



ACADEMY OF PUBLIC ADMINISTRATION UNDER  
THE PRESIDENT OF THE REPUBLIC OF KAZAKHSTAN

# STRATEGY

for 2026-2029



We teach how to lead in a changing world



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## 1. STRATEGY PASSPORT

<b>Title</b>	Development Strategy of the Republican State Enterprise “Academy of Public Administration under the President of the Republic of Kazakhstan” for 2026–2029
<b>Basis for Development</b>	<p>Law of the Republic of Kazakhstan dated 27 July 2007 “On Education”;</p> <p>Law of the Republic of Kazakhstan dated 23 November 2015 No. 416-V “On the Civil Service of the Republic of Kazakhstan”;</p> <p>Decree of the President of the Republic of Kazakhstan dated 30 July 2024 No. 611 “On Approval of the National Development Plan of the Republic of Kazakhstan until 2025 and Invalidation of Certain Decrees of the President of the Republic of Kazakhstan”;</p> <p>Decree of the President of the Republic of Kazakhstan dated 26 February 2021 No. 522 “On Approval of the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030”;</p> <p>Decree of the President of the Republic of Kazakhstan dated 17 July 2024 No. 602 “On Approval of the Concept for the Development of the Civil Service of the Republic of Kazakhstan for 2024–2029”;</p> <p>Decree of the President of the Republic of Kazakhstan dated 5 November 2025 No. 1081 “On Approval of the Fundamental Principles, Values, and Directions of the Domestic Policy of the Republic of Kazakhstan”;</p> <p>Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan “Kazakhstan in the Era of Artificial</p>

	Intelligence: Key Challenges and Solutions through Digital Transformation” dated 8 September 2025.
<b>Developer</b>	Republican State Enterprise “Academy of Public Administration under the President of the Republic of Kazakhstan” (hereinafter referred to as the Academy)
<b>Goal</b>	Professionalization of the public administration system
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Expansion of practice-oriented education;</li> <li>2. Intensification of applied and analytical research;</li> <li>3. Strengthening of effective partnerships;</li> <li>4. Modernization of infrastructure.</li> </ol>
<b>Implementation Period</b>	2026–2029
<b>Sources of Financing</b>	Republican budget; own funds

## 2. INTRODUCTION

The development and adoption of the Academy's Strategy for 2026–2029 is due to the completion of the previously approved Academy Strategy for 2023–2025.

In implementing the objectives of building a service-oriented and people-centered model of public administration<sup>1</sup>, the Concept for the Development of the Civil Service of the Republic of Kazakhstan for 2024–2029<sup>2</sup> (hereinafter referred to as the Concept) was adopted by Decree of the President of the Republic of Kazakhstan. The Concept defines a new strategic agenda for the entire civil service system of the country.

In the National Development Plan of the Republic of Kazakhstan until 2029<sup>3</sup> (hereinafter referred to as the National Plan), one of the key priorities is identified as “Professionalization of the public administration apparatus through the transition to a fully-fledged hybrid model of the civil service,” aimed at increasing the effectiveness of civil servants’ work, their adaptability, capacity for rapid response and focus on results. The Academy brings together key development institutions, which will subsequently enable the establishment of a client-oriented system for supporting innovative solutions and strengthening the scale of impact on the national economy.

In the Address to the People of Kazakhstan dated 8 September 2025, the Head of State emphasized that the new technological paradigm necessitates a revision of the public administration system with a multiple increase in its transparency, efficiency, and people-centeredness, and set the strategic objective of transforming Kazakhstan into a fully digital country within three years<sup>4</sup>. In line with current

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<sup>1</sup> Concept for the Development of Public Administration of the Republic of Kazakhstan until 2030 <https://adilet.zan.kz/rus/docs/U2100000522>

<sup>2</sup> Concept for the Development of the Civil Service of the Republic of Kazakhstan for 2024–2029 <https://adilet.zan.kz/rus/docs/U2400000602>

<sup>3</sup> National Development Plan of the Republic of Kazakhstan until 2029 <https://adilet.zan.kz/rus/docs/U2400000611#z879>

<sup>4</sup> Address of the Head of State Kassym-Jomart Tokayev to the People of Kazakhstan  
“Kazakhstan in the Era of Artificial Intelligence: Key Challenges and Solutions through Digital Transformation”

trends, digitalization, including the introduction of artificial intelligence (hereinafter referred to as AI), will play a priority role in the Academy's activities.

The Academy will continue to strengthen its position as a center for the development of human resource competencies within the public administration system and as an analytical hub for conducting applied and analytical research on pressing issues of public administration and the civil service.

### 3. SWOT ANALYSIS

To enhance the effectiveness of Strategy implementation, the Academy will carry out continuous analysis of risks and factors affecting the achievement of strategic objectives. The results of this analysis will serve as a basis for the timely refinement of priorities, updating of the SWOT analysis, and improvement of development management mechanisms.

#### STRENGTHS:

- ✓ High level of recognition and trust at the national level
- ✓ Legally established status as the sole higher education institution for the training and retraining of civil servants
- ✓ Broad range of educational programs
- ✓ In-demand and successful alumni in the public sector and business community
- ✓ Experienced and highly qualified faculty
- ✓ Extensive regional branch network
- ✓ Modern educational and research infrastructure
- ✓ Comprehensive portfolio of offerings: educational programs, research, and consulting services
- ✓ Active research activities in the field of public administration
- ✓ Experience in implementing large-scale national projects (PMCR, QazPMA, etc.)
- ✓ Close cooperation with foreign universities and international organizations
- ✓ High level of engagement of learners and faculty in international and national events

#### WEAKNESSES:

- ✓ Dependence on government funding
- ✓ Insufficient commercialization of research outcomes
- ✓ Inadequate promotion of the Academy's educational and consulting services (weak marketing)
- ✓ Insufficient volume of applied research to meet the needs of government bodies
- ✓ Inability to cover all sectoral specializations within the civil service
- ✓ Limited capacity to engage alumni in the Academy's activities and development
- ✓ Difficulties in attracting highly qualified experts due to remuneration constraints
- ✓ Regulated pricing policy limiting flexibility in service pricing
- ✓ Frequent need to revise the Rules for the training, retraining, and advanced training of civil servants, as well as the requirements for educational organizations providing advanced training for civil servants
- ✓ Complexity of introducing amendments to the Academy's Charter



✓ Stable and positive corporate culture	✓ Low level of academic mobility among faculty and learners
<b>OPPORTUNITIES:</b> <ul style="list-style-type: none"> <li>✓ Development of new educational programs to train professionals who meet the demands of a rapidly changing world</li> <li>✓ Diversification of funding sources, including grants and commercial services</li> <li>✓ Revenue growth through the scaling and commercialization of implemented information systems</li> <li>✓ Transition from the use of digital solutions to their development, and full digitalization of activities</li> <li>✓ Introduction of managerial and educational innovations</li> <li>✓ Opportunity to undertake additional activities within the scope of the Academy's Charter</li> <li>✓ Expansion of online, offline, modular, and distance learning formats based on accumulated experience and existing infrastructure</li> <li>✓ Development of interregional and international research projects</li> </ul>	<b>THREATS AND EXTERNAL RISKS:</b> <ul style="list-style-type: none"> <li>✓ Rapid changes in the education market environment and lagging behind global trends</li> <li>✓ Increasing competition in national and international markets for educational and consulting services</li> <li>✓ Potential reduction in government funding</li> <li>✓ Technological changes that quickly render educational programs obsolete</li> <li>✓ Slow adaptation to new requirements due to outdated administrative procedures</li> <li>✓ Dependence on the state budget and limited financial sustainability amid changes in economic policy</li> <li>✓ Outflow of qualified personnel and external experts due to non-competitive remuneration</li> <li>✓ Low engagement and limited interest among the leadership of government bodies in staff</li> </ul>

## 4. VISION, MISSION, AND VALUES



### VISION

A leading educational and research center advancing a service-oriented and people-centered model of public administration



### MISSION

To enhance the effectiveness of public administration and the civil service of the Republic of Kazakhstan



### VALUES

- patriotism and protection of state interests
- professionalism
- meritocracy and equal opportunities
- respect for the individual, integrity, and ethical conduct
- innovation and openness to change
- service orientation and people-centeredness
- partnership and cooperation
- responsible and sustainable use of resources

## 5. STRATEGIC PRIORITIES OF THE ACADEMY AND PATHWAYS TO ACHIEVING THE STRATEGIC GOAL

1. Practice-Oriented Education
2. Applied and Analytical Research
3. Effective partnerships
4. Modern Infrastructure

### 1. PRACTICE-ORIENTED EDUCATION

**Objective:** expansion of practice-oriented education

**Key Activities:**

- 1) implementation of postgraduate education programs;
- 2) advanced training and retraining programs;
- 3) strengthening cooperation with the Alliance of Alumni of the Presidential Academy, etc.

**Expected results:**

- 1) share of civil servants satisfied with the quality of education provided by the Academy in 2029 – 94.7%;
- 2) number of educational programs implemented (or updated) – at least two per year, etc.

The professionalization of the civil service implies continuous enhancement of knowledge levels, as well as the development of professional and personal competencies of civil servants and managers of the quasi-public sector financed from the state budget. The Academy delivers postgraduate educational programs, retraining courses, and advanced training seminars focused on leadership, functional, and core competencies.

## Postgraduate Education Programs

Educational activities are carried out under nine master's degree programs and three doctoral programs (as of the 2025–2026 academic year). The Academy has trained more than 3,000 master's and doctoral graduates in the fields of public administration, public policy, economics, and international relations.

In connection with plans to increase the number of educational grants for study at the Academy to 200 places, and to strengthen interdisciplinarity, **new educational programs will be explored and proposed, while existing programs will be updated.** This includes the planned introduction of new **modular online programs** and **distance learning programs** for master's and doctoral studies **without interruption from professional employment.**

In addition, the possibility of launching a **joint MPA program** aimed at expanding opportunities for cooperation and experience exchange among **public management professionals from Central Asian** countries will be considered.

The content of educational programs (to be revised toward consolidation and systematization) and the organization of the educational process enable the development of learners' core competencies, including lifelong learning skills, the ability to learn independently, and the ability to apply skills in a changing environment.

To ensure an enhanced level of professional training of managerial personnel in the civil service, a **mandatory certification mechanism** for master's and doctoral students will be introduced.

Starting from the **2025–2026 academic year**, the Academy has reinstated a **doctoral education program with a scientific and pedagogical focus.** In this regard, **master's degree programs of a scientific and pedagogical orientation**, as well as a psychological and pedagogical module for master's and doctoral students, will be introduced.

The Academy has established cooperation under dual degree programs with Seinäjoki University of Applied Sciences (Finland), the Mohammed Bin Rashid

School of Government (United Arab Emirates), and the Maxwell School of Citizenship and Public Affairs at Syracuse University (USA). The Academy's strategic partners for organizing international internships include the Brussels Diplomatic Academy (Belgium), the National Human Resources Development Institute (Republic of Korea), the Civil Service College of Singapore, Mykolas Romeris University (Lithuania), and Sofia University "St. Kliment Ohridski" (Bulgaria).

Partnerships with foreign universities within the framework of dual degree programs and academic mobility will be systematized. Negotiations are currently underway with potential partners, including Ulster University (United Kingdom) and Hertie School (Germany). Priority will be given to **educational institutions holding leading positions in international rankings** in the fields of public administration, public policy, economics, and international relations. Within the framework of cooperation, **international educational summer schools** will be organized for civil servants, faculty members, and students at partner universities.

The Academy's postgraduate education environment is built on the principles of practice orientation and learning effectiveness, with the application of modern teaching methods and technologies. Responsible staff of government bodies, Kazakhstani and international partners, as well as national and international experts in public administration and the civil service, are actively involved in discussions on the content and design of educational programs, as well as in the selection of trainers and faculty.

A priority task for the Academy remains the **development of faculty competencies**, including through participation in education and internship programs of JSC "Center for International Programs", as well as through the use of the "center – branch – government body" internship format and Training of Trainers (ToT) methodological seminars. **The application of interactive teaching methods**, including gamification, situational tasks, and case studies, as well as mandatory professional development of faculty members (at least once every three

years, including internships and practical training in government bodies), will contribute to improving the quality of educational services provided.

A program-based approach in master's and doctoral programs makes it possible to significantly enhance the practice orientation of education. High-quality educational services are ensured through an open and objective selection of faculty. Seventy-one percent of the Academy's faculty members hold academic degrees and academic titles. Political civil servants, veterans of the civil service, executives of quasi-public organizations, Ambassadors Extraordinary and Plenipotentiary, public and government figures, as well as recognized experts in relevant fields and sectors of the economy are engaged as lecturers and trainers. The mandatory practice of conducting **guest lectures and off-site classes** as part of course delivery will be continued.

The format of off-site defenses of master's research projects held at government bodies and the Parliament of the Republic of Kazakhstan has increased students' responsibility and enhanced the practical relevance of final projects. To apply the recommendations developed, graduates' analytical briefs are submitted to government bodies and made publicly available in the repository of the Academy's electronic library. To foster analytical and critical thinking among civil servants in managerial decision-making, **the analytical component of academic programs will be strengthened, including through the integration of an analytics bootcamp.**

The possibility of awarding a **Rector's grant** to Academy employees for study in the Academy's master's and doctoral programs will be considered.

Since 2019, the Academy has applied the assessment center method for the selection of candidates for the Presidential Management Personnel Reserve (PMPR 1.0, 2.0, 3.0, and 4.0); for the assessment of certain political civil servants and employees of central and local government bodies; for the assessment of Academy students; and for the formation of regional talent pools. This methodology represents an international standard for competency assessment based on a series of situational exercises (group discussions, case analysis, role-playing, analytical

presentations, and others). Assessments are conducted by trained and certified assessors from among the Academy's staff and its regional branches.

Within the framework of the University Consortium, several activities have been implemented to improve the quality of training under postgraduate programs in Public Administration, State and Local Government, and Human Resource Management. To further develop inter-university cooperation, the Academy will **organize methodological seminars, summer schools, internships, and practical placements for faculty and students, as well as facilitate the exchange of teaching and methodological materials.**

Within the framework of cooperation with the Ministry of Foreign Affairs of the Republic of Kazakhstan, specialized courses for **advanced foreign language training, including Eastern and rare languages**, will be organized jointly with partners. **Efforts to expand the use of the Qazaq Resmi Test online assessment for determining proficiency in the state language will be continued.**

To foster patriotism and professionalism among learners, the values of "Adal Azamat" will be promoted. Academic integrity, as an integral component of the educational environment, will be ensured **through the automation and digitalization of academic processes within the Platonus** information system. To ensure the timeliness of managerial decision-making, the Academy will **complete the integration of the Icademium information system** with the Academy's admissions module (admission.apa.kz), the Unified Higher Education Platform (epvo.kz), and eQyzmet (eqyzmet.gov.kz). The graduate monitoring process will be automated and integrated with the eQyzmet information system.

In the education sphere, artificial intelligence tools will be applied for the **proactive identification of potential candidates** for both study and teaching. Integration with **AI-based plagiarism detection systems** will minimize risks and ensure objectivity in the assessment of learners' and faculty members' work.

The Academy will place special emphasis on establishing sustainable connections among alumni and providing them with support in their personal and professional development. A mechanism for the **legal and institutional protection**

**of alumni rights** will be developed. In addition, a methodology for calculating the reimbursement of training costs from the moment of employment, transfer, or departure to a government body will be elaborated. Within the framework of cooperation with the Alliance of Alumni of the Presidential Academy, **educational, research, expert-analytical, cultural, and sports events will be organized** and conducted across all regions of the country.

### **Advanced Training and Retraining**

To further professionalize the public administration system, **the training process will be organized based on a new competency framework** comprising three core blocks: **basic, functional (sectoral), and leadership** competencies. The competency-based approach to learning will focus on the transfer of practical knowledge and the development of the skills required for the current and prospective positions of civil servants.

Each year, approximately 30,000 participants undergo retraining courses and advanced training seminars at the Academy and its regional branches, aimed at developing professional and personal competencies. **Increasing the regional component of educational programs in the branches from 20% to 50%** will enable closer cooperation with local executive bodies and territorial units of central government agencies.

To ensure the quality of the regional component, a coordination mechanism for the activities of the Academy and its branches will be established, including quality assurance of the regional component through quarterly coordination meetings, teaching quality audits, and faculty internships (Academy–branch, branch–Academy).

**The Academy's branches will become expert platforms** for discussing and developing managerial solutions to regional issues, in close cooperation with local educational and research organizations. The branches will be developed as **centers**



**for the design of practice-oriented educational programs** that take into account regional characteristics and needs.

To strengthen leadership and digital competencies, the “Leader of a New Formation” program for political civil servants will be redesigned, along with the introduction of specialized retraining courses for Corps “A” civil servants and rural akims. The updated content of the program for political civil servants will be reinforced with disciplines aimed at developing communication skills and public speaking competencies. Separate retraining courses will be introduced for elected public officials.

The practice of training members of the Presidential Youth Personnel Reserve will be continued.

To expand access to educational services without interruption from professional duties, distance learning and online formats with monetization potential will be implemented for civil servants. Efforts will continue to increase the number of **distance learning courses** on core competencies, which will be recorded by Academy faculty and invited trainers in the Academy’s media studio.

Through the expansion of content and the scaling of the audience of the Lifelong Learning Telegram channel, efforts to develop the **lifelong learning system will be continued**. To expand opportunities for civil servants wishing to develop their professional and personal competencies without interruption from professional duties, a **Human Resource Development (HRD) learning platform will be developed**.

To establish a high-quality database of civil servants who have completed training or are subject to training at the Academy and its regional branches, the Academy’s information system **reg.apa.kz will be integrated with the eQyzmet** information system. This measure will optimize the human resource and administrative processes of the Academy and government bodies, ensure data transparency, and expand opportunities for workforce planning within the framework of strategic human resource management.

Efforts to enhance the qualifications of members of election commissions and participants in the electoral process will continue, with a focus on updating knowledge of electoral legislation and law enforcement practice. A key priority will be the development and scaling of best regional practices in electoral education, the establishment of a unified methodological approach, and the dissemination of effective formats that have demonstrated proven results. Special attention will be paid to Training of Trainers (ToT) to ensure the sustainability and quality of training in the regions, as well as to expanding practice-oriented methodologies, including the analysis of typical scenarios, exercises, and simulation of electoral procedures. The use of digital tools will be auxiliary in nature and applied selectively to enhance the accessibility and relevance of educational materials.

The scope and formats of corporate seminars will be expanded to strengthen the functional (sectoral) competencies of civil servants. The accumulated experience of organizing seminars commissioned by government bodies on sector-specific topics, in cooperation with international and national partners, will be utilized **for training activities conducted in the regions through the Academy's branches**. In addition, cluster-based seminars will be introduced at the Academy's branches, along with outreach seminars in remote districts of the regions.

Cooperation with international partners in the field of short-term training will be expanded through **the organization of international internships for civil servants**.

## 2. APPLIED AND ANALYTICAL RESEARCH

**Objective:** Intensification of applied and analytical research.

**Key Activities:**

- 1) development of scientific and expert-analytical activities;
- 2) promotion of the scientific journal “Public Administration and Public Service” and others.

**Expected Results:**

- 1) preparation of at least four analytical outputs per year (on a quarterly basis) on priority areas of public policy and the civil service for the Agency for Civil Service Affairs;
- 2) organization of at least four scientific events per year on topics related to public administration;
- 3) Inclusion of the scientific journal “Public Administration and Public Service” in the international database of peer-reviewed publications (Scopus) by 2029, etc.

The Academy’s research activities will be focused on enhancing the quality of expert and analytical work, developing the research competencies of learners, and improving the quality of applied research conducted in the fields of public administration, the civil service, international relations, and economics. In the context of global change and ongoing domestic reforms, research becomes a key instrument for developing evidence-based proposals and recommendations to support the country’s sustainable development.

To establish a supportive research environment, **material and non-material incentive mechanisms** will be implemented to actively engage faculty members and learners in applied research projects. **Staff of the Academy’s regional branches will be involved** in research teams to conduct field studies and sociological surveys.

Alongside the expansion of project-based and expert-analytical activities, **cooperation with stakeholders** - including government bodies, international partners, and Consortium member universities will be strengthened. **Mechanisms for supporting research teams** will continue to be developed through participation in competitive grant and program-targeted funding of research projects from external sources. Expanding collaboration through **participation in international research projects** in cooperation with international organizations will also be pursued as a promising area of development.

In addition, the establishment of a **separate budget program** for scientific, analytical, and social research will be considered.

As part of the Academy's digital transformation, **an interactive platform will be created to consolidate the research potential** of learners, faculty members, and research staff. This intellectual environment will enable participants to connect based on research interests and to produce scientific and analytical outputs on pressing issues of public administration, the civil service, public policy, international relations, and economics. **The platform will incorporate an expert selection and engagement system and provide access to international scientific databases**, the Academy's electronic library, and its repository.

To discuss emerging trends in the development of public administration and the civil service, as well as to pilot and validate research results, **conferences, roundtables, research seminars, and discussion forums** will be organized with the participation of high-level national and international experts. This, in turn, will have a positive impact on the development of analytical competencies among learners and staff. Primary data for analytical work on topical issues of the civil service will be collected through surveys of civil servants conducted via the eQyzmet information system.

Regular assessment of the relevance of research will become an integral part of the training of managerial personnel through the administration of master's and doctoral programs. **The organization of expert platforms at the national and**

**international levels** will contribute to the dissemination of research results and the receipt of expert feedback.

To enhance publication activity and recognition of scientific potential, the editorial policy of the academic journal “Public Administration and Civil Service” will be further improved. By annually **confirming compliance with the requirements of the Committee for Quality Assurance in Science and Higher Education (CQSHE)**, the journal will be included in the international peer-reviewed database **Scopus**.

The activities of dissertation councils will be focused on the high-quality training of doctoral graduates in the fields of public and local governance, economics, international relations, and related areas. The guiding principles of dissertation councils will be the assurance of quality, objectivity, and sound justification of decisions taken following doctoral dissertation defenses.

To enhance transparency and awareness, **digests, research collections, and analytical reports** will be published and submitted to relevant government bodies for use in decision-making and implementation.

### 3. EFFECTIVE PARTNERSHIPS

**Objective:** Strengthening effective partnerships.

**Key Activities:**

- 1) development and strengthening of effective partnerships;
- 2) provision of expert and analytical support in the transformation of human resources management services in government agencies;
- 3) development of competency assessment, etc.

**Expected result:**

- 1) Number of joint events with key partners, including within the framework of signed memoranda, at least 4 per year;
- 2) Number of foreign internships for Academy students/listeners, at least 2 per year, etc.

The Academy has established cooperation with key partners from Central Asian countries, Azerbaijan, Turkey, Russia, Armenia, the United Arab Emirates, China, Singapore, Qatar, Finland, the United States, Portugal, Belgium, Bulgaria, and Italy. To enhance the effectiveness of cooperation, systematic monitoring of the implementation of agreements will be ensured on an ongoing basis. The organization of joint end-of-academic-year events aimed at **assessing the effectiveness of cooperation** will become an important component of partnership development.

For each Institute / School of Public Policy and Governance, strategic partners will be identified for dual degree programs, academic mobility, and the organization of international internships for learners, selected from leading universities and organizations that hold high positions in international rankings and possess recognized expertise in the field of public administration.

The Academy was among the first government organizations to **successfully undergo certification of its anti-corruption management system for compliance with international standards ISO 37001:2016 and ISO 37301:2021**. The certificate confirms the Academy's commitment to the principles

of integrity and transparency, compliance with anti-corruption legislation, and the voluntary obligations undertaken by the Academy in the field of anti-corruption, as well as to fostering a sustainable corporate culture based on zero tolerance for corruption, thereby strengthening trust among clients, partners, and other stakeholders.

The Academy will **continue to develop its expertise in anti-corruption and compliance matters.**

At the request of government bodies, the Academy will continue to provide consulting services on the implementation of anti-corruption standards and the certification of personnel in the fields of human resource management and project management.

**The expansion of the Academy's scope of accreditation** as a personnel conformity assessment body will be coordinated with the authorized body.

**The activities of the Academy's collegial bodies will be intensified,** with their mandates clarified and strengthened.

The Academy will continue to provide **expert and analytical support** in the **transformation of human resource management services** of government bodies into modern HR units.

**Competency assessment will be further developed** through the expansion of assessment tools, an increase in the pool of assessors including by sending Academy staff for training in psychometrics as well as through the automation and digitalization of assessment procedures. Progress in this area will strengthen the Academy's role as a key center of expertise and methodological support for HR processes.

## 4. MODERN INFRASTRUCTURE

**Objective:** modernization of infrastructure.

**Key activities:**

- 1) development of the Academy's human resources;
- 2) ensuring financial stability;
- 2) improving the infrastructure of the Academy and its branches, etc.

**Expected result:**

- 1) creation and updating of the “Museum of Public Service” annually in 4 branches of the Academy;
- 2) percentage of residents of the House of Young Civil Servants satisfied with the quality of living in 2029 – 95%, etc.

At present, the Academy continues to work on improving the effectiveness of human resource management through the establishment of a management system aimed at ensuring leadership in a competitive environment, based on economic incentives and social guarantees, and promoting a balanced alignment of the interests of both the employer and employees, as well as the development of their relations for the benefit of the state.

The Academy's objectives include attracting and retaining professional staff capable of making a valuable contribution to the organization's development and performance enhancement, as well as ensuring maximum return on investment in human resources.

Within its strategic directions, the Academy defines the following areas and indicators for the development of human capital:

Indicator: “Quality Composition of Personnel”

The Academy continuously works to improve the quality of human capital and actively attracts graduates of the Bolashak program, the Presidential Management Personnel Reserve (PMPR), foreign universities, as well as individuals



holding academic degrees and titles. Currently, the educational process at the Academy is delivered by a faculty of 100 members, including 11 Doctors of Sciences, 10 Associate Professors, 26 Candidates of Sciences, 10 Professors, and 25 PhD holders. As a result, the proportion of faculty members holding academic degrees stands at 70.2%, which is a high indicator of the faculty's level of qualification and research experience.

In addition, the Academy annually engages international experts and invited professionals to deliver training activities.

#### Indicator: "Transparency of Competitive Procedures"

In accordance with internal regulatory documents governing the competitive selection process for filling vacant faculty positions, which constitute the Academy's core human resource, the Academy ensures 100% participation of citizens of the Republic of Kazakhstan in interviews, with the involvement of representatives of government bodies as members of the selection committee. In addition, the interview process with each candidate is recorded using technical means, ensuring full video documentation, which determines a high level of transparency in selection procedures. The publication of vacancies, qualification requirements, evaluation criteria, as well as the results and justifications for candidate selection, contributes to public trust, attracts more qualified and motivated candidates, and eliminates corruption risks in HR processes.

#### Indicator: "Professional Development"

This key human capital development indicator measures the extent to which Academy staff update and deepen their knowledge and skills to meet market requirements and improve performance. It is reflected in the percentage of trained employees, the number of completed courses, certifications obtained, and the growth of key competencies, which directly affects competitiveness and innovation potential.

#### Indicator: “Staff Engagement”

A critically important strategic indicator reflecting the emotional and intellectual commitment of employees to the Academy’s goals and their willingness to exert additional effort to achieve shared success. Engaged employees demonstrate higher loyalty and lower turnover, which reduces recruitment and onboarding costs. The level of corporate governance at the Academy enables the stimulation of innovation and initiative, fostering a culture of high performance and client orientation through adherence to corporate values and strengthened internal communications.

#### Indicator: “Staff Turnover”

The stability of the workforce encourages the Academy to retain highly qualified employees, ensuring continuity of knowledge and the preservation of institutional memory. To implement this direction and to establish a unified, professional, and effective system of continuous staff development, enhance work effectiveness through the rational allocation of human capital, facilitate information exchange, prevent professional burnout, and develop managerial and academic competencies, it is proposed to introduce mechanisms of rotation, internships, and mentoring. These measures will also contribute to employee retention and the reduction of staff turnover at the Academy and its regional branches.

Thus, the stabilization of staff movement and the prevention of an increase in staff turnover except for measures related to the optimization of the Academy’s organizational structure will make it possible to develop human resource policy instruments for achieving this indicator.

For the effective achievement of the Academy’s objectives, the further development and modernization of its infrastructure, as well as the ensuring uninterrupted financial, administrative, social, and operational activities, are essential.

Financial sustainability and effective management will be ensured on the basis of the Academy’s values, corporate culture, traditions, and experience.

**Rational resource management** will be achieved through cost optimization and revenue growth, as well as through **the creation of a unified information platform for managing the organization's financial and operational activities.**

The SMART Academy unified staff portal integrates internal services and tools, ensuring efficient staff performance, **automating business processes, and simplifying interaction between the Academy's departments.** The system enables data-driven managerial decision-making through visualized data analytics. **Completion of information security certification will allow the integration of individual modules** with government databases and information systems.

Within SMART Academy, the educational process will be **fully automated** - from admission and learner support - to graduation covering both postgraduate programs and short-term courses. This includes graduate tracking, organization of learning and assessment, distance learning formats, as well as the issuance of diplomas and certificates.

As part of the optimization of personnel records management and the automation of HR processes, efforts will be undertaken to implement a Unified Human Resource System (UHRS) with AI-enabled elements for résumé assessment, performance analysis, and workforce demand forecasting.

The development of human capital plays a key role in the Academy's activities and focuses on creating conditions for continuous learning, professional growth, productivity enhancement, and employee well-being. This, in turn, stimulates economic growth, innovation, and social sustainability at the organizational, regional, and national levels.

The Academy's **human resource policy** encompasses objectives focused on achieving high performance, meritocracy, and innovation, as well as a proactive approach to attracting and retaining professionals capable of making a valuable contribution to the Academy's development and effectiveness, while ensuring maximum return on investment in human capital.

The human resource policy also provides the establishment of a system of internal promotion, rotation, regular competency assessments, and enhancement

of employee social benefits, as well as the strengthening of corporate culture and the exchange of best practices among regional branches.

For the successful implementation of strategic objectives, the Academy will further develop the **capacity of faculty members, staff, and trainers** of the Academy and its branches through advanced training at leading educational centers, internships in government bodies, and placements in international organizations. The **rules for faculty selection** will be revised in response to the need to enhance quality across each academic discipline.

The next step in the digitalization of HR processes will be the **introduction of artificial intelligence into HR analytics** within the framework of the **AI Laboratory**.

The AI Laboratory at the Academy was established pursuant to the instruction of the President of the Republic of Kazakhstan and in implementation of the relevant Concept. The mission of the Laboratory is to create a secure environment for piloting AI-based innovative solutions, followed by the scaling of successful practices across the public sector.

At present, the Laboratory is actively piloting the application of AI in selection, recruitment, and competency assessment of civil servants, as well as in analytics of the state of the public administration system.

An important stage in the regulatory support of digitalization processes will be the development and adoption of standards in the field of human resource management and the use of artificial intelligence.

The priority tasks for infrastructure development include the implementation of **routine repairs of the Academy's building** (in particular, the renovation of classroom facilities, office equipment of the Institutes and the School of Public Policy and Governance), ensuring compliance with anti-terrorism security and fire safety requirements, as well as addressing issues related to the provision of premises for regional branches and the renewal of the vehicle fleet.

The issue of financing renovation works at the **“House of Young Civil Servants”**, which is on the Academy's balance sheet and operates on the principles

of self-sufficiency and self-financing, remains on the agenda. The processes of issuing accommodation permits, monitoring compliance with residence requirements, and room allocation will be digitalized. Measures to strengthen patriotic education among learners will also be enhanced.

Modernization of the infrastructure of the Academy and its branches will continue with the aim of creating an innovative educational environment that ensures comfortable conditions for work and study. For this purpose, a unified centralized system for the management and development of library and information resources of the Academy's branches will be established, ensuring their integration into a common educational and research ecosystem. Particular attention will be paid to expanding subscription access to international databases, including the Coursera educational platform.

Efforts to establish and update the "Museum of the Civil Service" in the Academy's regional branches will also continue.

**The Academy's archive will be converted into an electronic format.**

Efforts to inform stakeholders and the public about the Academy's activities through national and international mass media and social networks will be continued, along with the expansion of digital channels for engagement with learners, alumni, and partners. In this regard, work to build a cohesive and recognizable image of the Academy will be strengthened, including the adoption of a Marketing Strategy and the implementation of innovative tools for analytics and monitoring of the information landscape. Branded products for the Academy will be developed, as well as separate products for Academy graduates in collaboration with the Alumni Alliance.