References that “the MTE is intended to identify potential program design problems, assess progress towards the achievement of results with a particular emphasis on assessment of the program activities and their consistency with project’s objectives and future plans, identify and document lessons to improve design and implementation of project activities and make recommendations for improvement.”

Along those lines, the Terms of Reference emphasized that “this evaluation will assess the progress towards baseline, and identifying any difficulties in project implementation and their causes, and recommend corrective course of action. Project’s performance will be measured based on project Results and Resources Framework, which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. Success and failure will be determined in part by monitoring changes in baseline conditions.”

The previous considerations also imply that the MTE was expected to cover the period of implementation of the Project, i.e. not to conduct a mid-term evaluation of the ACSH since its establishment or as a platform beyond the Project auspices. Nevertheless, MTE will need to compare the contribution of the Project to the ACSH also in relation to the capacity, results, and modalities that ACSH had developed before the Project launch. It is required, in particular, to properly specify the baseline and on the basis of that assess the particular contribution of this Project to ACSH’s capacity and results.

Overall, the MTE had two primary expected results:

- a) to inform the UNDP on necessary improvements of Project implementation for the remainder of the project, focusing on efficiency, operational effectiveness, and sustainability
- b) to provide guidance on eventual modifications of the original project design and intentions, focusing on relevance and strategic effectiveness.

#### **1.4 Evaluation approach**

An MTE focusing only on output indicators from the original Results framework might have been too limited. This is primarily because the indicators are quantitative: all three indicators refer to a number of a tangible, operational result. Simple counting of the number of events, documents, etc. that were implemented in the course of the Project would then lead to finalization of the MTE. On the other side, an analysis of quality of all documents, events, and other activities would not have been feasible in this particular MTE. Furthermore, a good MTE would require proper analysis of the project organization and management, with implications for the remainder of the project.

Therefore, the approach of the MTE was to include selected elements of the above and combine them as follows:

- a) Mapping of all activities / services and assessment of output indicators, as well as timeliness and delivery (including new data such as the Historical timeline);
- b) Identification of a sample of output activities for which evaluation had already been done and then conducting secondary analysis of those reports;
- c) Projection of current project dynamics until the end of the project to assess efficiency and tactical effectiveness; and

- d) Analysis of the organization and management (including responsibilities, division of tasks, coordination, communications, reporting, M&E, partnership arrangements).

*The above refers to 2 Evaluation Criteria: Efficiency and Tactical Effectiveness.*

Secondly, it needs to be recognized that the Project is supporting the ACSH, which is a form of a Hub, which is essentially a platform-based organization. In any platform-based organization the accountability for results is widely shared. At the level of efficiency and operational effectiveness, the Hub management might be held fully accountable. However, for results related to strategic effectiveness and sustainability, the Hub – by its very nature – cannot have full control, and thus cannot be fully accountable.

For instance, a Hub can organize excellent events and produce high quality publications (output-level results), but it cannot ensure that these lead directly to improvement of civil service systems in participating countries (outcome-level result). Assessing the exact contribution of outputs to outcome in a platform-based context requires a more substantive analysis (and a longer period of implementation) than envisaged by this MTE. Platforms are meant to provide opportunities, interaction processes, and an enabling environment – but the usage of those is the responsibility of platform participants. In this context, the “users” of the Hub are at the same time its main actors and partners, which leads to circular accountability that is a challenge for performance management of any platform-based organization.

At best, the ACSH should try to ensure that its activities are reflecting the needs of the community it is supporting and that those activities are of high quality – but the ACSH should not be expected to actually change development conditions in individual countries. This holds true even when we recognize that the Hub is not only a platform - but also a centre that provides expert support and creates knowledge products.

Therefore, the major emphasis of the MTE was on the ability of the ACSH to mobilize and incentivize, empower and guide, coordinate and support interactions within the participants across its participating countries and organizations. For that purpose the MTE incorporated the following:

- a) Analysis of the business model and the strategy (including value propositions / core functions), as well as “historicity”;
- b) Assessment of the contribution of the Project to development of ACSH’s capacity to provide quality services and manage the platform;
- c) Secondary analysis of the Baseline surveys focusing on needs, expectations and satisfaction<sup>1</sup>;
- d) Structured and semi-structured interviews with selected stakeholders, focusing on outcome-level results through narratives and their perspectives on continued the relevance and sustainability of the ACSH; and

---

<sup>1</sup> Primary, in-depth analysis of satisfaction of the “users”/“partners” which – given that the Hub includes 34 very diverse countries and organizations – is not feasible in the given timeframe.



## *MTE of ACSH: Final report*

*The above refers to 3 other Evaluation Criteria: Strategic Effectiveness, Relevance, and Sustainability.*

Conversely, the MTE covered 5 Evaluation Criteria (*detailed questions for the Evaluation Criteria are presented in the annex*).

The MTE methodology was derived from the overall evaluation framework and it incorporates data collection (and data generation), methods, and sequencing of the overall evaluation process. It also refers to limitations and potential shortcomings. The methodology was designed to reflect the mixed-method approach that will facilitate comprehensiveness and systemic approach, as well as balance feasibility with quality.

The overall plan was that the MTE would produce preliminary findings before the field visit, which required substantive data collection and analysis to be conducted beforehand. The major benefit was that the consultant was then be able to focus during the field visit on validation of already conducted data analysis and enriching/correcting preliminary findings (mostly through interviews) – leading to initial conclusions and recommendations being prepared and presented by the end of the visit. For detailed plan of the MTE, please see the respective annex of this report.

### **1.5 Data sources and methods**

The MTE was based on official documents and performance data, including those generated by UNDP on request from the consultant. It provided factual insights and included the following categories of data:

- Project-related documents (Project document, all project and event plans and reports, minutes from strategic meetings and consultations, evaluations)
- Documents produced by the Project (knowledge products, publications, communications, journals, etc.)
- Data on ACSH's participating countries and organizations
- Data on organizational and management of the Project and the ACSH
- Policy documents and reports of UNDP and the Government of Kazakhstan
- Statistical and performance data

*Beside compiling additional data on performance, the Project team was required to generate the Timeline (history mapping). Additional data generation was particularly important due to the fact that the Project has only 1 annual report (for 2015), brief quarterly (monitoring) reports, and a draft of semi-annual report (for 2016).*

The second main source of data was the interviews. They are divided into two groups:

- a) Short, structured email interviews for participating countries and organizations

## *MTE of ACSH: Final report*

- b) Semi-structured, individual (face-to-face and in exceptional cases by Skype) interviews with UNDP, representatives of Government of Kazakhstan, and selected stakeholders.

*Insights based on perceptions and attitudes, and those from anecdotal sources generated in interviews and consultations, were not considered factual if not validated by several respondents. Observational data (generated by the consultant) will not be considered factual (due to the limited time for a proper ethnographic study) and their purpose will be to help interpret other data.*

The process proceeded from data collection and analysis towards preliminary findings. These were validated (and enriched) in the course of the field work of the consultant, leading to final findings and conclusions, as well as recommendations – which were consolidated in the final draft report. The comments on the final draft report led to finalization of MTE in terms of the final evaluation report.

The table below describes main evaluation methods.

<b>Methods</b>	<b>Description</b>
<b>Document review</b>	To be conducted by the consultant, with the focus on key criteria and evaluation questions. Will incorporate all necessary project, project-related, and broader strategic documents. It will also include the new data generated by the Project team that relates to mapping of activities and services.
<b>History mapping</b>	Timeline with key milestones to be produced by the Project team based on instructions to be provided by the consultant. The Timeline will provide coherent view of the “historicity” of the Project and the ACSH.
<b>Secondary analysis of quality of outputs</b>	To be conducted by the consultant on the basis of selected output-document that already have evaluation report.
<b>Survey (secondary analysis)</b>	Consultant will review the Baseline surveys and further inquire through structured email interviews to gather data on user satisfaction and stakeholder perspectives.
<b>Business model and Strategy analysis</b>	To be conducted by the consultant focusing on the value disciplines, organization and management, core functions /value positions, service lines and stakeholders – as well as the analysis of intended vs. actual strategy.
<b>Operational projection</b>	To be conducted by the consultant focusing on the projection of the current Project implementation dynamics (performance, organization, spending) until the end of the project.
<b>Analysis of narratives</b>	To be conducted by the consultant on the basis of micro-narrative produced by main stakeholders.
<b>Ethnographic observation</b>	To be conducted by the consultant (might include randomized brief interviews) of the Project team during the visit.
<b>Interviews and consultations</b>	To be conducted by the consultant in two formats. 1) Structured email interviews 2) Semi-structured face-to-face (or Skype) interviews Consultative meetings will be conducted with UNDP, project team, and key national stakeholders.

## 1.6 Limitations and shortcomings

There were no major limitations or shortcomings of the MTE methodology. However, certain trade-offs were made to ensure feasibility – taking into consideration that this Project is large in terms of activities and even staffing. Even capturing the quality of all Project activities and output-documents – as well as individual performance of Project team and experts is not fully feasible in the given circumstances. Moreover, it would have been better to launch a ACSH-wide survey of satisfaction designed specifically for MTE; to conduct a more in-depth narrative analysis with possible use of micro-narrative Sense maker methodology; or to organize a large workshop (preferably based on dialogic design methods) to capture shared expectations, dominant aspirations and emerging trends. Preferably, MTE would have emphasized more the anticipatory / prospective aspect and incorporate collaborative innovation methods.

However, the proposed methodology was able to deliver high quality results while being made feasible in the timeframe of 2 months and 25 consultancy days.

## 1.7 Risk assessment

There were not major risks for the MTE. The initial assessment of main risks and indication of mitigation actions proved to be adequate. This is presented in the table below:

<b>Risk</b>	<b>Likelihood</b>	<b>Relevance</b>	<b>Mitigation</b>
Lack of sufficient amount or quality of relevant data	M	H	Timely data collection by the Project team and intervention of the consultant if a lack of data is anticipated.
Low response rate for the email interviews	H	M	Timely distribution of the questionnaire and adequate mobilization support by the Project team and UNDP.
Delays in the approval of reports	L	H	Due to time sensitivity of the MTE, this should be avoided by all means. In case it takes place, adequate changes in the schedule should be made.
Unavailability of key stakeholders during the field visit	M	H	Early planning and preparation of the field visit.
Conflict or major disagreements amongst stakeholders regarding the performance of the ACSH	M	H	UNDP and the consultant should ensure opportunities for each stakeholder to free express her/his opinion without imposing it on others. In the case of an open conflict, UNDP will intervene.
Major change of the original evaluation objectives, framework or methodology	L	H	In case of the need to change original objectives, framework or methodology, the consultant and UNDP will go through the process of approval, equal to that used for the Inception report
Attempts to influence the final findings, conclusions or recommendations outside of	L	H	UNDP will protect the integrity and professionalism of the consultant and act as intermediary between him and other actors

## *MTE of ACSH: Final report*

the process envisaged by the Inception report			involved.
Additional data being collected (or requests made) in the last phase of MTE	L	M	The consultant and UNDP should assess the feasibility of integrating new data or requests into MTE, and agree on eventual changes of the contract.

## **2. Medium-Term Evaluation Results**

This section of the report provides consolidated information on the final results of the MTE. It is divided in several parts, which combine findings, conclusions and short-term recommendations.

The first two parts are focused on formal aspects of the MTE: the overall results compared to the Results and Resources Framework, and the evaluation criteria. This is followed by elaboration of insights on the business model and organization – which are found to be most critical for the ultimate success of the Project. The Three Services provide more in-depth analysis of the results for the 3 main Outputs, while the following section covers other insights of relevance.

The recommendations for the medium-term (beyond the duration of the current Project) and the lessons learned, are presented in the last part on Strategic issues for consideration.

### **2.1 Project design and results**

***The overall assessment of the original project design led to the conclusion that it was innovative, timely, and highly relevant for the development needs of the ACSH participating countries.*** In many aspects, the ACSH is a unique example of a hub that focused on civil service and public administration issues by combining peer-to-peer learning, research, and partnerships. The project design responded to the needs adequately, including by emphasizing the need for a strategic niche – which, as it will be explained in the section on the business model – is still pending.

***However, this expectation that the Project would help identify the strategic niche for ACSH at the onset of implementation might have been based on an erroneous assumption.*** Namely, the progression from strategic focus to implementation is adequate for conventional projects, but the support to ACSH is an innovative and demand-driven facility, which then requires experimentation and probing to be strategically established. Projects supporting such emerging new solutions – as the ACSH represents – simply cannot follow a linear progression of activities, as assumed by the original project design,

and would benefit from the so-called iterative programming. In fact, the project was indeed implemented in an iterative manner, and this should be considered a strong aspect of it, not a downside. Nevertheless, the strategic niche/focus is an element of the Project that will need to be addressed by the end of implementation.

***In terms of overall output-level results, it can be concluded that the Project is for most part on track.*** This is due to, primarily, the revision of the Annual Work Plans that was undertaken to ensure the Project delivers more practical, specific, and demand-driven activities.

***The main challenge for the Project results is that the original duration of 4 years has been shrunk to 3 years.*** Originally very ambitious, the Project might actually deliver most of the results even in such a shorter period. This conclusion is made on the basis of the extrapolation of the activities (as presented in the annex on Analysis of Results and Resources Framework) into the 3<sup>rd</sup> year of implementation.

***Nevertheless, the delivery rate remains a problem.*** The fact that the Project managed to accomplish substantive results even with less resources than those planned, is to be congratulated. This is even more positive taken into consideration that the currency rate changes (USD to Tenge) decreased the budget for 1/3.

The delivery rate as of 1 October 2016 was 19.3% - but this is taking into consideration the original budget in USD, which was 14 million. Due to the devaluation of Tenge, the total budget of the Project was decreased for 36% in USD value. Hence, the current, actual budget of the Project (assuming no further change of the currency rates until the end of the project) is 8.99 million USD. Taking this into consideration, the actual delivery rate until 1 October 2016 was 48%. This is, however, still low – assuming the same dynamics of the project, it can be extrapolated that by the end of 2017 (the end of the current project timeframe) the delivery rate will not be higher than 75%. Even with major procurements expected in the upcoming period and eventual intensification of activities, the Project will not manage to spend the whole budget.

Hence, the Project runs a risk of coming to the end without spending considerable part of the budget.

- For that reason, the recommendation is to extend the Project for an additional year – and have the total of 4 years for implementation – as originally expected.

*Detailed analysis of the Results and Resources Framework is presented in the annex, so this part of the report will focus on key findings and conclusions.*

The scope of the MTE was not to conduct comprehensive analyses ***the outcome-level results***. This is not the purpose of medium-term evaluations anyway, but the additional challenge for such kind of assessment is the Project Outcome itself. Even if the data was available, the Intended Outcome – even with the more specific indicator and target – cannot be assessed with sufficient rigour. As explained in the MTE methodology from

the very beginning, the Outcome is related to changes in the ACSH participating countries for which ACSH – as a hub – simply cannot be made accountable.

- There is certain evidence based on interviews that the Project indeed supported ACSH in increasing its contribution to the development of knowledge of and interaction amongst the participating countries.

It is merely provisional conclusion and it is so because of the problems in the formulation of the Outcome Target. On one side, the formulation of the Outcome Target – “participating countries have more knowledge” – would require massive survey of the change of knowledge across 30+ countries before and after the project. On the other side, another part of the Outcome Target – participating countries “constantly exchange knowledge and experiences” is actually not specific enough to be measurable.

*The situation at the output-level results is somewhat clearer and more specific.* However, the original outputs from the Project Document did not have adequate targets at all. Even the indicators were overly operational. Assessment of the original outputs indicates that the project was so far has been successful. However, this cannot be adequately validated due to the lack of specific targets. For instance, organizing 21 events in 2 years (or producing 4 studies/research papers) might be considered sufficient – but there is no way of formally concluding that this is so. Had the target been, for instance, 15 events in 2 years – the project would have exceeded the expectations. But, had the target been 25 events, it would have been the contrary.

Moreover, the mere number of events or documents does not tell us much about their quality – and the quality was not part of the output indicators in the first place.

The outputs were somewhat specified in the revised Annual Work Plans, but this did not fully resolve the initial problem of the Results Framework. In fact, none of the new indicators are measurable (e.g. “new knowledge on civil service development was delivered to the Hub participating countries”).

There is an upside to this: the ACSH is a demand-driven facility and the number of documents or events is to a large extent directed by the participating countries – and should not have been determined in terms of targets in the first place. This, however, does not remove the necessity to have clear and measurable target, but those should have been of a very different focus.

Despite all that, attempt was made to make provisional conclusions on the degree of success of the project regarding the output-level results. This was done by conducting a more in-depth analysis of the delivered activities (in comparison with the Annual Work Plans), as well as analysis of the quality of selected documents (see later under Research service).

- In that regard, it might be provisionally concluded that the Project provided substantive support to ACSH in terms of delivery of quality and quantity of

output-level results, considered in the context of the complexity and the level of effort required for producing those.

Such ***analysis of results at the activity-level*** was done in two directions (for details see the annex with the Analysis of the Results and Resources Framework). Firstly, the original Intended Activities from the Project document were analysed. Secondly, the analysis moved towards the Annual Work Plans for 2015 and 2016. Both of those confirmed that the results in terms of activities are considerable – both in terms of overall results and the results for each year of implementation.

Analysis of the Annual Work Plans shows that almost all activities planned for 2015 were implemented. Moreover, there were activities not planned but still accomplished – which relates to the demand-driven nature of the Project and ACSH. The situation is less positive for 2016, but we should also take into consideration that a number of activities planned for 2016 are still in the process of implementation.

***The MTE also included extrapolation for 2017*** at the level of activities (see the full table in the annex on the Analysis of the Results and Resources Framework). For most part, the Project is on track for meeting expected performance regarding activities. However, not all activities will be accomplished as expected. This can be, to some extent justified by the decreased period of project implementation (from 4 to 3 years), and this is another reason for extending the project for additional year.

Nevertheless, there are certain activities that did not meet the expected level of implementation and/or are being delayed. For instance, there were only 2 issues of the International Journal on Civil Service – while a total of 4 was planned. In this case, there was certain justification because one issue was deliberately skipped in order to assemble new editorial board and develop a fully operational online platform for the journal. Moreover, one more issue of the journal will be produced by the end of 2016.

Nevertheless, certain lack of meeting of the expected targets raises two overall questions. The first one being the extent to which ACSH (and thus the Project) can be held accountable for all planned activities. In the example of the Journal, there is some evidence that there was a lack of sufficient number of articles submitted for publishing. The second question relates to the iterative and experimental nature of the ACSH and the Project supporting it: do certain intended activities remain relevant as originally planned? The problem, thus, might be more related to a lack of proper analysis of the adequacy of original activities and to having not prepared adequate annual plans – than to low Project performance.

- For that reason, the Project should carefully consider the preparation of the Annual Work Plan for 2017 – especially if the extension for another year is not agreed upon. This would imply that there will be no opportunity for additional delays after 2017, and certain activities might be considered less relevant or strategic than others. And this further implies that the strategic focus (niche) of the ACSH should be finally addressed in 2017.

More recommendations on this issue will be provided under the Three services, but the 2017 plan will also depend considerably on the business model.

## **2.2 Evaluation criteria**

The evaluation criteria with the corresponding evaluation questions (see the annex on evaluation matrix) were presented in detail in the MTE methodology in the Inception report. The summary of evaluation of these criteria is presented below, with more elaboration provided in the other parts of this section of the final report.

### ***Relevance***

As already indicated earlier, it is safe to conclude that the Project was originally highly relevant and that it remains highly relevant today. The needs of the participating countries for the kind of support provided by the ACSH are not going to be fully addressed even on medium-term. To some extent these needs are becoming even more critical with the complexity of civil service reform in the context of the need for addressing Sustainable Development Goals.

The relevance was addressed also through the structured email interviews that included 6 respondents. Although the number of respondents is not high in comparison with the number of overall participating countries and organizations, it does indicate high degree of added value of the ACSH for the development of knowledge and capacity in civil service systems. The same insights were confirmed in the course of interviews with representatives of Georgia and of institutions in Kazakhstan, as well as the director of the UNDP Centre for Public Service Excellence, organized during the field visit

The Project is also in many ways unique – no similar initiative in the region or even globally – and it should continue being demand-driven. Nevertheless, this remains a major challenge for ensuring strategic focus and can be addressed only by improving the business model of ACSH. This is indeed one of the main purposes of the Project in terms of supporting institutionalization of ACSH. And this is one aspect in which the alignment between the Project design and the needs of the ACSH and its participating countries might need to be further improved.

### ***Efficiency***

Efficiency of the Project is largely satisfactory, with the main challenge of the Project being the lack of strategic focus and too many priorities. This led to the Project Team overstressing its resources, which sometimes led to delays or not meeting the expected quality of deliverables. Indeed, the attempt to do too many things with limited resources (including time) is a consequence of the existing business model that attempts to “capture



all”, thus not always succeeding in delivering an equal level of results for all needs. This will be further explained in the part on the business model.

Efficiency in terms of the implementation of planned activities in the Annual Work Plan was also satisfactory. As mentioned, there are certain delays, but most of those can be addressed in a more substantive plan for 2017.

It can also be concluded that the Project managed to strike a good balance between consistency and adaptability. The Project have indeed ensured high level of ownership by the ACSH, but this ownership might need to be further extended beyond several core ACSH participating countries.

Reporting should be improved – the existing quarterly and annual reports do not provide sufficient insight into more substantive aspects of the project. They report on the deliverables, but at least the annual report should include review of the strategic direction (and changing priorities), relevance and quality of certain activities. Had the annual reports been made more substantive some of the problems with the business model, prioritization, and focus would have been proactively addressed.

Finally, the meetings of the Steering Committee and the Project Board ought to be made more regular. Those two structures are the only ones that provide strategic guidance and oversight of the Project and there has not been a meeting of either of those in 2016 (up to 1 October). Even on regular basis, there are not more than 2 meetings annually, which is certainly not sufficient – especially given the need for finally addressing strategic focus of the ACSH. Moreover, the Steering Committee meetings might benefit from engaging with a broader dialogue with larger number of participating countries on the strategic niche and the future of ACSH overall.

### ***Tactical and Strategic Effectiveness***

For most part the aspects of tactical effectiveness were addressed in the previous part on Project Design and Results. The more specific conclusions are presented under the Three Services part of this section.

It should suffice to conclude that the Project should focus more on improving internal and external management systems of the ACSH (making them “fluid” and adaptable) and that there is a danger of the Project overstretching (without proper strategic focus and more adequate business model), thus leading to average results.

### ***Sustainability***

The major issue with sustainability relates to sustainability of what? If the question is about ACSH it is certainly not sustainable in financial and institutional sense, without additional external support. However, this is to be expected: no similar initiative is ever completely sustainable and those that do have high degree of sustainability are initiatives

that took much longer period to become established and even then usually based on certain public budget support.

The question of whether the Project is sustainable leads back to the original Project design. If the expectation was that the ACSH would somehow be made to continue operating alone after 2017 without additional external support, than the original Project design did not provide preconditions for making the Project sustainable. It is then mostly the flaw of the design, and not implementation. The Project could have made additional attempts to support financial and institutional sustainability of ACSH, such as more substantive capacity development (including training on innovative methods) and experimenting with new funding or financing mechanisms. Nevertheless, it is doubtful that the sustainability would be completely ensured given the original project design.

Taking into consideration the whole timeline of development of the ACSH, the following phasing might be useful for considering sustainability issues:

- Founding/launching (2012-2013)
  - Creating the initiative and mobilizing core group of countries
  - First elements of the identity/brand/purpose
- Initial operations (2013-2014)
  - Creating the 3 service lines and key deliverables
- Experimentation (2015-2016)
  - Probing, testing, “sense-making”, developing loose boundary
  - Expansion into international fora. Branding. Legitimacy. Recognition.
  - Validation of its value and purpose. More substantive results
- Transition (2017)
  - Strategy for min 5 years to provide the Project with closure on “support to institutionalization”

In that sense, the last year of implementation could provide an effective bridging to what might come after the project closure.

It should be noted that the very nature of the ACSH – being a Hub – implies that there should be a constant source of financing for the kind of regional and public good that this facility provides. Such sources of financing are predominantly public – national governments, charities or international organizations. Thus, assuming that the ACSH can continue without such external support seems to be flawed.

- The Project should make an effort in 2017 to consider alternative sources of financing and, if the Project is not extended for another year, start preparing for its closure well in advance. Alternatively, the partners on this Project might consider early design of a successor project– in which some of the faults of the original design of the current Project would be properly addressed.

These should not include membership fees from participating countries, but might include financial and in-kind contribution from those. Moreover, resource mobilization

from the private sector and from global and regional philanthropic organizations should be explored (especially if the ACSH relates more closely to SDGs). ACSH could also do additional projects and charge administrative fee, but this would affect its business model. Eventually, the ACSH might become a “Social enterprise” which would be able to charge fees for its services, while still remaining in the space of contributing to development needs.

Continued discussions with the Government of Kazakhstan with regard to financing are expected to take place. It is clear that it would have continued strategic and practical benefits from additional financial support to the ACSH. However, to properly justify this, it should again be reiterated, more clarity on the strategic focus and business model of ACSH should be ensured.

It is clear that the demand for ACSH exists – and is possibly growing. The issue of sustainability remains the business model and strategic focus, as well as financing. And these are also the main risks – both of which have high relevance and high likelihood to happen.

Another final insight on sustainability – again related to the strategic focus and the business model – regards the institutional aspects of ACSH. While it should remain a demand-driven hub, there seems to be a need for extending the ownership and changing its governance set-up. In which direction this should go, will depend on whether the ACSH is to move toward an actual platform business model, or become a more conventional research and learning centre. In the case of the former, the ownership and governance would need to be considerably distributed across the whole network of countries and organizations – in the case of the latter, keeping the current level of centralization of ACSH would be acceptable.

### **2.3 Business model and organization**

The most important aspect of the Project identified in the MTE is the issue of the business model of ACSH and the support to institutionalization by the Project. The original Project design emphasized that the ACSH is to identify its strategic niche, but such a focus cannot be separated from the business model of ACSH. The ACSH is not meant to be a conventional research centre, but it does conduct research. It is also not meant to be a training centre, but it does organize training and learning events. It is not meant to be an academic institution, but it does issue an academic journal.

In a way, the ACSH is a peculiar hybrid that combines elements of many business models, but has not established either of those. It is at the same time a research and capacity development facility, information and knowledge management centre, partnership and peer-learning network, etc. Considering the three standard value disciplines of business models, the ACSH covers them all – which has been shown to be leading to underperformance on each of those value disciplines. It is dealing with “products” (e.g. research); it has focused on customer satisfaction, and it has spent most of its resources on internal capabilities (e.g. organizing events). When faced with the

question such as “what is more important: who comes for the event or how the event is being organized?” the ACSH business model cannot lead to making such a choice.

The closest business model that the ACSH reflects is that of a platform. However, platform business model is still in early stage of development and there are not many precedents to emulate. What is clear about this business model includes the following:

- *The “host” of the platform does not produce the content – it is done by the participants themselves. The “host” does not “deliver” anything except the proper environment for interactions. This is different from the current model of ACSH in which the Project team delivers most of the content and activities.*
- *The value of the business model is not directed towards outside (e.g. a user or customer), but towards inside – the community of participants.*
- *The organizational structure is distributed – there is no “centre”. There can be several “centres” or none, in the case of which the platform is fully self-organizing. It is different from the current model of the ACSH (“spider”) in which most of the interactions goes through the central node (the Project team).*
- *The key performance measures are unconventional: they relate to the strength and quality of interactions, rather than any particular output.*

Despite being close to such a platform business model, ACSH is still not there. At this very point it is on a crossroads with three possible paths forward. One being the continued hybrid approach which will increasingly lead to average results on all fronts. The other being transformation into a proper platform. And the final one possibly being the conventional “institutionalization” into a research and learning centre.

- Which path the ACSH will take is a matter of choice, and the change cannot happen until the end of the Project. However, it seems paramount for the Project that aimed at “institutionalization” of ACSH to make considerable attempt towards informing the decision on the future business model. This should include, amongst other, conducting a comprehensive comparative analysis of business models and designing most meaningful choices for the ACSH to choose from.

The issue of organization and business processes cannot be separated from the business model. At the moment when ACSH is a hybrid, its organization is equally overstretched into too many directions. The existing Project team is committed, but cannot deal with all the challenges and needs to comprise – including in terms of allocation of time and directed too much of resources towards logistics.

In case ACSH is to become a platform, the Project team should be comprised of brokers, facilitators, dialogue managers, and innovation leads – with minimal support staff because the operations would be distributed across the platform. This would require major overhaul of the existing team. In case ACSH become a more conventional research and learning centre, the team would require considerably more research and peer-learning capacity. While most of this could be outsourced (including by tapping into capacity from participating countries), the required capacity is beyond the current one. In either case,

the Project team would need to develop additional methods (e.g. experience design) and tools (e.g. journey maps).

Regardless of the business model, the ACSH seems to be still unclear on the roles and responsibilities of participating countries (beyond the core ones) in the management of ACSH. Considerable, still not sufficiently used, potential is also in the Advisory Board.

This leads to the issue of business processes. The MTE did not include an in-depth analysis of business process, but certain provisional conclusions can be made. With its focus on demand-driven support to participating countries, the ACSH avoided bureaucratization – which implied that most of the business processes (beside the formal UNDP procedures) were addressed in ad-hoc and flexible manner.

- This might be adequate for the current situation, but the Project might want to support ACSH in introducing flexible, fluid processes that would contribute to streamlining and improvement of efficiency. These could take a form of optimized “protocols” (e.g. journey maps for user relations), as well as improvement of existing databases (possibly with some automation) and knowledge management systems. Some of those business processes might be based on on-line, open innovation and crowdsourcing, as well as strategic foresight with tools such as Futurescaper. Finally, the ACSH would benefit considerably from an integrated digital strategy, as it is further explained under the communication below.

## **2.4 The Three services**

In addition to the overview of results at different levels in relation to the Results and Resources Framework, the MTE addressed particular deliverables which are organized into three main services of the ACSH.

- Each of these services should be carefully considered for the last year of implementation and articulated adequately in a plan for 2017, having in mind the need for focus and upgrade.

### ***Research***

The Project supported the ACSH in terms of preparing several publications, which took the form of research papers and studies. The most recent study produced in the Project focused on global and regional trends in civil service and represents a major effort to consolidate and articulate massive content. In general, all the deliverables are satisfactory, but the MTE was able to evaluate only one. That one focused on anti-corruption practices in Georgia and the comparison between the final document and the Terms of References indicates high quality. Moreover, it should be noted that the document was prepared by one of the participating countries, which validates the demand-driven and participatory approach of the ACSH.

The ACSH team has been preparing the regular updates of the Country Profiles. While the consultant did not have a chance to review the methodology, the final documents seem very well organized, comprehensive, and standardized.

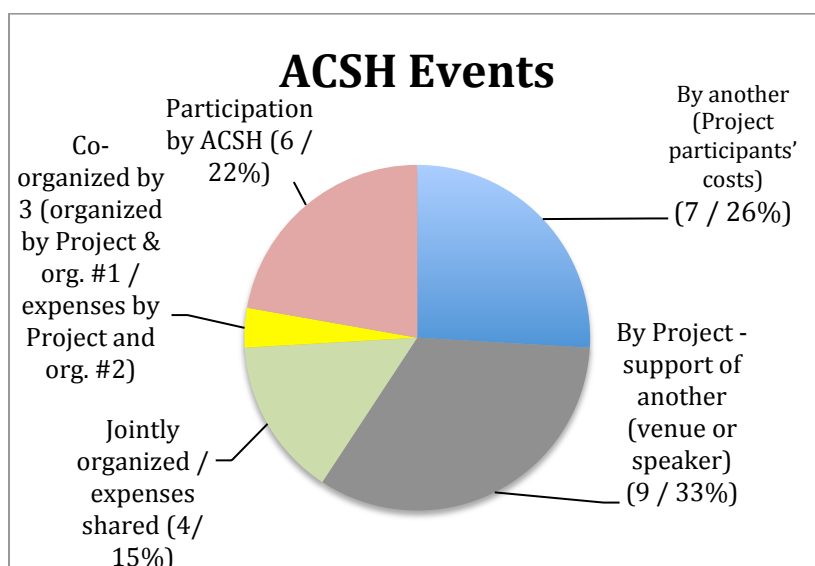
There are ongoing discussions on the International Journal – including around the recommendations proposed by the Editorial board, on possibly changing the approach to the Journal. At this point, it seems both overly ambitious for a non-academic facility, and too conventional for the innovative nature of ACSH.

- The Project should carefully consider the identification of activities in the area of research for 2017, including introducing more innovative methods such as prospective research, open source journal, and preparation of practical manuals/toolkits. Moreover, even translation of existing manuals/toolkits into Russian might provide a great benefit for its participating countries.

### ***Capacity Development and Learning***

For most part this service was focusing on organization of seminars and conferences. While there is sufficient evidence to conclude that this provided great benefit for the participating countries – and also increasing the profile and visibility of ACSH – limiting capacity development and learning to these activities does not seem sufficient. Moreover, organizing 21 events in 2 years put a considerable logistical burden on the Project team, which might not have been the most strategic use of the resources.

Based on anecdotal insights, the satisfaction with the event was very high. It should be welcomed that considerable number of events was organized in partnership with other countries, as presented in the chart below.



- The Project should consider emphasizing more innovative methods for learning in 2017. Moreover, there is weak progress on some of the previously planned activities such as preparation of standard courses or use of models such as webinars, on-line courses, and labs. The topics might also need to be less conventional and to include open innovation, gaming, strategic foresight, participatory budgeting, artificial intelligence in civil service testing, organizational culture, or business models. Some of these might not be clearly based on the existing demand, but ACSH should complement demand-driven approach with promotion of new methods that might not be fully understood by participating countries as critical due to limited experience with those.

### ***Partnerships and communications***

One of the most developed services of the ACSH is on partnerships. The number of Memorandums of Understanding (MoU) increased considerably in the course of the Project, and the ACSH diversified to other regions. In a sense, the regional hub moved into the global arena and further improved its branding. There is sufficient evidence of satisfaction across countries and organizations of the added value of the ACSH. The participating countries clearly expressed in both interviews and email questionnaires that they like the approach and seek “more of the same”.

However, the ACSH would benefit of focusing on plans that follow MoUs and operationalizing the initial partnerships frameworks. This is particularly important for the partnerships with universities, where the added value for the ACSH might not always be clear.

Furthermore, the intention to spread to other continents – as it was planned with Africa and Latin America for 2016 – should be carefully considered. It might be better if ACSH helped develop similar initiatives in these countries – thus replicating its innovative model – rather than trying to become genuinely global initiative.

Two recent collaborations should be welcomed due to their innovative approach. The first one is with the UNDP Centre for Public Service Excellence which resulted in a joint publications. The second is the initiatives to connect several countries in a “Peer-learning Alliance”.

- These innovative partnerships initiatives should come to the forefront of ACSH efforts and spread to other participating countries and organizations. This is particularly important because the current collaborations within the ACSH network are mostly bilateral – and the intention of the Project was to support multilateral and multi-vector partnerships.

Project support the ACSH in its global visibility, in particular in the fora such as UN or ASPA. This is a good development and improves the branding of the ACSH – which then provided more added value for its participating countries.

- However, the Project should support ACSH in developing a comprehensive branding strategy which would ensure continued increase in brand equity, as well as consistency across its activities.

There is a great potential for growth of ACSH even in the scope of existing countries. To data, ACSH has not “penetrated” deeply into the organizations from its participating countries. If ACSH would engage with staff below the senior management, it would provide an opportunity for increasing the network manifold in terms of numbers, but also in terms of diversity of experiences and expertise. This would also contribute to creating a wide community of practice around the ACSH.

- With the increase of the number and diversity of countries involved in the ACSH, the project should support it in terms of developing proper user segmentation. This implies that different added values should be provided to countries with different needs – while still ensuring brand consistency of ACSH across the whole network. Moreover, different countries might need to have different roles and responsibilities in the ACSH, as well. This could lead to development of several “packages” of specific user-oriented services and partnership agreements.

Finally, it should be noted that the ACSH does not have systematic data on interactions amongst its participating countries and organizations. There is certain evidence that they do interact and collaboration even without the involvement of ACSH – in some cases such collaborations being triggered by an ACSH activity. This should be addressed by the Project because these kinds of interactions – even if ACSH does not become a platform – are of critical and strategic value for the ACSH.

- In terms of the plan for 2017, being possibly the last year of the project implementation, there should be careful consideration of the balance between deepening the existing relationships and spreading to new countries. Moreover, ACSH might want to develop different strategies towards different groups of countries and develop specific criteria for participation in the ACSH for each.

With regard to communications, the Project supported the ACSH with regard to launching a Bulletin. This first issue is good for the start, but there should be more clarity on the approach and frequency of publishing the bulletin.

- Moreover, quarterly bulletin might be complemented with monthly newsletter and more regular overviews of developments and events in the participating countries, even when those do not involve ACSH directly. Furthermore, a shared calendar including events from all participating countries that do not involve ACSH would provide a great additional value of the network that the ACSH is facilitating.

The workload that would be increasing on the communication part could be remedied by increasing the involvement of the participating countries in preparing articles and news.



In fact, the ratio of the material produced in such regular correspondence and communications by the Project team should come down to maximum 30-40%.

The potential of the website (“portal”) is still not sufficiently used. It is still passive and based on one-way communications – with the forum launched but not active. The website could be used for sharing information – as mentioned above for more regular correspondence – but also more strategically for dialogue, open research, and for sharing practices and innovations across all ACSH countries.

- For that purpose a comprehensive digital strategy should be developed by the Project for the ACSH. This strategy would address social media (which is currently used but not regularly) and how it should be integrated into the core ACSH business processes.

Finally, regarding the communications, MTE found that the existing narrative of the ACSH is coherent and based on convergent views and perceptions of the participating countries. Moreover, the narrative seems to be consistent with the original Project document as representing by the quantitative analysis of key words on the website (left) and in the Project document (right)



## 2.5 Other relevant aspects of Project support to ACSH

There is a number of other aspects that are somewhat outside the scope of the three main services that should be mentioned in the context of the MTE.

The Innovation awards is a good initiative. It has been organized only once and the winners are still to finalize the case studies. However, this initiative could turn into a full-fledged innovation policy challenge.

The ACSH still did not explore substantively the opportunities of using secondments, internships, and fellowships. So far, only fellowships were used and this was only in one case. There was an attempt to consolidate 10 scholarship-holders that studied at the Academy for Public Administration in Kazakhstan, and similar efforts will continue in 2017. The secondments might be particularly good instrument for peer-learning and sharing of practices amongst countries. At least one attempts in that direction should be attempted in 2017.

The Roster of Experts is a good instrument as well, but it is currently not used strategically. It is a passive instrument and not promoted actively amongst the countries (e.g. in the form of a “new ACSH expert” article in a newsletter or bulletin). Although the roster is searchable, it should be made user-friendlier. Moreover, the majority of experts currently in the roster are from developed economies (and most of those are academics), which is not in line with the original approach focusing on engagement of regional expert and practitioners.

## **2.6 Strategic issues for consideration**

This part will go beyond the scope of the Project and provide some suggestions for the medium-term.

There is an opportunity for ACSH to engage on the SDGs and there are at least two options. First option is to put the focus on SDGs 16 and 17 dealing with institutions and with partnerships. However, second, and more strategic option is to develop ACSH into a resource centre for policy capacity for SDGs overall.

The incorporation of strategic foresight into the work of ACSH on medium-term seems very promising. This would lead to research, labs, and dialogues based on “the future of” which is a critical approach for transforming the existing models of civil service and public administration in the region. Combined with innovation methods, this could bring the ACSH to a whole new level of support for the regional countries. Nevertheless, this would require developing new competences of the Project team and in the participating countries including those based on anticipatory models and foresight, human-centered design and digital government, which will require several years to be fully established.

In terms of eventual new project supporting the ACSH, a different project design approach should be considered. Namely, for facilities such as ACSH conventional logical framework is not suitable. Instead, iterative programming with loose theories of change should be explored as an alternative.

## **Annexes**

### **Annex 1. Evaluation plan**

#### 1) Inception phase

This phase included initial document review and consultations with UNDP. The main emphasis was on understanding the background and objectives of the MTE, as well as setting clear boundary and assessing feasibility. The Inception was focused on the design of adequate evaluation framework and the corresponding methodology. It elaborated on methods and the plan for the overall MTE. The final deliverable was the Inception report.

#### 2) Key findings

As envisaged in the Inception report, most of the analysis took place before the field visit, so this was the most work-intensive phase of the MTE. It made the best use of all existing and newly generated data to produce key findings. This included data collection and application of most of the proposed evaluation methods – all that did not require physical presence in the field. Thus, it led to preliminary findings that served as the foundation for effective and efficient field visit. Finally, it included proper planning and preparation of the field visit. It represented the first step in synthesis of MTE findings and was an opportunity for eventual modifications of the original methodology, in case certain highly challenging obstacles are identified (e.g. lack of certain data).

#### 3) Field visit

The visit lasted for 5 days (7-11 November 2016), which was based on good planning and preparations to make it as effective and efficient as possible. The purpose of the field visit was to present key, preliminary findings (briefing) and validate / further enrich those. It also served to collect additional data (interviews, observation, workshop) and apply remaining evaluation methods, i.e. those elements of MTE that require physical presence. It ended with final debriefing and agreement on the next steps.

#### 4) Finalization

Following the field visit, the consultant prepared the final draft of the MTE report. It was distributed for written comments – which were compiled by UNDP and

## *MTE of ACSH: Final report*

submitted to the consultant. The consultant took all comments into consideration; prepared a record on how each was responded to; and finalized the MTE report.

Detailed description and deliverables, with roles and responsibilities is presented below.

<b>PHASE 1: Inception</b>	<b>Period:</b> 3-11 Oct 2016	<b>Consultant's workdays: 5</b>
<b>Main tasks (Consultant)</b>	<b>Main tasks (beneficiary)</b>	<b>Deliverables</b>
<ul style="list-style-type: none"> <li>- Initial document review</li> <li>- Comments on the ToR/Methodology</li> <li>- Draft Inception report, with final methodology and Workplan</li> <li>- Consultations</li> <li>- Final Inception report</li> </ul>	<ul style="list-style-type: none"> <li>- Providing necessary documents and data</li> <li>- Consultations</li> <li>- Approval of the Inception report</li> </ul>	<u>Inception report</u> <i>(final draft due on 11 Oct – approval expected by 13 Oct)</i>
<b>PHASE 2: Key findings</b>	<b>Period:</b> From approval of the Inception report until all planned data collected	<b>Consultant's workdays: 12</b>
<b>Main tasks (Consultant)</b>	<b>Main tasks (beneficiary)</b>	<b>Deliverables</b>
<ul style="list-style-type: none"> <li>- Finalization of evaluation tools (questionnaire/s, templates, instructions)</li> <li>- Finalization of document review</li> <li>- Analysis of organization, management arrangements, project team composition (incl. inventory or outputs and performance)</li> <li>- Preparation and analysis of structured interviews</li> <li>- Secondary analysis of the Baseline survey, and of selected knowledge products and events</li> <li>- Drafting of initial findings</li> <li>- Planning of / preparing for the field visit</li> <li>- Consultations / debriefings</li> </ul>	<ul style="list-style-type: none"> <li>- Providing necessary documents and data, including compiling of existing and generation of new data (as requested by the consultant, e.g. timeline)</li> <li>- Distribution of structured interview questionnaire and collection of the completed ones</li> <li>- Consultations and preparing for the field visit</li> </ul>	<u>Preliminary findings</u> <u>PPT for briefing in Astana</u> <u>Field visit agenda</u>
<b>PHASE 3: Field visit</b>	<b>Period:</b> After collection of all data planned for Phase 2	<b>Consultant's workdays: 5</b>
<b>Main tasks (Consultant)</b>	<b>Main tasks (beneficiary)</b>	<b>Deliverables</b>
<ul style="list-style-type: none"> <li>- Briefing</li> <li>- Additional data collections, analysis, and validation (interviews, consultations, observation)</li> <li>- Validation (modification / enriching) of initial findings and producing new ones</li> <li>- Final debriefing</li> </ul>	<ul style="list-style-type: none"> <li>- Logistical support (incl. organization of interviews and consultations)</li> <li>- Briefing and debriefing</li> </ul>	<u>Minutes</u> <u>Workshop report</u> <u>PPT for debriefing</u>
<b>PHASE 4: Finalization</b>	<b>Period:</b> From the end of the visit to the final approval	<b>Consultant's workdays: 4</b>
<b>Main tasks (Consultant)</b>	<b>Main tasks (beneficiary)</b>	<b>Deliverables</b>
<ul style="list-style-type: none"> <li>- Consolidation of all findings, conclusions and recommendations into the draft Evaluation report</li> <li>- Review of written comments and consultations</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of collection of written reports</li> <li>- Consultations</li> <li>- Approval of the final report</li> </ul>	<u>Final draft of MTE report</u> <u>Final MTE report</u>

- Preparation of the final Evaluation report		
--	--	--

## Annex 2. Terms of References

<b>Duty station:</b>	Home-based with mission to Astana
<b>Duration:</b>	25 working days (October – November 2016)
<b>Type of contract:</b>	Individual Contract
<b>Language required:</b>	English

### 1. BACKGROUND

---

The Regional Hub of Civil Service in Astana (ACSH) initiated by the Government of Kazakhstan and the United Nations Development Programme was established in March 2013, when representatives of 25 countries, as well as of 5 international organisations, unanimously adopted the ACSH's Founding Declaration. President Nazarbayev in his address to the Founding Conference participants (attached) stating that Kazakhstan "intends to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional hub's capacity". The Declaration and President's address were the principal documents that lay on the basis for the GoK's decision to sign the Financing Agreement of project "Institutional support to the Regional Hub of Civil Service in Astana" for the period of 2014 – 2017.

The ACSH is a multilateral institutional platform for the continuous exchange of knowledge and experience in the field of civil service development, aiming to stimulate civil service transformations through fostering partnerships, capacity building and peer-to-peer learning development activities, and by disseminating innovative approaches to civil service reform through evidence-based solutions, informed by a comprehensive research and policy agenda. It has financial and institutional support from the Government of Kazakhstan, and backing of the UNDP as the key implementing partner. The geographical range of the participating countries – currently encompassing 34 countries - stretches from North America and Europe through CIS, Central Asia and Caucasus to ASEAN countries, which demonstrates that partnership for civil service excellence is a constant and universal need for all nations. For more information, please visit [www.regionalhub.org](http://www.regionalhub.org). The thematic scope of the Hub is broad and it encompasses a far-reaching range of issues such as civil service personnel management, performance evaluation, public service delivery, social service provision particularly in the education and health sectors, and ensuring the rights of users of the public service.<sup>2</sup> Last, but not least, while the term "Regional" has been used to describe the Hub, its geographical scope is global.

### 2. BRIEF NATIONAL CONTEXT

---

Human development envisages governments that ensure the effective provision and equitable access to public services by women and men, particularly improving opportunities for the poorest

---

<sup>2</sup> Many of these themes were identified through a survey of civil service agencies conducted in the region during the Hub's inception period, in 2013.

and most vulnerable, and thus addressing poverty and inequity. Several studies exist considering the civil service as a critical area for research and analyses with respect to further human development. Indeed, recent development trends show that, in order for the civil service to contribute to the achievement of national development objectives, new skills, responsibilities and systems are needed, which would transform the public service into one that promotes the public interest, functions effectively and fairly in the exercise of public authority, delivers public services efficiently, and gains the confidence of the public.

A primary goal of the national development agenda of Kazakhstan is to become a model member of the global community through the adoption of international standards for its productive, financial and public sectors and for the development of its human capital. The 2010-2015 UNDAF<sup>3</sup> was formulated to contribute to national efforts - in the priority areas of the Government of Kazakhstan (hereafter the **GoK**), which are among others: improving the economic and social well-being of the population, and increasing public sector effectiveness and efficiency. Since 1997, when significant public administration reforms were launched in Kazakhstan, the GoK has taken steps to improve the efficiency and effectiveness of the public service. In 1998, the Agency for Civil Service Affairs was established to enhance the legal framework for the civil service and improve civil service management.<sup>4</sup> In the period 2005-2007, UNDP supported the GoK in the elaboration of standards for public service delivery, design of a personnel policy for the civil service, improvement of human resource management, functional analysis and training. In 2011, a new model for the modernization of the civil service was adopted as the basis for reforms grounded in the principles of accountability to the public, transparency and meritocracy. The reforms to be introduced included competitive recruitment, career planning, and effective personnel management.<sup>5</sup>

While the GoK has clearly expressed its intention, and has taken certain steps to establish an effective and modern corps of civil servants, it recognizes that inequalities in access to quality services persist, presenting major challenges to the country's competitiveness and its human development trajectory. Accordingly, the UNDAF prioritizes the enhancement of national capacity and increased access to social services. It does so through the prism of human rights, culture, and gender and diversity mainstreaming to enable state actors to be more capable of - and accountable for - ensuring the rights and needs of the population. To emphasize this goal, President Nazarbayev has stated, "*Civil service development and bringing [the civil service] in line with rising citizen expectations are important priorities of any government activity.*"<sup>6</sup> In order to adjust to critical challenges in this and other areas, the GoK has strongly encouraged the continuation of its cooperation with the United Nations.<sup>7</sup>

### **3. EVALUATION PURPOSE**

---

The overall objective of the mid-term evaluation will be to assess how project's results contributed, together with the assistance of partners, to a change in development conditions, especially in the area of building human and institutional capacities of civil service systems.

The MTE is intended to identify potential program design problems, assess progress towards the achievement of results with a particular emphasis on assessment of the program activities and

---

<sup>3</sup> <https://data.unfpa.org/downloadDoc.unfpa?docId=129>

<sup>4</sup> *Kazakhstan Continues History of Civil Service Reform*, The Astana Times, October 23, 2013

<sup>5</sup> *Kazakhstan embarks on civil service reform*, Central Asia Online June 7, 2012

<sup>6</sup> *Regional Hub of Civil Service in Astana Electronic Journal*, Issue 1, October 1, 2013, p.10

<sup>7</sup> In remarks to the United Nations General Assembly, on September 26, 2014, Kazakhstan's Minister of Foreign Affairs said "We believe a stronger UN presence in Almaty would allow the UN to better support Central Asia and wider Eurasia at a critical time in its history."



their consistency with project's objectives and future plans, identify and document lessons to improve design and implementation of project activities and make recommendations for improvement.

Specifically, the MTE is aimed to:

- assess the project results against the Government priorities as well as UNDP corporate and national priorities, as stipulated in the Country Programme Document 2016-2020
- Assess overall performance against project objective and outcomes as set out in Project Document and other related documents until now (midpoint of the project).
- Assess the effectiveness and efficiency of project
- Analyse the implementation and management arrangements of project as well business process of the project
- Assess the sustainability of project's interventions.
- List and document lessons concerning project design, implementation and management.
- Assess changes in the baseline situation and provide guidance for the future activities in the area of institutional capacity building of Kazakhstan. Study feasibility and risks of project for further expansion of activities
- Assess the quality of knowledge products, as well as capacity development products and services

In particular, this evaluation will assess the progress towards baseline, and identifying any difficulties in project implementation and their causes, and recommend corrective course of action. Project's performance will be measured based on project Results and Resources Framework, which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. Success and failure will be determined in part by monitoring changes in baseline conditions.

The evaluator is requested to participate in the end of the year project board meeting between UNDP and the Government and present the evaluation findings.

#### **4. EVALUATION SCOPE**

---

##### **Duties and Responsibilities**

###### **Scope of work**

The consultant's main tasks will consist of the following duties and responsibilities:

- Assess overall performance against project objective and the outcomes as set out in project document and other related documents.
- Assess overall design, management structure and distribution of responsibilities within the project
- Assess the relevance, effectiveness, efficiency, impact and sustainability of project. Assess and evaluate the overall performance of project – considering the findings of the Relevance Effectiveness, Efficiency, Impact and Sustainability of project.
- Prepare questionnaire for the meetings with the programme stakeholders. Meet with and gather substantive feedback from project stakeholders .Indicate the following questions as appropriate in the questionnaires but not limited to this:
  - to what extent has project enabled the Hub to establish partnerships among the participating countries and organizations?
  - To what extent are unified and transparent mechanisms for disbursing project funds foreseen for the Hub project-based activities?
  - What have been the most effective mechanisms to encourage and support project implementation?

### *MTE of ACSH: Final report*

- Project alignment with key stakeholders and if project's actions lead to achieve quality, effective and efficient outputs.
- What are the positive or negative, intended or unintended, changes brought about by project's interventions?
- To what extent are the results sustainable?
- Will the outputs lead to potential actions beyond the lifespan of project? To present findings and recommendations
- To develop and present corrective measures, if any

The evaluation design should clearly spell out the key questions according to the evaluation criteria against which the subject to be evaluated. The questions when answered, will give intended users of the evaluation the information in order to make decisions, take action or add to knowledge. The questions cover the following key areas of evaluation criteria:

**Relevance:** The extent to which the objectives of a development intervention are consistent with the needs and interests of the people and the need of the country.



## *MTE of ACSH: Final report*

- a) To what extent this project was designed, implemented, monitored?
- b) To what extent project was the best option to respond to development challenges stated in project Document?
- c) Did project stakeholders and target groups find project activities useful?
- d) To what extent the implementing partners participating in project had an added value to solve the development challenges stated in in project Document?
- e) To what extent did project have a useful and reliable M&E strategy that contributed to measuring development results?
- f) Were project plans and activities been revised? What were the reasons and implications for revision?
- g) Do the outcomes, developed during project proposal development phase, still represent the best project strategy for achieving the objectives ?
- h) Is the project in line with national development priorities, programmes and strategies? What are they?

**Effectiveness:** The extent to which the objectives of the development intervention have been achieved

- a) To what extent did the Project contribute to the attainment of outputs and outcomes initially expected in project Document?
- b) To what extent were the Project's outputs and outcomes synergetic and coherent to produce development results? What kinds of results were reached?
- c) To what extent did the Project have an impact on the targeted population?
- d) What was intervention coverage - were the planned geographic area and target groups successfully reached?
- e) What were the constraining and facilitating factors and the influence of the context on the achievement of results?
- f) In what way has the Project come up with innovative measures for problem-solving?
- g) What good practices or successful experiences or transferable examples have been identified? Please describe and document them.
- h) To what extent has the Project contributed to the achievement of national ownership processes and outcomes (the design and implementation of National Development Strategy, Public Policies, UNDAF, etc)?
- i) To what extent did the Project help to increase stakeholder/citizen dialogue and/or engagement on development issues and policies?

**Efficiency:** Extent to which resources/inputs (funds, time, human resources, etc) have been turned into results

- a) To what extent was the Project's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision making in management) efficient in comparison to the outputs delivered?
- b) To what extent was the implementation of a Project intervention (group of agencies) more efficient (or less efficient) in comparison to what could have been achieved through a single agency's intervention?
- c) To what extent the governance of the Project contributed to efficiency and effectiveness of the Project? To what extent these governance structures were useful for development purposes, ownership, for working together as ONE? Did they enable management and delivery of outputs and results?
- d) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- e) What type of (administrative, financial and managerial) obstacles did the Project face and to what extent have this affected its efficiency?

**Sustainability:** Probability of the benefits of the intervention continuing in the long term

- a) Was the Project supported by national institutions?
- b) Are these institutions showing technical capacity and leadership commitment to keep working with the Project and to repeat it?
- c) Have operating capacities been created and/or reinforced in national partners?
- d) Did the partners have sufficient financial capacity to keep up the benefits produced by the Project?
- e) To what extent the Project decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability ?
- f) Are stakeholders ready to continue supporting or carrying out specific Project activities; replicate the activities in other regions or sectors of the country; adapt the Project results in other contexts?
- g) Did Project design take into account strategies to ensure sustainability? Were strategies used in from the beginning of Project implementation? Was there an adequate strategy for capacity building?

The consultant may look at factors such as mainstreaming the Project objectives into the broader development policies and sectoral plans.

The sustainability assessment should give special attention to analysis of the risks that are likely to affect the persistence of the Project outcomes and also explain how other important contextual factors that are not outcomes of the Project will affect sustainability. The following four dimensions or aspects of sustainability to be addressed:

- Financial resources
- Socio-political
- Institutional framework and governance
- Environmental

Each sustainability dimension will be rated as follows:

- Likely (L): There are no or negligible risks that affect this dimension of sustainability.
- Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

One field visit to Kazakhstan, Astana is planned.

**Stakeholder involvement:**

- a) Did the Project involve the relevant stakeholders through information-sharing, consultation and by seeking their participation in the Project's design?
- b) Did the Project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design of Project activities?

**Underlying factors/assumptions:**

- a) Assess the underlying factors beyond the Project's immediate control that influence outcomes and results.

- b) Consider the appropriateness and effectiveness of the Project's management strategies for these factors.

**Management arrangements:**

- a) Were the project roles properly assigned during the Project design?  
b) Are the Project roles in line with UNDP programming guidelines?  
c) Can the management arrangement model suggested by the Project be considered as an optimum model? If no, please come up with suggestions and recommendations.

**Ownership in the process:** Effective exercise of leadership by the country's national/local partners in development interventions

- a) To what extent did the targeted population, citizens, participants, local and national authorities make the Project their own, taking an active role in it? What models of participation have driven the process?  
b) To what extent and in what ways has ownership or the lack of it, impacted the efficiency and effectiveness of the Project?

## **5. METHOTOLOGY**

---

The evaluation will be conducted by using methodologies and techniques suitable for the evaluation purpose, objective and evaluation questions as described in this ToR. In all cases, consultants are expected to analyze all relevant information sources, such as annual reports, project document, mission reports, strategic country development documents and any other documents that may provide evidence on which to form judgements. The consultant is also expected to use interviews, surveys or any other relevant quantitative and qualitative tools as means to collect data for the evaluation.

The methodology and techniques to be used in the evaluation should be agreed upon with UNDP and other stakeholders and clearly outlined and described in detail in the Inception report and final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, questionnaires or participatory techniques.

Evaluators should seek guidance for their work in the following materials, which could be found at ([www.undp.org](http://www.undp.org)):

- UNDP Handbook on Monitoring and Evaluation for Results - <http://web.undp.org/evaluation/guidance.shtml#handbook>
- UNDP Evaluation Policy - <http://web.undp.org/evaluation/policy.shtml>

The consultant will provide technical services ensuring high quality, accuracy and a client-oriented approach consistent with UNDP's rules and regulations. S/he will work in close collaboration with the UNDP Country Office, the Hub project staff and stakeholders to exchange information and assess development priorities.

Duration of the assignment is up to 25 days (5 days in Kazakhstan), with the consultancy period to take place in October – November 2016.

Confidentiality on all information disclosed by all respondents (internal and external) will be required. UNDP Kazakhstan and Hub will retain ownership over the report.

The Evaluation may include, but is not limited to, the following methods of data collection:

- **Desk review** – review and identify relevant sources of information and conceptual frameworks that exist and are available (please, see Annex II):
  - a) Examination of contextual information and baselines contained in project documents, Reform programme 5 institutional reforms and national plan 100 concrete steps, Address of the President – Kazakhstan 2050, UNDAF, CPAP and other sources. These documents speak to the outcome itself, as opposed to what UNDP is doing about it, and how it was envisaged at certain points in time preceding UNDP’s interventions.
  - b) Validation of information about the status of the outcome that is pulled from contextual sources such as the CPAP, and project annual reports. To do this, consultant(s) may use interviews or questionnaires during the evaluation that seek key respondents’ perceptions on a number of issues, including their perception of whether an outcome has changed.
  - c) The current status of and degree of change in the outcomes shall be assessed against the Country Analysis and the baselines for the outcome and the indicators and benchmarks used in relation to UNDAF, CPAP, relevant project/program documents, progress and monitoring reports of projects/programs, contextual information from partners.
  - d) Documents and relevant background material on the development context in Kazakhstan materials, relevant support documents, evaluations, assessments, and a variety of temporal and focused reports. In particular, programme/project reports, the annual reports and the consultant’s technical assessment reports, respective project documents, project reports, Annual Progress Report (APR)/Project Implementation Report (PIR). In addition, the consultant could review project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based assessment.
- **Interviews** – structured, semi-structured, in-depth, key informant, focus group etc to capture the perspectives of beneficiaries and non-beneficiaries, participating ministries, departments and agencies, relevant personnel from UNDP and local authorities, donors, other relevant stakeholders (including representatives of participating countries and international organizations) and others associated with the Hub. Interviews with key informants including gathering the information on what the partners have achieved with regard to the Hub and what strategies they have used.
- **Case studies** - in-depth review of one or a small number of selected cases, using framework of analysis and a range of data collection methods. Several case studies can be quite sophisticated in research design, however simpler and structured approaches to case study can still be of great value.
- **Information systems** – analysis of standardized, quantifiable and classifiable regular data linked to a service or process, used for monitoring.
- **Visits/meetings to selected sites** for briefing and debriefing sessions with UNDP and the Government, as well as with donors and partners, where appropriate visits to project sites and partner institutions<sup>8</sup>;

## **6. DELIVERABLES OF THE EVALUATION**

---

### **Deliverables and time**

The implementation of the tasks within this ToR will be supervised and quality assured by UNDP CO management and project management. The consultant is responsible for the following deliverables:

---

<sup>8</sup> The list of main stakeholders is provided in Annex IV; nonetheless, the list of the partners could be expanded upon the request of the consultant if deemed necessary.

## *MTE of ACSH: Final report*

Tasks	Deliverable	Number of consultancy days	Deadline
1. Assessment of project relevance, evaluability, approach and set-up	<ul style="list-style-type: none"> <li>• Consultancy work plan</li> <li>• Initial findings on project relevance, approach and set-up shared with UNDP</li> <li>• Inception report</li> </ul>	7 days	11 October 2016
2. Review of project performance	<ul style="list-style-type: none"> <li>• Initial findings on project performance and feedback from filed research</li> </ul>	6 days	19 October 2016
3. Submission of an evaluation report draft	<ul style="list-style-type: none"> <li>• Draft report</li> </ul>	5 days	26 October 2016
4. Preparation of a final evaluation report and presentation of findings and recommendations	<ul style="list-style-type: none"> <li>• Presentation of findings/ report</li> <li>• Submission of final report</li> </ul>	7 days	4 November 2016

**6.1. Evaluation inception report** (prepared before going into the full-fledged data collection exercise and consist of *5-10 pages excluding annexes*) – to clarify the consultant’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (to be presented in an evaluation matrix discussed below). The evaluation inception report should include a proposed schedule of tasks, activities and deliverables. The evaluation inception report provides with an opportunity to verify that all share the same understanding about the evaluation and clarify any misunderstanding at the outset. The inception report must be approved by the UNDP CO management and project management..

**Evaluation matrix** (*suggested as a deliverable to be included in the evaluation inception report*) is a tool that the Consultant creates as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. (Please, see Table 3 below)

*Table 3. Evaluation matrix*

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis

**6.2. Draft evaluation report** (*consist of max. 35-45 pages excluding annexes*) – for revision by UNDO CO management and project management at the end of data collection. The draft evaluation report should contain all the sections outlined in the *Evaluation Report Template* (please, see Annex III).

**Final evaluation report.** The final task of the consultant is to prepare a comprehensive and well-presented copy of the final evaluation report, covering all section of *Evaluation Report Template*

(please, see Annex III) and containing 35-45 pages<sup>9</sup>. Evaluation brief and summary are required. When submitting the final evaluation report, the consultant is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

## **COMPETENCIES**

- Demonstrates commitment to UNDP's mission, vision and values
- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate.
- Contributes creative, practical ideas and approaches to deal with challenging situations.
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Ability to produce accurate and well documented records conforming to the required standard.
- Good knowledge of administrative rules and regulations in civil society sector.
- Responds positively to critical feedback and differing points of view.
- Ability to handle a large volume of work possibly under time constraints.
- Consistently approaches work with energy and a positive, constructive attitude.

## **REQUIRED SKILLS AND EXPERIENCE**

- An advanced university degree in social science, public administration or related disciplines.
- At least seven years of experience in the area of development of local and regional development interventions and practices in the civil service and public administration field.
- In-depth understanding of the civil service and public administration issues in CIS countries.
- Extensive project/programme evaluation experience, including evaluation of multi-stakeholder projects in an international setting; evaluation of UN donor-funded interventions is considered to be an asset.
- Proven ability to undertake professional research using both quantitative and qualitative methods.
- Strong analytical skills and ability to conceptualize complex and multi-faceted aspects of an issue into a concise and clear-cut assessment conclusion.
- Excellent drafting and presentation skills.
- Relevant working experience in Kazakhstan and the region.
- Fluency in spoken and written English.
- Knowledge of Kazakh and Russian languages is desirable but not required.

---

<sup>9</sup> Consultant may need to use 'Times New Roman' font at a size of 12 points, with Normal margin and line spacing 1.15.

## Evaluation Ethics

The evaluation must be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'<sup>10</sup> and should describe critical issues evaluator must address in the design and implementation of MTE, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality. The evaluator is also requested to read carefully, understand and sign the 'Code of Conduct for Evaluators in the UN System'<sup>11</sup>

## Annex 3. Evaluation matrix

Evaluation criteria 1: Relevance		
<b>Key questions:</b> <ul style="list-style-type: none"> <li>- What is the degree of the (baseline and current) alignment between project design and the needs of the Hub's participants? What is the degree of the (baseline and current) alignment between project design and strategic policy and priorities of UNDP and the Government of Kazakhstan?</li> <li>- Have the project design and strategy, and Hub's business model reflected adequately the capacity of the hosting government, UNDP, and participating countries and organizations? Have these sufficiently used external opportunities and global trends?</li> <li>- Have the criteria for identification of Hub's participating countries and organizations reflected the objectives of the Hub? Has that been properly articulated in partnership agreements on roles and responsibilities?</li> <li>- Have the Project contributed to identifying Hub's strategic focus and operational niche in line with development needs and priorities of its stakeholders?</li> <li>- Have the Project contributed to development of a coherent identity and mission of the Hub? Have the project contributed to development of a shared long-term vision of the Hub?</li> <li>- What are lessons learned and innovation opportunities for continued relevance of the Project?</li> </ul>		
Method/s	Data sources	Indicators / Targets
Document analysis. Interviews. Business model and Strategy analysis. History mapping. Narrative analysis. Collaborative foresight workshop.	<i>Project and policy documents. Plans and reports. Statistics and performance data. Interview minutes. Timeline. Baseline survey. Workshop conclusions.</i>	Quality and completeness of data (documents, statistics, performance). Number of respondents and quality of interviews. Clarity and internal consistency of the existing business model and strategy. Comprehensiveness of the history mapping. Cohesion of the existing narratives. Effectiveness of collaboration in the workshop.
Evaluation criteria 2: Tactical effectiveness (output-level results)		
<b>Key questions:</b> <ul style="list-style-type: none"> <li>- What is the level of quality of project outputs overall?</li> <li>- Have the Project contributed to developing the secretarial capacity of the Hub?</li> <li>- Have the Project contributed to developing existing and new partnerships of the Hub?</li> </ul>		

<sup>10</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

<sup>11</sup> Please see, Annex V

## MTE of ACSH: Final report

<ul style="list-style-type: none"> <li>- Have the Project contributed to quality implementation of the 3 service lines of the Hub?</li> <li>- Have the Project designed and implemented effective communication channels (including web/blog)?</li> <li>- Is there a need for modification of Project's outputs (including targets)?</li> <li>- What are lessons learned and innovation opportunities for ensuring delivery of all Project outputs?</li> </ul>		
Method/s	Data sources	Indicators / Targets
Document analysis. Interviews. History and activity mapping. Analysis of output documents.	<i>Plans and reports. Statistics and performance data. Interview minutes. Timeline and mapping of events and activities. Sample of output documents.</i>	Quality and completeness of data (documents, statistics, performance). Number of respondents and quality of interviews. Comprehensiveness of the history mapping. Existence of good, previous evaluation of selected output documents.
<b>Evaluation criteria 3: Strategic effectiveness (contribution to outcomes)</b>		
<b>Key questions:</b> <ul style="list-style-type: none"> <li>- Have the Project developed research strategy? Have the Project developed communication strategy? Have the Project developed partnership strategy?</li> <li>- Have the Project helped improve the capacity of participating national civil service systems?</li> <li>- Have the Project provided an added, strategic value to the Government of Kazakhstan (in comparison with the period before its launch)?</li> <li>- Have the Project provided an added, strategic value to the Hub participating countries and organizations (in comparison with the period before its launch)?</li> <li>- What is the expected impact of the Project on participating countries and organizations? What is the expected impact of the Project on strategic policy priorities of UNDP and the Government of Kazakhstan?</li> <li>- Is there a need for modification of Project's outcome (including targets)?</li> <li>- What are lessons learned and innovation opportunities for ensuring delivery of the Project outcome?</li> </ul>		
Method/s	Data sources	Indicators / Targets
Document analysis. Interviews. Business model and Strategy analysis. History and activity mapping. Narrative analysis.	<i>Project and policy documents. Plans and reports. Statistics and performance data. Interview minutes. Timeline and mapping of events and activities Baseline survey. Sample of output documents.</i>	Quality and completeness of data (documents, statistics, performance). Number of respondents and quality of interviews. Comprehensiveness of the history mapping. Quality and representativeness of the Baseline survey. Clarity and internal consistency of the existing business model and strategy. Cohesion of the existing narratives.
<b>Evaluation criteria 4: Efficiency (implementation performance and organization)</b>		
<b>Key questions:</b> <ul style="list-style-type: none"> <li>- Has the Project implementation been on-track? If not, have the Project introduced adequate and timely corrective measures?</li> <li>- Is the current Project dynamics adequate for delivering all planned activities timely?</li> <li>- Have the Project successfully balanced between consistency and adaptability in implementation?</li> <li>- How well is the Project organized and managed overall? Does the project have solid management arrangements and business processes for planning, coordination, procurement / recruitment, and reporting? Does the project regularly monitor and report on its progress? Does the project regularly organize meetings of the Steering Committee and Project Boards? Does the project regularly inform the main stakeholders about its progress and plans?</li> <li>- Is the quality and profile of Project team members adequate for Project implementation?</li> <li>- What is the degree of ownership (understood as participation in strategic decision making) of the Project by Hub's main stakeholders?</li> <li>- Is there a need for modification of Project's plans (AWP for 2016 and 2017)?</li> </ul>		



## *MTE of ACSH: Final report*

<ul style="list-style-type: none"> <li>- What are lessons learned and innovation opportunities for ensuring adequate efficiency of the Project implementation?</li> </ul>		
Method/s	Data sources	Indicators / Targets
Document analysis. Interviews. History and activity mapping. Operational projection.	<i>Plans and reports. Statistics and performance data. Interview minutes. Timeline and mapping of events and activities.</i>	Quality and completeness of data (documents, statistics, performance). Comprehensiveness of the history and activity mapping.
<b>Evaluation criteria 5: Sustainability</b>		
<b>Key questions:</b> <ul style="list-style-type: none"> <li>- To what extent is the project financially sustainable? What are the main hindering and enabling factors?</li> <li>- To what extent is the Project's institutional framework (governance) sustainable? What are the main hindering and enabling factors?</li> <li>- Will there be a need for an "exit strategy"?</li> <li>- Has the future of the Hub after the Project's closure been agreed upon and prepared for?</li> <li>- Are there any major socio-political factors affecting the Project</li> <li>- Has the project had a negative impact on environment (eco-efficiency)?</li> <li>- What are the main risks for Project's success (including their likelihood)?</li> </ul>		
Method/s	Data sources	Indicators / Targets
Document analysis. Interviews. Business model and Strategy analysis.	<i>Project and policy documents. Plans and reports. Interview minutes.</i>	Quality and completeness of data (documents, statistics, performance). Number of respondents and quality of interviews. Clarity and internal consistency of the existing business model and strategy.

## **Annex 4. List of individuals interviewed and consulted**

- Ms. Munkhtuya Altangerel, Deputy Resident Representative, UNDP
- Mr. Alikhan Baimenov, Chairman, The Agency of the Republic of Kazakhstan for Civil Service and Anti-Corruption, Government of Kazakhstan
- Ms. Zhanetta Babasheva, Resource Monitoring Associate, UNDP
- Mr. Yernar Zharkeshov, Portfolio Manager / ACSH Team Leader
- Mr. Yerzhan Temirgaliyev, Project Manager / ACSH Head of Operations
- Ms. Aliya Yessimseitova, Project expert, Partnerships, ACSH
- Ms. Gulmira Jangaziyeva, Project Specialist, Finance, ACSH
- Ms. Sholpan Essimova, Former Vice-Rector of the Academy of Public Administration, Government of Kazakhstan
- Ms. Maia Dvalishvili, Deputy Director of the Civil Service Bureau of Georgia
- Mr. Max Everest-Phillips, Director of UNDP Centre for Civil Service Excellence in Singapore
- Mr. Zharkyn Tleukenov, Director of Civil Service Department, The Agency of the Republic of Kazakhstan for Civil Service and Anti-Corruption, Government of Kazakhstan

## Annex 5. Analysis of the Results and Resources Framework

### OUTPUTS

INTENDED OUTPUTS (from Pro Doc)	Results (as of 1 Oct 2016)
<p><b>Output 1 (Research and knowledge management):</b> Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service.</p> <p><b>Baseline:</b> Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (<i>based on Baseline Study 2013</i>)</p> <p><b>Indicators:</b> Number of evidence-based research studies of Hub participating countries conducted and high quality knowledge products of the Hub developed and disseminated</p>	<p>1 Case study (Anti-corruption Drive in Georgia)</p> <p>2 Research papers (2<sup>nd</sup> Baseline study, Global and Regional Trends in Civil Service Development)</p> <p>1 Discussion paper (Meritocracy)</p> <p>2 Issues of the Journal (+ new editions of the old ones)</p> <p>(1 Bulletin)</p>
<p><b>Output 2 (Capacity Building):</b> Civil service institutions in Hub participating countries are empowered and able to apply gained knowledge and skills in making their civil service professional, responsive and transparent</p> <p><b>Baseline:</b> Demand for capacity building interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p> <p><b>Indicators:</b> Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p>	<p>21 events organized or participated in (and 6 additional) – since Dec 2014</p>
<p><b>Output 3:</b> Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South / East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence.</p> <p><b>Baseline:</b> Demand for South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives</p> <p><b>Indicators:</b> Number of South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries</p>	<p>Considerable increase in MoU and the number of participatory countries</p> <p>Exchanges during the events and peer-to-peer learning activities</p>
INTENDED OUTPUTS (from revised AWP)	Results (as of 1 Oct 2016)
<p><b>Output 1 (Research and knowledge management):</b> The Civil Service reform efforts of the Hub participating countries are informed by the findings of the Hub research team. The Hub participating countries have access to international and regional good practices and innovations on civil service development.</p> <p><b>Baseline:</b> Lack of access to evidence-based knowledge on civil service development.</p> <p><b>Indicator:</b> New knowledge on civil service development was delivered to the Hub participating countries.</p>	<p><i>Indicator vague. According to literal interpretation even one study would suffice. So it is not relevant for the evaluation.</i></p>
<p><b>Output 2 (Capacity Building):</b> ACSH enhanced the institutional and human resources capacities of the civil service systems in participating countries.</p> <p><b>Baseline:</b> Demand for building the capacity of national and local governments to implement development initiatives in an inclusive and participatory manner.</p> <p><b>Indicator:</b> Civil servants of the Hub participating countries were capacitated</p>	<p><i>Indicator not specific enough (might imply that no further capacitation is needed). Measuring the progress would require assess the level of capacity before and after of a sample of civil servants from the participating countries.</i></p>

## MTE of ACSH: Final report

by ACSH to support civil service modernization efforts	
<b>Output 3:</b> Cooperation and expert networks are institutionalized. <b>Baseline:</b> Fragmented manner of Civil Service cooperation among the Hub participating countries. <b>Indicator:</b> South-South/East-East and Triangular Cooperation exchanges facilitated among Hub participating countries.	<i>Indicator refers to a process, so cannot be assessed.</i>

### ACTIVITIES

<b>INDICATIVE ACTIVITIES: 1. Activity Result: Research Studies and Knowledge Products/Tools are developed</b>	<b>Results (as of 1 Oct 2016)</b>	<b>Extrapolation (by the end 2017)</b>
Activity 1: Annual survey of civil servants of the Hub participating countries on major issues of civil service system	1 Baseline survey conducted (Jan 2015)	1 survey on the participating countries' values and beliefs regarding PA reform and the role of the Hub (2016) 1 satisfaction survey on the performance of the Hub (2017)
Activity 2: Study countries that present global best practices in specific subsystems of civil service professionalization	Study on anti-corruption Study on meritocracy Study on global and regional trends	5-6 more studies
Activity 3: Produce bi-annual and bi-lingual professional journal on civil service containing both academic and best-practice experience articles, prioritizing a thematic focus for each issue	2 Issues of the Journal (No. 5 & 6) Editorial board – recommendations for strategic approach	At least 2 new issues of the Journal
Activity 4 <ul style="list-style-type: none"> <li>Produce an annual review on the year-to-year experience, lessons learnt and innovations in civil service professionalization in the region</li> <li>Produce a publication series of policy, research, advocacy papers and issue briefs (including white papers, public service standards, manuals, guidelines, brochures, one-pagers and public and/or civil servant opinion surveys) on civil service professionalization priority themes</li> </ul>	Country profiles (regularly updated)	Another round of new country profiles

<b>INDICATIVE ACTIVITIES: 2. Activity Result: Training Resources and Capacity Development Support</b>	<b>Results (as of 1 Oct 2016)</b>	<b>Extrapolation (by the end 2017)</b>
Activity 1: Conduct capacity assessment of civil service academies/training institutions in Hub participating countries to identify entry points for Hub capacity development interventions	2 <sup>nd</sup> baseline study	Currently being assessed via the Q-methodology by an independent consultant
Activity 2: Develop and pilot short-term and medium-term civil servants training modules and learning programmes on priority topics of Hub participating countries	7 seminars/ workshops	Additional 7-10
Activity 3: Produce and disseminate information and advocacy materials (online, printed) on the Hub's various training and learning programmes to inform participating countries and generate interest for partnership and/or	Website ACSH Bulletin (1 issue, March 2016) Social Media (Facebook,	Regular bulletin Social Media (Facebook, Twitter, Youtube)

### *MTE of ACSH: Final report*

participation in training and learning programmes	Twitter, Youtube)	
Activity 4: Allocate scholarships/small grants for staff immersion, fellowships, sabbaticals, and/or scholars-in-residence programs for civil servants from Hub participating countries	2 scholarships (Tajikistan diplomats) 2 scholarships (Kazakhstan diplomats)	The agreement with MFA and APA is valid until 2017, therefore there is a possibility for 2-3 scholarships in 2017
Activity 5: Convene regional workshops, conferences, symposia, seminars, lectures, research presentations and master-classes on civil service professionalization in the Hub participating states, involving international experts as needed	14 conferences and related events	Additional 10-15 events
Activity 6: Develop guidance documents for civil service modernization and professionalization based on, and informed by, Hub's advisory services and best practices documented from Hub's participating countries	Manuals for potential replications have been drafted by the winners of the 1 <sup>st</sup> round of the Innovative Solutions Scheme. They are being finalized now.	Replications of certain identified solutions (e.g. Moldova's anti-corruption software) in Kazakhstan are to be facilitated by the Hub in 2017 for the Ministry of Justice of Kazakhstan
Activity 7: On demand technical assistance and advisory services provided to Hub participating countries to help develop, assess, evaluate and/or introduce solutions to professionalize the civil service.	2 TA for Kazakhstan (competences and grading system)	2 more TA for other countries are possible within the outcomes of the Peer Learning alliance on one-stop shops

<b>INDICATIVE ACTIVITIES: 3 Activity Result: Regional Expert Network, Exchange Platform, Partnerships and Strategic Communications</b>	<b>Results (as of 1 Oct 2016)</b>	<b>Extrapolation (by the end 2017)</b>
Activity 1: Conduct an annual conference on the Hub's activities to exchange and disseminate knowledge, expand professional networks, and strengthen capacity of participating experts and civil service professionals	2 Annual conferences at the Astana Economic Forum 1 Annual Conference "Partnership for Civil Service Excellence"	2 Annual conferences
Activity 2: Establish e-library, on-line portal, roster of experts for practitioners and academics using existing South-South cooperation and knowledge sharing platforms, and virtual forum (e.g. communities of practice)	Established. Forum not active.	Improving web portal including roster of experts and forum. Joint activities with UNOSSC on documenting good practices/solution on the mapping portal
Activity 3: Provide for government officials from Hub participating countries to undertake longer-term secondments into the Hub.	The modality is under consideration	N/A
Activity 4: Study the experience of similar centres of excellence or knowledge hubs to adapt best strategic and operational practices (e.g., Singapore Global Centre for Public Service Excellence, US Partnership for Public Service, OECD/SIGMA, etc.), and establish and facilitate a network of institutions, practitioners, private sector, and academics, both male and female, engaged in civil service issues and supporting Hub initiatives	The Hub actively cooperated with research and academic institutions, think tanks, including GCPSE	N/A
Activity 5: Develop criteria and launch an annual competition on innovation in the field of civil service with a high-profile award ceremony	Innovation solutions scheme (1 <sup>st</sup> round) deliverables to be submitted by December 2016	Based on the round 1 deliverables
Activity 6: Use the annual UN and other international fora (e.g. Global South-South Expo; the UN General Assembly side events; UN Public Service Forum, the Development Cooperation Forum, etc.) to present the Hub's work	Several events (intensive)	Branding and communication strategy

## *MTE of ACSH: Final report*

Activity 7: Initiate a partnership with 1-2 relevant networks of civil service and public administration practitioners from various countries, ideally linking the European and the Asian networks	ASPA, Asian Association of Public Administration, NISPAcee	RESPA, other networks facilitated by UN
Activity 8: Negotiate partnerships with countries, donors, think tanks, and international organizations to support joint projects in Hub participating countries, including funding for agreed upon initiatives matching it to potential donor interest (possibly for joint projects with Kazakhstan's future aid agency)	17 MOUs Regarding the support to the African Partnership Project the Hub jointly with MFA organized a workshop for African diplomats in Addis Ababa in June 2016. Partnership within KAZAID project is under discussion	Considered number of MOUs: 4

### **OUTPUTS AND ACTIVITY RESULTS - ANNUAL WORK PLANS (revised)**

#### ***AWP 2015***

**Target:** The Hub contributed to the development of effective systems of civil service in the participating countries in delivering public services effectively and efficiently

Output 1: Research and Knowledge Management	Results
<b>Activity Result 1: Research Studies and Knowledge Products/Tools are developed</b>	
Action 1: - Second baseline study. - Joint study with GCPSE on motivation - Case study: anti-corruption in Georgia	Accomplished (Joint study initiated). Also Global trends and Meritocracy launched.
Action 2: - ACSH journal (5 <sup>th</sup> and 6 <sup>th</sup> issues) - Separate version in Russian and English (1-6 issues)	Only 1 issue (5 <sup>th</sup> ) of the Journal Updated versions & bilingual
Action 3: - Development and introduction of Common Framework of Competences for the Agency for Civil Service Affairs and Anti-corruption of Kazakhstan	Launched
Action 4: - Developing and piloting an innovative solutions scheme on a topic determined by SC	Launched
Action 5: - Expert support to WG on autonomous state apparatus of the National Commission on Modernization of Kazakhstan	Launched

Output 2: Capacity Building	Results
<b>Activity Result 1: Different capacity building interventions are conducted</b>	
Action 1: - On-line capacity building interventions for civil servants of participating countries	The process is in progress. There is a possibility of linking to partner websites who have considerable database for online classes.
Action 2: - Training for researchers of the participating countries to enhance	Accomplished

## *MTE of ACSH: Final report*

their research capacity	
-------------------------	--

Additional activities accomplished, but not planned in the AWP:: Grant support to 2 diplomats from Tajikistan

Output 3: Regional experts network, exchange and partnership platform, strategic communication	Results
Activity Result 1: The Hub is showcased as a successful South-South and Triangular cooperation initiative	
Action 1: - Briefings and side events for diplomatic corps and media community on Hub's events	1
Action 2: - Panel discussion at the UN HQ - Participation at ASPA annual conference	Accomplished.
Action 3: - Joint thematic conferences and seminars in Georgia, Azerbaijan, Kyrgyz Republic, and Thailand	8 events (all listed countries involved – event with Thailand in early 2016)
Action 4: - Global conference on civil service at the Astana Economic Forum - Meetings of the SC - Annual conference on the Hub's work	Accomplished. <i>Annual conference on Hub's work was postponed to 2016</i>
Action 5: - Modernization of Hub's web portal and development of internet forum	Accomplished.
Activity Result 2: The Secretariat and Research Team are expanded, fully equipped and capacitated	
Action 1: - Hub's staff development in Project management (ToT), research, design and development of knowledge products (innovation toolkits), and on-line resources, team building and risk management, etc.	project management working group consisting of external Kazakhstani experts has been established. The action plan is under consideration

Additional activities accomplished, but not planned in the AWP: New MoUs: 10 MOUs in total

### ***AWP 2016 (revised – 2<sup>nd</sup>, final version)***

**Target:** The Hub participating countries have access to the global and regional trends in civils service reforms, as well as to the innovations and best practices in public service delivery in the region. Civil service institutions of Hub participating countries are empowered via practical leverage on acquired knowledge, training and research skills and expert network drawn from the Hub activities, and benefited from peer-to-peer learning and South-South / East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence.

Output 1: Research and Knowledge Management	Results
Activity Result 1: Research Studies and Knowledge Products/Tools are developed	
Action 1: - Joint study with GCPSE on general and regional civil service	Trends paper is finalized, motivation study is expected to be finalized Jan 2017



### *MTE of ACSH: Final report*

trends and public service motivation in Kazakhstan and Pakistan, and in other participating countries	
Action 2: - First meeting of the Editorial Board of the Journal to discuss journal's strategic development issues - ACSH journal (7 <sup>th</sup> and 8 <sup>th</sup> issues)	Meeting of the editorial team 1 issue (6 <sup>th</sup> ) of the Journal
Action 3: - Expert support to the Min. of Civil Service of Kazakhstan on Common Framework of Competences for the Agency for Civil Service Affairs and Anti-corruption of Kazakhstan	Continuation from the previous year
Action 4: - Case studies and manuals for replication of innovative solutions based on the 1 <sup>st</sup> round of innovative solutions scheme (enhancing service delivery in public education and innovative methods of protecting meritocratic principles in selection and promotion of civil servants) - 2 <sup>nd</sup> round of innovative solutions scheme (topics to be determined by SC)	Final stage of case studies by grant recipients Pending launch of the 2 <sup>nd</sup> round
Action 5: - Joint research activities with partners (OECD, NU, APA, AlmaU, KazNAEN, ENU, NISPAcee) – based on joint action plans	OECD Survey on Human Resources Management jointly with the Agency on Civil Service and Anti-corruption
Action 6: - Case studies on civil service issues of the ACSH participating countries	Update of Country Profiles  3 case studies within the P2P Learning Alliance on one-stop-shops in Azerbaijan, Georgia and Kazakhstan
Action 7: - Joint activities with Hub partners (to prepare for the book on better civil service in 2017)	/

Additional activities accomplished, but not planned in the AWP:

- The Review of Global and Regional Trends in Civil Service completed and presented on Sept 27
- 3 research projects on utilization of one-stop shop principle in such countries as Kazakhstan, Georgia and Azerbaijan (initial stage of this Project completed and the hiring procedure is in process)

Output 2: Capacity Building	Results
Activity Result 1: Different capacity building interventions are conducted	
Action 1: - Innovative capacity building interventions (e.g. labs) on various topics (including on the role of civil service in SDGs and the Paris Climate Change agreement)	Not accomplished <i>(There is a request from the Ministry of Investments and Development to provide support on capacity development activities which are related to implementation of SDGs. To start in the end of 2016 and continue in 2017)</i>
Action 2: - Joint activities (e.g. peer-to-peer learning sessions) for the Hub participating countries with GCPSE, Chinese Academy of Governance, and Thailand, Armenia, etc. - Survey toolkit for feedback from beneficiaries and document learning journey and promoted evidence-based learning	Not accomplished
Action 3:	Not accomplished

## *MTE of ACSH: Final report*

- Series of learning-by-doing labs - Capacity building event for Afghan female civil servants	
Action 4: - Interactive sessions/training for central and local bodies in Kazakhstan (and ensuring active learning)	Peer-to-peer learning alliance workshop (pilot EIP P2P learning guide)?
Action 5: - Series of seminars on civil service issues with Hub partners (OECD, NU, APA in Kazakhstan, AlmaU, etc.)	1 event with OECD
Action 6: - Allocation of scholarships (grants) for training of civil servants of the countries in the region at the APA - Involvement of foreign experts in capacity development in APA and Regional centres - Internships (for representatives of regions in Kazakhstan) and fellowships at the Hub for researchers and civil servants from participating countries	10 interns
Action 7: - Global Conference on civil service at the Astana Economic Forum	Accomplished

Additional activities accomplished, but not planned in the AWP:

- Roundtable on “Motivation and Compensation of Civil Servants” held on February 11-12, 2016 in Bangkok (with the Office of the Civil Service Commission of Kingdom of Thailand)
- Workshop for representatives of the Ministries of Foreign Affairs and African civil servants on "Strengthening Bilateral and Multilateral Diplomacy in the context of Sustainable Development Goals" on June 7-8 in Addis Ababa (Ethiopia)
- National Conference ‘Women Say ‘NO’ to Corruption’ in Astana on June 17, 2016 in Taraz city.
- Course on “Singapore's Anti-Corruption Strategies” on June 27- July 1 2016, under the Singapore Cooperation Programme Training Award (SCPTA) / Small Island Developing States Technical Cooperation Programme (SIDSTEC) in Singapore
- 3-day training session for the Ministry staff at the Nazarbayev University on August 4-6, 2016. (workshop a joint collaborative between the General Electric, Crotonville’s Global Leadership curriculum and the Nazarbayev University - GE’s Change Acceleration Process (CAP) 9) Hub participated at the National Human Resources Development Institute’s annual Global Public HRD Conference in Gwacheon city, Republic of Korea on September 2, 2016 (“Enhancing the Roles of Civil Servants’ Educational Institutions in Driving Government Innovation Forward.”
- Effective communication training to 30 staff of the Ministry of Civil Service Affairs

Output 3: Regional experts network, exchange and partnership platform, strategic communication	Results
Activity Result 1: The Hub is showcased as a successful South-South and Triangular cooperation initiative	
Action 1: - Briefings and side events for diplomatic corps and media community on Hub’s event	Regular events organized
Action 2: - Developing partnerships with professional associations (ASPA, AAPA, AGPA, etc.), public administration academies of participating countries (e.g. Chinese Academy of Governance) and universities (NU, University of Duke, Eurasian National Uni, ALMA Uni, Bocconi, etc.) and ensuring concrete benefits of utilizing their resources and networks and gain further Hub outreach and potential financial contribution to promote sustainability)	MoU with ASPA + 3 other + Ministry of Investments and Development of Kazakhstan Exchange of letters of cooperation with OECD PGTD Directorate + 4 new participating countries (now the total of 35)
Action 3:	Roster expanded – 85 in total



### *MTE of ACSH: Final report*

- Further development the Roster of Experts (in collaboration with UNDP)	Currently is being restructured thus renewed
Action 4: - Modernization of Hub's web portal and development of internet forum - Promo materials, corporate videos, booklets, infographics, etc. (to enhance Hub's global image and visibility)	Website was launched in 2014, but modernization was carried out in 2016 Video on the review of Global and Regional trends ACSH's promo materials (notepads, pens, USB drives, calendars, mugs, t-shirts) 1 issue of ACSH Bulletin ( <i>2<sup>nd</sup> issue publish in October 2016</i> )
Action 5: - Meetings of the SC and Advisory Board	Pending.
Action 6: - Develop partnerships with at least 3 African and 3 Latin American countries - Conduct joint event on SDGs; develop case studies; establish advocates for the Hub, expand the pool of high-profile professional champions of the Hub and of Kazakhstan	The cooperation with African and Latin American countries has started with the facilitation of UNDP CO and HQ
<b>Activity Result 2: The Secretariat and Research Team are expanded, fully equipped and capacitated</b>	
Action 1: - Hub's staff development in Project management (ToT), research, design and development of knowledge products (innovation toolkits), and on-line resources, team building and risk management, etc.	Trainings organized

Additional activities accomplished, but not planned in the AWP:

- Annual conference "Partnership for civil service excellence" together with the OECD
- Contributed to the Familiarization and Experience Exchange Workshop at UNOSSC Headquarters in New York by presenting its service line the Arab states and CIS.
- Hub's global outreach at the Global Human Resources Development Conference in Seoul, Republic of Korea on 1-2 September 2016
- Delivery of Speech at the XXII High-Level Committee for SS cooperation meeting under the UN GA