



Second Baseline Study Results Report

June | 2015

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Two and a half years after the first baseline survey was completed, the Regional Hub of Civil Service in Astana (ACSH) launched the second baseline survey on 15 April 2015, which was open to potential respondents until the end of May 2015.

The findings of the second baseline survey provide sufficient information to discern the priority areas of cooperation in civil service management and development and in public service delivery. It also gauges interest in potential activities supporting civil service development and public service delivery enhancement.

The survey consists of 26 questions, which are grouped in four parts: [a] identification of the Hub’s priority areas (15 questions); [b] civil service (4 questions); [c] public service delivery (4 questions); and [d] other issues (3 questions).

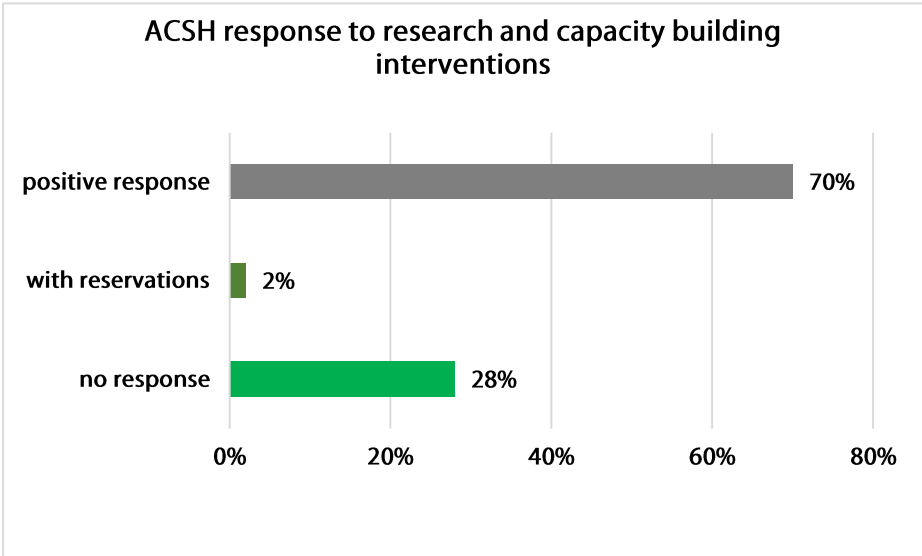
Invitations to participate in the second baseline survey were sent to potential respondents in all participating countries and organisations of the Hub. By 31 May 2015, 55 responses were registered in the electronic survey platform, translating to a 16.3% response rate.

The results presented in this report are based on 50 responses, as five of the responses received were not complete, and thus excluded from the analysis. Of these 50 responses, 22 were provided in English and the remaining 28 in Russian.

Part I

Question I.1: It attempts to capture the views of respondents on how the ACSH has responded to research and capacity building interventions since the first baseline survey was completed in the autumn of 2012.

14 respondents (28%) did not express a view, but the remaining 36 (72%) did. 35 responses were positive and one expressed reservations about the work the ACSH had accomplished in the preceding period. The rather limited rate of response to this question may be attributed to the fact that some of the respondents had not participated in any of the ACSH activities, as they may have joined the Hub’s Network much later in the course of the past two and a half years.



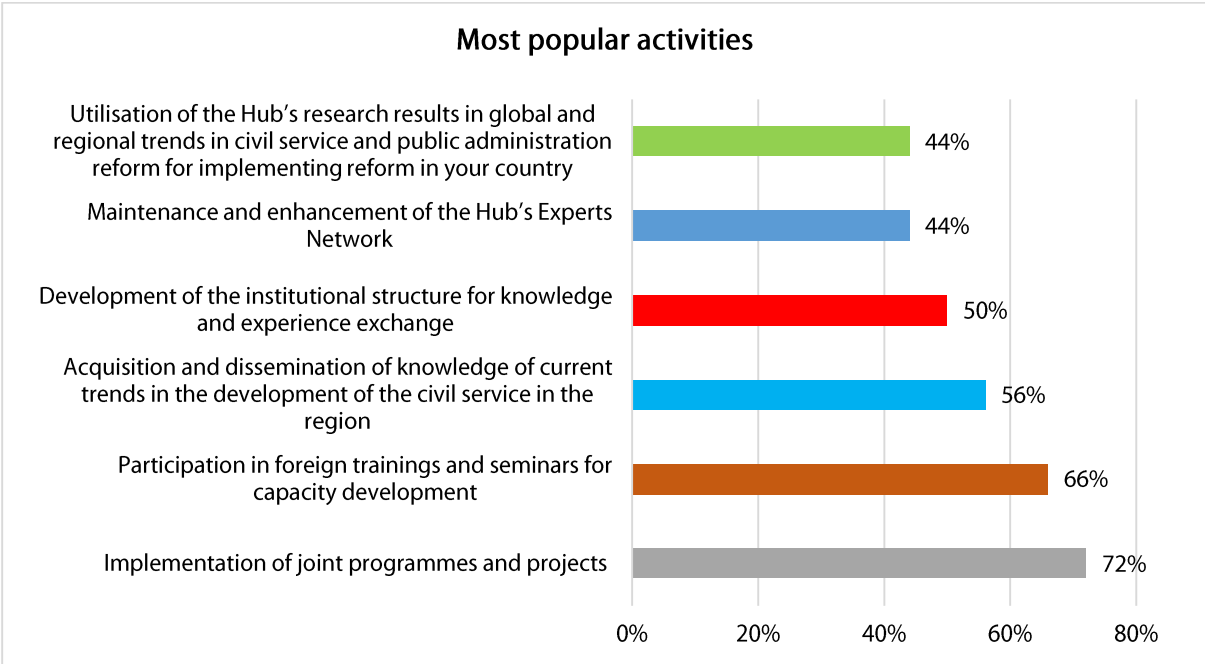
Overall, the impression is that the ACSH has done a good job despite its limited capacity and financial resources in the first 2 years of its existence. Together with the Academy of Public Administration under the President of Kazakhstan and the Agency for Civil Service Affairs and Anti-Corruption has delivered well on the key priorities identified in the first baseline survey. Credit is due to the staff of the Academy and the Agency for their crucial support in the early stages of this endeavour.

Largely, the research and capacity building interventions of the ACSH have proven to be very relevant and rather efficient in fostering regional cooperation and disseminating good practices across the participating countries.

The majority of respondents felt that if ACSH continues in this manner, it will probably be able to reach a rather large audience in the region, interested in learning and contributing with knowledge to civil service and public administration reform in the participating countries.

Question I.2: It tries to find out what type of activities respondents would be most interested to participate in the period ahead. They were provided with 6 choices, of which they could pick at least 3 of the most important topics to them. The results are presented below in order of preference, from the most to the least popular.

Ranking	Topic	Preference frequency
1	Implementation of joint programmes and projects	36
2	Participation in foreign trainings and seminars for capacity development	33
3	Acquisition and dissemination of knowledge of current trends in the development of the civil service in the region	28
4	Development of the institutional structure for knowledge and experience exchange	25
5	Maintenance and enhancement of the Hub’s Experts Network	22
6	Utilisation of the Hub’s research results in global and regional trends in civil service and public administration reform for implementing reform in your country	22

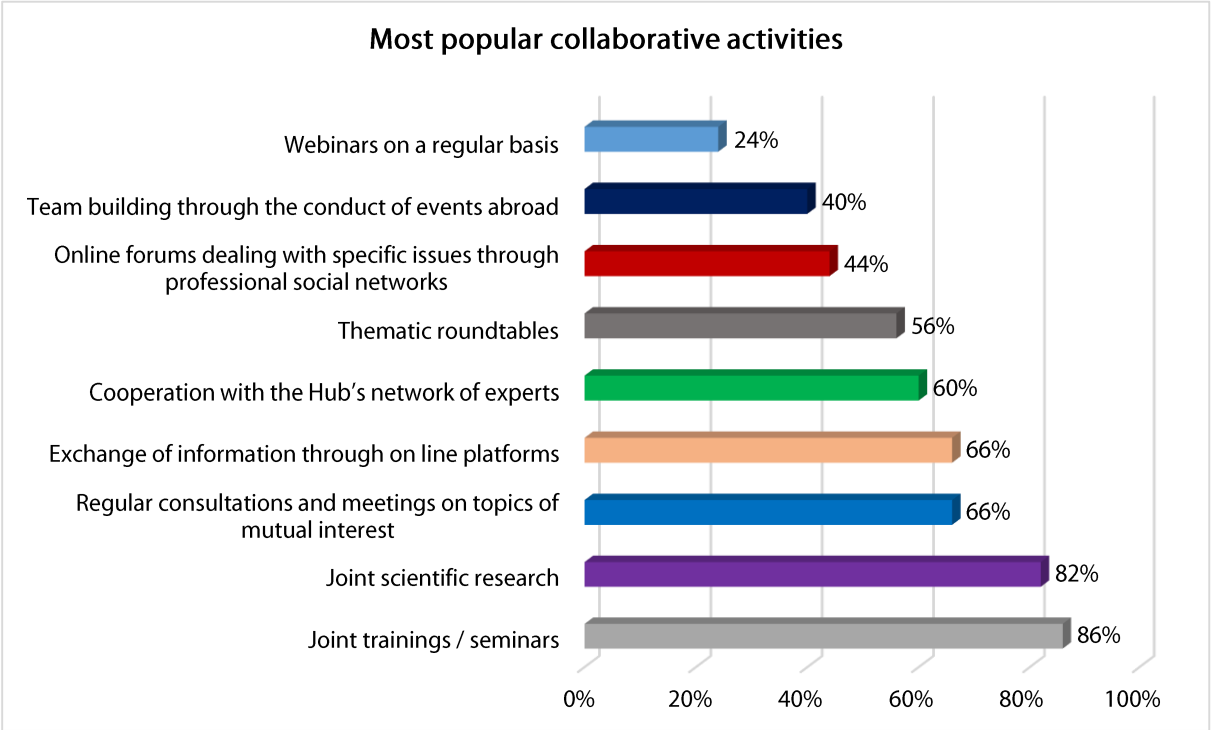


It is clear that implementation of joint programmes and projects is the most popular topic, which falls within the ACSH mandate. Participation in capacity development activities abroad is second and knowledge dissemination of current trends in the development of civil service is third.

Respondents were also given the opportunity to suggest additional topics. It was proposed, by several respondents, that the ACSH should proceed with the production of thematic comparative studies so countries can learn from each other. These studies should focus on the following areas: regulatory frameworks governing civil service, civil service management and development, technology utilisation in service delivery, and good practices in public decision making. Respondents also proposed the exchange of junior civil servants among the civil service in the countries of the region; and the implementation of capacity development trainings and seminars involving foreign experts.

Question I.3: It hopes to discover what forms of collaborative activities the ACSH should develop for encouraging active and continuous cooperation among its participating countries. Respondents were provided with 9 choices, of which they could pick the 5 most important to them. The results are presented below in order of preference, from the most to the least popular.

Ranking	Topic	Preference frequency
1	Joint trainings / seminars	43
2	Joint scientific research	41
3	Regular consultations and meetings on topics of mutual interest	33
4	Exchange of information through on line platforms	33
5	Cooperation with the Hub’s network of experts	30
6	Thematic roundtables	28
7	Online forums dealing with specific issues through professional social networks	22
8	Team building through the conduct of events abroad	20
9	Webinars on a regular basis	12

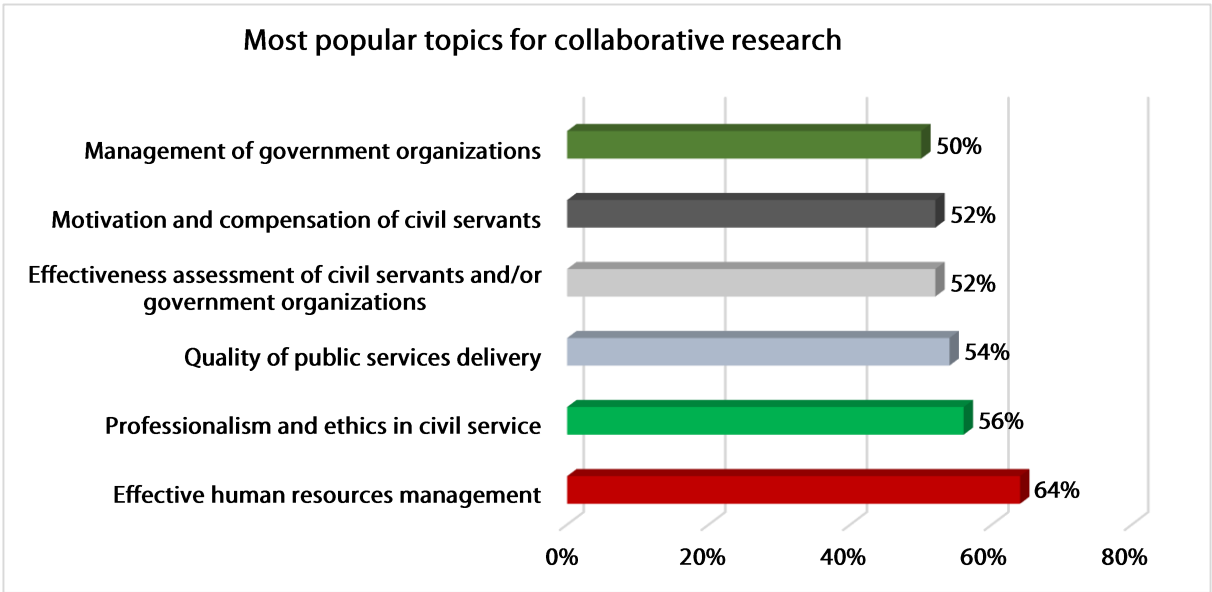


It appears that joint training and seminars and joint scientific research, along with regular consultations and meetings on topics of mutual interest were the most popular activities that the ACSH should develop.

Furthermore, respondents were given the opportunity to suggest additional topics for developing initiatives. Some respondents suggested the conduct of regional research projects and training programmes of concern to most, if not all, of the participating countries providing that each participating country comes forward and explicitly expresses their particular interests; as well as contributing to the effort needed to implement such activities. Other respondents suggested the creation of a virtual reform tool box, through which participating countries could draw tools and methodologies from, and good practices in the area of public administration and civil service development for usage in their own countries. In this context, it was suggested that the ACSH could play the role of the facilitator and broker in creating a reform tool box by gathering good practices and making them available to interested parties. Another noteworthy proposition was that the online modality for collaboration should be significantly enhanced by taking advantage of new technologies in order to lower costs given the ever pressing budget cuts.

Question I.4: It expects to identify the topics of interest for research in civil service and public administration reform. Respondents were provided with 17 choices and were asked to pick the 5 most important and most relevant to their work. The results are presented below in order of preference, from the most to the least popular.

Ranking	Topic	Preference frequency
1	Effective human resources management	32
2	Professionalism and ethics in civil service	28
3	Quality of public service delivery	27
4	Effectiveness assessment of civil servants and/or government organisations	26
5	Motivation and compensation of civil servants	26
6	Management of government organisations	25
7	Anti-corruption policy	25
8	Strategic state planning	23
9	Leadership in public administration and the civil service	22
10	e-government development	21
11	Internal and external control systems in public administration	18
12	Results-oriented budgeting	17
13	The role of meritocracy and patronage in the civil servants' recruitment, promotion and career development	15
14	Development of regional policy and decentralisation	13
15	Instruments to encourage involvement of citizens, professional associations and non-governmental organisations in the process of policy formulation and making in the area of government regulations	12
16	Gender equality and the civil service	11
17	Principles of corporate management in the civil service	9



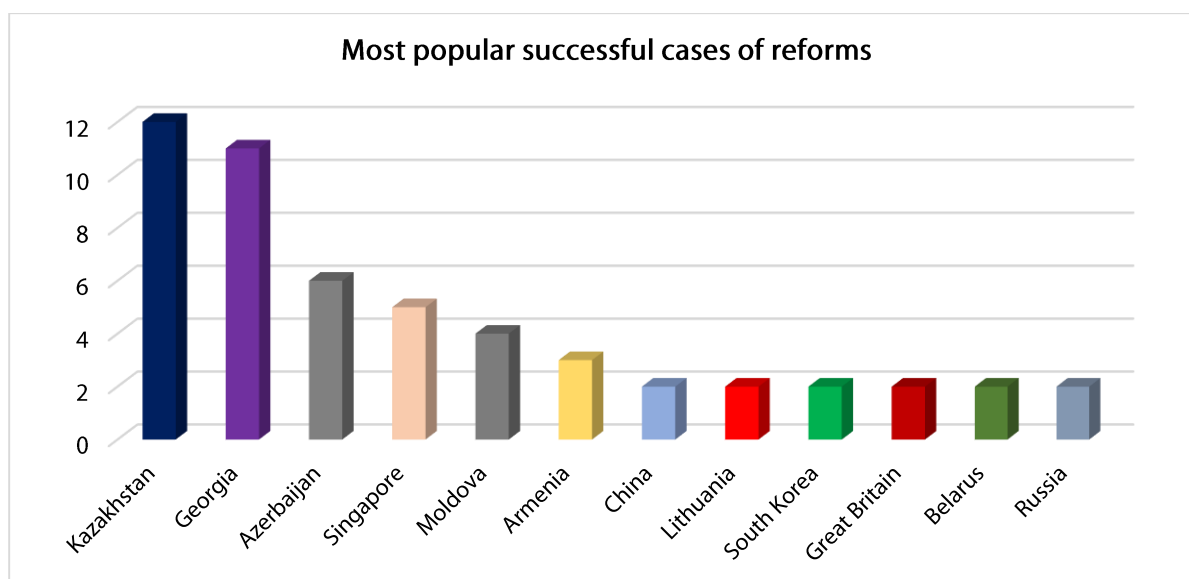
Effective human resources management, professionalism and ethics in civil service, and quality of public service delivery seem to be the most popular topics; and at the same time falling within the ACSH mandate.

Although respondents were provided with the option to suggest additional topics of interest, none was recorded. It is our guess that given the plethora of choices already presented, respondents may have felt overwhelmed in suggesting additional ones.

Question I.5: Its intention was to find out which countries may have implemented successful reforms, which could be captured into case studies in order to be disseminated as good practice cases across the region.

Many countries were actually mentioned, however, only a few were accompanied with specific examples, as it is shown at the bottom of the table. Thus, it seems that some further probing is needed to find out what specific cases in each country the respondents refer to. The table below presents the countries – or the groups of countries – mentioned by respondents as potential cases to examine good practices implemented, along with the frequency in which they were mentioned, starting from the most frequent to the least frequent.

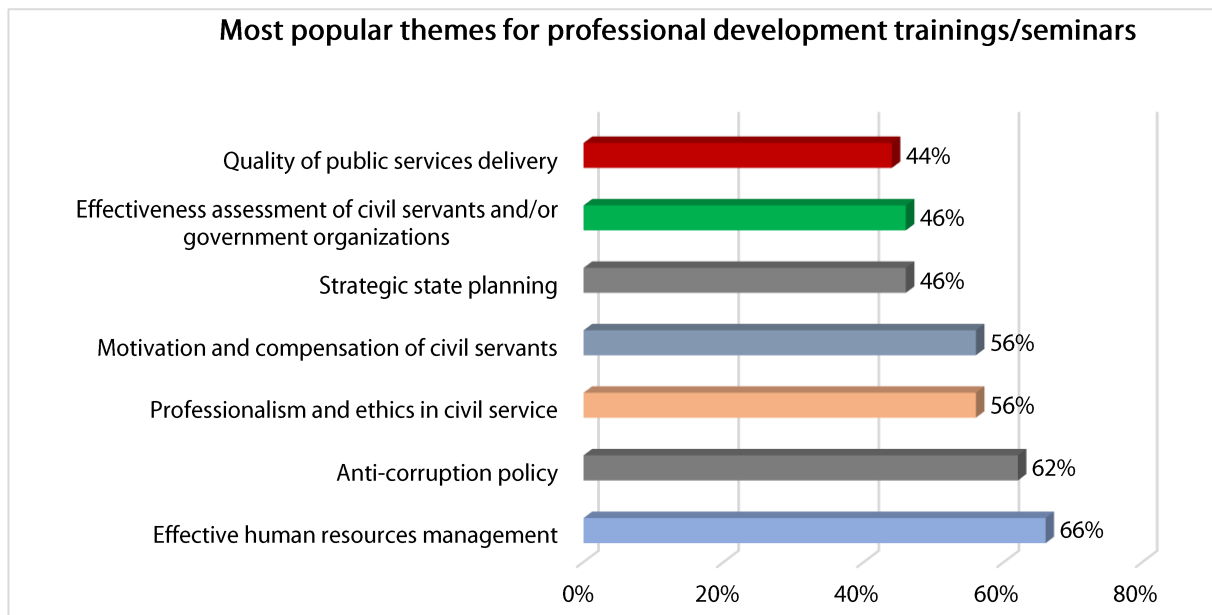
#	Country	Times mentioned
1	Kazakhstan	12
2	Georgia	11
3	Azerbaijan	6
4	Singapore	5
5	Moldova	4
6	Armenia	3
7	China	2
8	Lithuania	2
9	South Korea	2
10	Great Britain	2
11	Belarus	2
12	Russia	2
13	Tajikistan	1
14	Pakistan	1
15	Afghanistan	1
16	Uzbekistan	1
17	Sweden	1
18	Turkey	1
19	Poland	1
20	OECD countries	1
21	EU countries	1
22	New EU members	1
23	Reform-oriented countries	1
24	Countries outside the FSU	1



In fact, the specific good practices mentioned were: in Georgia, the anti-corruption policy implementation in the police; in Kazakhstan, e-government in conjunction with public service delivery and the establishment of Corps A; in Azerbaijan, the ASAN centres and public service delivery enhancement; in China, the effort against street level corruption and the core competencies of civil servants; and in Pakistan, the highway patrol police reform effort.

Question I.6: It attempted to find out what thematic trainings and/or seminars are most needed for the professional development of civil servants. Respondents were provided with 17 choices, of which they were asked to choose at least the 5 most important and most relevant to their work. The results are presented below in order of preference, from the most to the least popular.

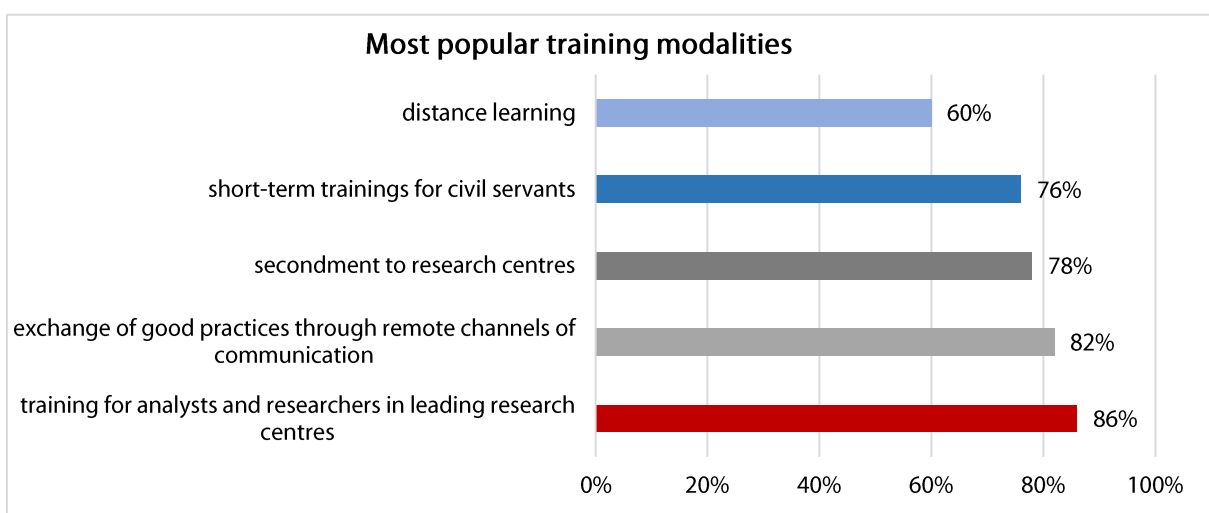
Ranking	Topic	Preference frequency
1	Effective human resources management	33
2	Anti-corruption policy	31
3	Professionalism and ethics in civil service	28
4	Motivation and compensation of civil servants	28
5	Strategic state planning	23
6	Effectiveness assessment of civil servants and/or government organisations	23
7	Quality of public service	22
8	e-government development	22
9	Results-oriented budgeting	20
10	Management of government organisations	20
11	Leadership in public administration and the civil service	19
12	Principles of corporate management in the civil service	13
13	The role of meritocracy and patronage in the civil servants' recruitment, promotion and career development	11
14	Internal and external control systems in public administration	10
15	Instruments to encourage involvement of citizens, professional associations and non-governmental organisations in the process of policy formulation and making in the area of government regulations	9
16	Development of regional policy and decentralisation	9
17	Gender equality and the civil service	7



Four topics seem to be in most demand for providing thematic trainings and/or seminars. Namely, effective human resources management, anti-corruption policy, professionalism and ethics in civil service, and motivation and compensation of civil servants; which all fall within the ACSH mandate.

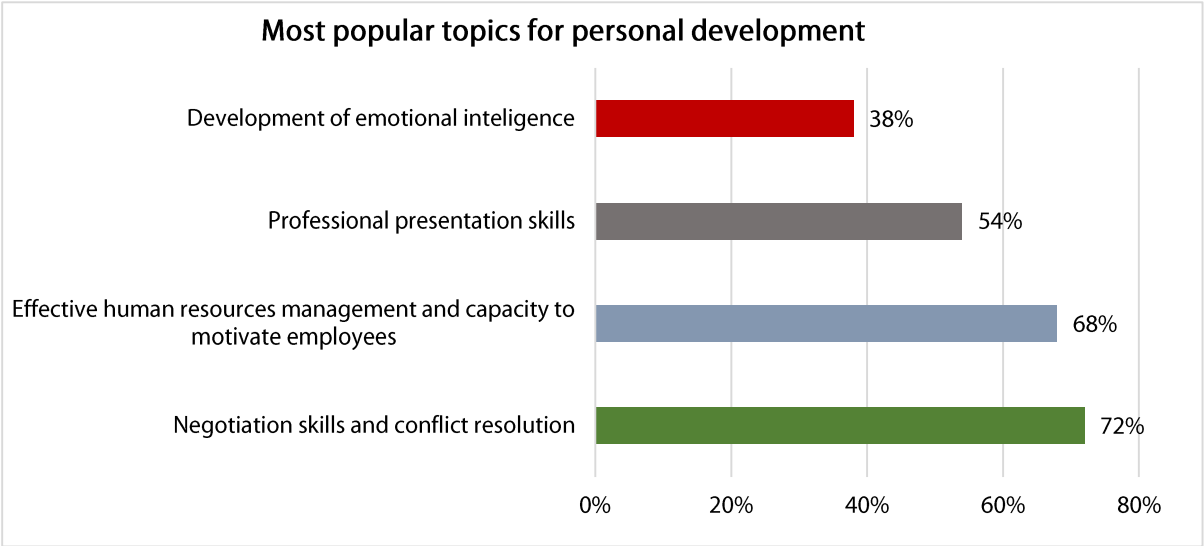
Question I.7: Through this question, an attempt was made to find out what type of training modality would be the most effective in the context of the ACSH mandate. Respondents were provided with seven choices of which they were asked to pick at least five. The results are presented below in order of preference, from the most to the least popular.

Ranking	Topic	Preference frequency
1	Training for analysts and researchers from government organisations in the leading research centres around the world	43
2	Exchange of good practices and experience utilising remote channels of communication	41
3	International secondment to research centres around the world	39
4	Short-term trainings for civil servants (up to 1 week duration)	38
5	Distance learning	30
6	Long-term training for civil servants (more than 1 week duration)	24
7	Masters and PhD programmes in the participating countries	23



Training for analysts and researchers from government organisations in the leading research and training centres was the top choice, followed by several others. Namely, exchange of good practices and experience utilising remote channels of communication, international secondment to research centres around the world and short-term trainings for civil servants.

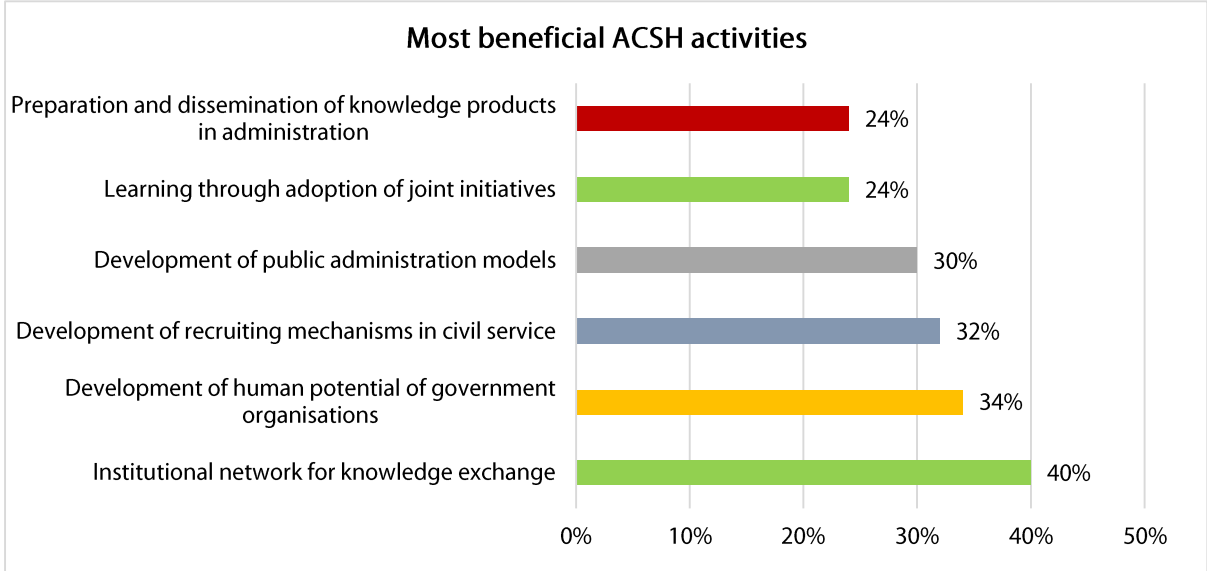
Question I.8: It aspired to find out what topics civil servants would find most interesting for their personal development. Respondents were provided with 4 choices, of which they could choose as many as they wished. The results are presented below in order of preference, from the most to the least popular. Negotiation skills and conflict resolution, as well as effective human resources management and capacity to motivate employees and build professional trust were the most popular responses for this question.



Ranking	Topic	Preference frequency
1	Negotiation skills and conflict resolution, both at the work place and on partnership relationships	36
2	Effective human resources management, capacity to motivate employees, build professional trust, establish optimal control	34
3	Professional presentation skills, orator skills, communications skills	27
4	Development of emotional intelligence with the aim to increase performance and effectiveness of human resources in the civil service	19

Question I.9: The goal of this question was to find out how involvement in the ACSH activities have benefited participants in their work. Respondents were provided with thirteen choices, of which they could choose as many as they wished. The results are presented below in order of preference from the most to the least popular.

Ranking	Topic	Preference frequency
1	Development of an institutional network for knowledge exchange in the area of public administration	20
2	Development of human potential of government organisations	17
3	Development of recruiting mechanisms in civil service	16
4	Learning through adoption of joint initiatives in the area of public administration	12
5	Development of public administration models	15
6	Preparation and dissemination of knowledge products in administration	12
7	Utilisation of good practices in cooperation between central and local government organisations	11
8	Development of regulations and/or bylaws in the area of public administration / civil service / public service delivery	12
9	Wider accessibility to public services by citizens (including vulnerable sections of society)	10
10	Development of institutional potential of government organisations	11
11	Development of standards in the area of public administration / civil service / public services	10
12	Enhancement of transparency efforts in the area of public administration	11
13	Enhancement of accountability efforts in the area of public administration	9



According to the results obtained, it seems that development of an institutional network for knowledge exchange in the areas of public administration has been the most beneficial. This result indicates that the ACSH should focus on developing further its institutional network, among other activities such as development of human potential for government organisations and of recruiting systems for the civil service.

Respondents were also given the opportunity to comment on what could help them to benefit further by participating in the ACSH activities. Some of them suggested that it would be good, if the

network was strengthened, more leading to peer-to-peer learning for most effective policy learning outcomes. Some others suggested that it is too early to derive an effective evaluation from participation in the ACSH activities.

Question I.10: It intended to elicit the respondents' views on the quality and content variety of the Hub's Journal¹.

Seventeen respondents expressed no view on the quality and content of the Journal. However, 31 provided a positive view and 1 a negative one. The poor response rate suggests that there is a need to promote the Journal further in the participating countries in order to widen its audience. In fact, a respondent noted that ACSH should make an effort to find additional ways to channel the Journal to its potential audience.

Overall, respondents found the Journal to be interesting firstly because of its content, and secondarily because of the persons involved in its preparation, as it seems that the individuals involved are practitioners, who are able to provide practical solutions to problems faced in the civil service. In this sense, some respondents mentioned that they recommend it highly to their colleagues as a source of useful information, as it contains a variety of thematic topics and it is rather informative.

However, some other respondents suggested that it would be interesting for the Journal to include articles about anti-corruption issues in civil service, as well as good practices of countries, which have implemented reforms in public administration successfully.

Furthermore, it was noted that the content needs further enhancement in terms of the quality of the articles it publishes by applying a stricter peer review process, as well as publishing two separate editions, one in English and another in Russian. In this connection, some respondents suggested that articles written in one language should be translated into the other.

Last, but not least, some respondents suggested that the Journal should contain more articles from European authors, as well as from the USA and South Korea. Also, more experience of the participating countries, as well as write-ups about the successfully activities of the Hub, and its planned future events. One response indicated the Journal as source of information about the developments in the region, especially in the fields of public administration and human resources management. Another respondent suggested that the Journal could be improved further if it focused each issue on a specific thematic area.

Question I.11: It aimed at collecting the preferences of respondents with respect to the type of articles they would like see published in future editions of the Journal. Respondents were provided with 6 choices and they were asked to pick as many of those they wished. They were also provided with the choice of adding their own ideas. The results are presented below in order of preference from the most to the least popular.

Ranking	Topic	Preference frequency
1	Good practices in civil service; international and regional experiences	41
2	Scientific analysis of civil service practical questions and problems	37
3	Thematic research	34
4	Interviews of global experts in the area of development	25
5	Reports from Hub events	15
6	Interviews of top managers of government organisations on issues of public administration and civil service	15

The results obtained indicate that international and regional experience and good practices in civil service, as well as scientific analysis of civil service practical questions and problems would be most desirable content in future editions of the Journal, followed by thematic research.

¹ The ACSH has published four editions of the Journal to date.

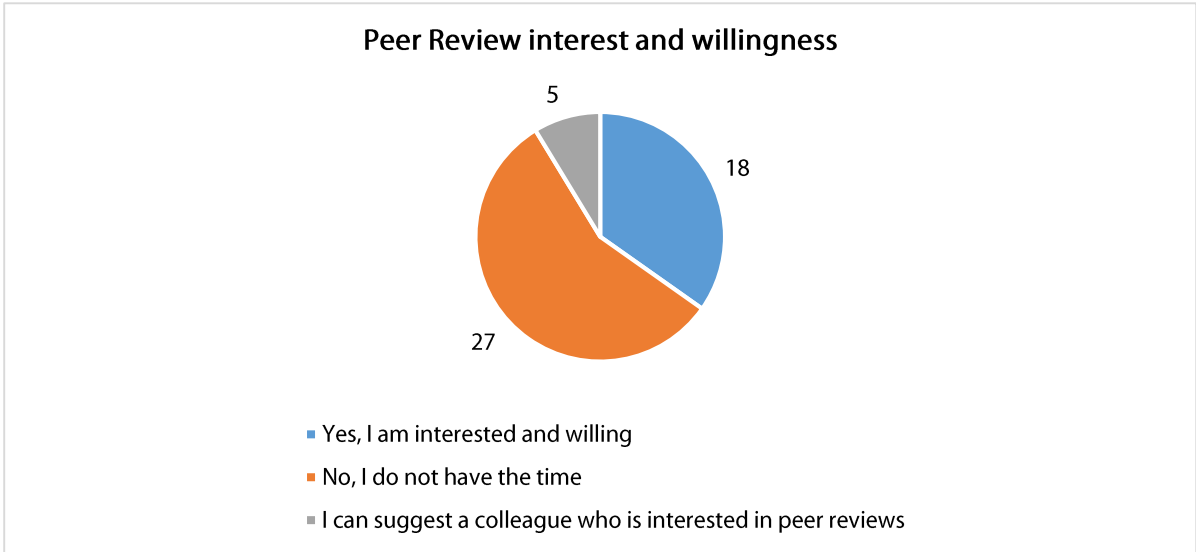
Some respondents also suggested that it may be worth publishing unsuccessful attempts of public administration reform. Some others would like to see comparative analyses of western and eastern systems of public service delivery.

Question I.12: It attempted to find out how many of the respondents may or may not have contributed to the content of the Journal with their own articles. Forty eight out of fifty respondents provided a reply to this question. The diagram below provides the responses obtained.



It appears that almost half of the respondents have not sent an article for publication. It also seems that another 9 did send an article, of which 8 were published. It is also encouraging to note that there were another 7 respondents who noted that they planned to send an article for publication in the future.

Question I.13: It tried to elicit the interest and willingness of respondents to participate in peer reviews of articles and other material to be published in the Journal. The answers to this question are presented in the diagram below.



It seems that the majority of respondents do not appear to have the time to participate in peer reviews. However, 18 of them indicated their interest and willingness to participate, and another five provided contact information of colleagues, who would be willing to participate. It is thus recommended that the ACSH keeps this information on file, and it utilises these respondents in the peer review process for the next edition of the Journal.

Question I.14: It intended to capture the views of respondents in relation to the web portal content. However, 12 out of 50 respondents did not have an opinion, thus views on the web portal content are based on 38 responses provided.

The overall impression is that the content is adequate, however there is a lot of room for improvement in order to make it more user-friendly and share more news about what is happening in the areas of civil service and public administration reform in the participating countries. In this context, some respondents suggested that the current state of the portal resembles more a website rather than a portal. In order to qualify as a portal, functioning chat rooms, subscription pages to webinars and on-line courses (edX, Coursera, MOOC², etc.), as well as a searchable e-library should be added.

Other respondents implied that since the portal is an extraordinary medium to communicate information to the outside world, it should be treated this way, and thus it should be constantly updated to depict the current structure of the ACSH and the current state of its activities, as well as its priorities and goals.

In addition, it would be rather useful if the portal included a more organised structure of information related to the participating countries such as progress reports and publications along with graphics on on-going reforms and their effects, results and outcomes. Another comment was to provide more space to the latest developments and good application practices in the countries of the region in the fields of public administration and HRM.

Some respondents highlighted the need for publicising the existence of the web portal further so that people in the participating countries may use it in their work, study and or research, e.g. it could become a very useful source of data and information for university departments of public administration throughout the region.

Question I.15: This question is complementary to the previous one and it tried to find out what kind of additional functions and content variety potential users of the portal would like to see introduced. In this instance, only 21 out 50 respondents provided a response.

Most respondents suggested that the web portal should contain constant updates about the ACSH events and activities, current and future, as well as more news from the region concerning civil service development. They also suggested that more reports and studies, and more reference material should be included in the portal, in the form of a well-functioning searchable e-library, as well as more frequent and more detailed announcements of the ACSH future events and activities. Some respondents suggested that an application should be added to broadcast live ACSH events. . Another proposal was to provide more information to the latest developments and good application practices in the countries of the region in the fields of public administration and HRM.

Part II

Question II.1: It intended to find out whether the current state of affairs in the area of civil service systems is satisfactory and if not to provide an opportunity in suggesting activities in improving the situation.

Some of the issues mentioned were: improvement of regulations concerning the status, stability and progress of the civil servant; transparency in decision making processes; improvements in civil service structures and their functions; civil servants career development; compensation packages as motivational incentives; anti-corruption activities; career versus position-based civil service systems; talent management, etc.

In general, as expected, most respondents indicated that there is always room for improvement, and thus they proceeded to suggest several issues, as mentioned above. However, it seems that given

² Massive open online courses

the complexity of the question, and the topics involved, further probing is needed in order to obtain a clear and precise view of what should be done for the ACSH to contribute in this effort.

Question II.2: It aspired to find out whether the current state of affairs in human resources management is adequate, and if not, to provide suggestions for activities in improving the situation.

Some of the issues touched upon by the respondents were: improvements in HRM systems; meritocracy systems; performance management, performance appraisal and performance related incentives; professionalism and civil service quality; competency-based recruitment; merit-based promotion policy; fair pay systems; accountability, etc.

As expected, most respondents indicated that there is always room for improvement, and thus a variety of issues was mentioned. However, it seems that given the complexity of this question, and the topics involved – like in the case of the previous question - further probing is needed in order to obtain a clear and precise view of what should be done for the ACSH to contribute in this effort.

Question II.3: It intended to capture the views of respondents concerning the current state of affairs in human resources development and provide an opportunity to suggest activities for improving the situation.

Several issues were mentioned, such as: clear assessment of civil servants training needs; format, content and duration of training courses; life-long training programmes linked to training strategies; centrally coordinated training systems versus decentralised training systems; comparative analyses across countries in the region to discern whether training programmes are on par with current needs and demands, etc.

One suggestion was for each institution to implement its own training programme for the employees. A central agency in this case supervises and assists the institutions in the application of the training programmes.

Once more, given the complexity of the question and the responses obtained, further investigation is needed to attain a clear and precise view of what activities should be implemented in improving the situation in this area.

Question II.4: This question tried to assess whether the current state of affairs in anti-corruption efforts is satisfactory, and if not, to elicit suggestions for activities in improving the situation.

It seems that the anti-corruption efforts are at the forefront of government policy in many countries of the region. Thus, it appears that several activities could be implemented in order to satisfy the demand and work toward reaching some desired objectives.

Several topics were suggested, which following further investigation, could be turned into ACSH activities in the area of integrity frameworks. For example, accountability and public participation; systems for conflict of interest management; e-procurement; corruption prevention systems (i.e., rotation policy for positions of responsibilities); training programmes promoting zero-tolerance for corruption; whistle-blower legislation; establishment of ethics ombudsman; enhancement of public service delivery through electronic means; increase of transparency in government decision making and public service delivery; online assets declaration systems, and verification procedures, ethics codes, etc.

Furthermore, it was suggested that studies of anti-corruption policy implementation around the region could be very helpful in mutual learning and understanding of the pros and cons of each activity implemented in various countries. Also, one respondent mentioned that systematic approach in tackling corruption should be used.

Part III

Question III.1: It aspired to capture whether the current state of affairs in administrative decision-making is adequate, and if not, to provide suggestions for activities in improving the situation.

As expected, the majority of respondents suggested that there is room for improvement and thus they proceeded to propose several activities in this area. Namely, the development of a clearer regulatory framework; public service delivery modalities conforming with modern standards, as well as citizen expectations; administrative procedure laws and access to information; transparency and

accountability enhancement in the decision making processes; proactive disclosure of information³; development of access to information legislation, redress mechanisms for making incorrect administrative decisions, etc.

One respondent suggested that access to information is very important not only in terms of improved service delivery, but also in contributing to the anti-corruption efforts in a given country. Thus, it is a topic of interest which could be explored further from various viewpoints.

Another response was to improve the situation by binding all the activities of the administration to the judicial review. Moreover, the individuals have the right to apply to the institutions and appeal against decisions.

Question III.2: It attempted to find out what the current state of affairs is in administrative simplification and what could be done to improve it.

Several options were suggested by respondents, such as: given the advance in ICT, administrative simplification efforts should take advantage of such technologies and simplify, as well as speed up the provision of services to citizens and conduct studies in this area.

Furthermore, as too many organisations are often involved in a given decision and there are too many regulations governing the decision process, some effort should be devoted to simplify processes for popular public services.

In addition, some respondents suggested that a study of what services have been simplified using ICT could be completed as a good practice guide for the countries of the region and for their consideration in simplifying public services further.

Last but not least, respondents also suggested the following: retroactive analysis of legislation; process analysis; proper training for public service delivery officers on how to be more client-oriented; use of the principle of "one window" in streamlining public service delivery processes; repeal of useless and outdated regulations; business process simplification and modernisation, etc.

Given the multitude of suggested topics and activities, further probing is needed in order to obtain a clearer and more precise view of what should be done for the ACSH to contribute towards administrative simplification of public service delivery.

Question III.3: This question tried to capture the views of respondents on the current state of affairs in quality management integration for the provision of public services and asked them to suggest activities which could contribute in improving the situation.

As expected, respondents suggested that there is room for improvement, thus they proceeded in putting forward some ideas for activities, such as: establishment of monitoring and evaluation frameworks; introduction of citizen's charters; self-assessment models of quality management (ISO 9001); optimisation of operations; quality systems applications; creation of mechanisms through which citizens may monitor the performance of public bodies on a regular basis.

Given the multitude of interesting suggestions, it is worth moving forward with further probing into these suggested activities in order to prioritise some of the ACSH activities in the area of quality management in the public sector.

Question III.4: It attempted to elicit the views of respondents on the current state of e-government in their countries and give them the opportunity to suggest activities in improving the situation.

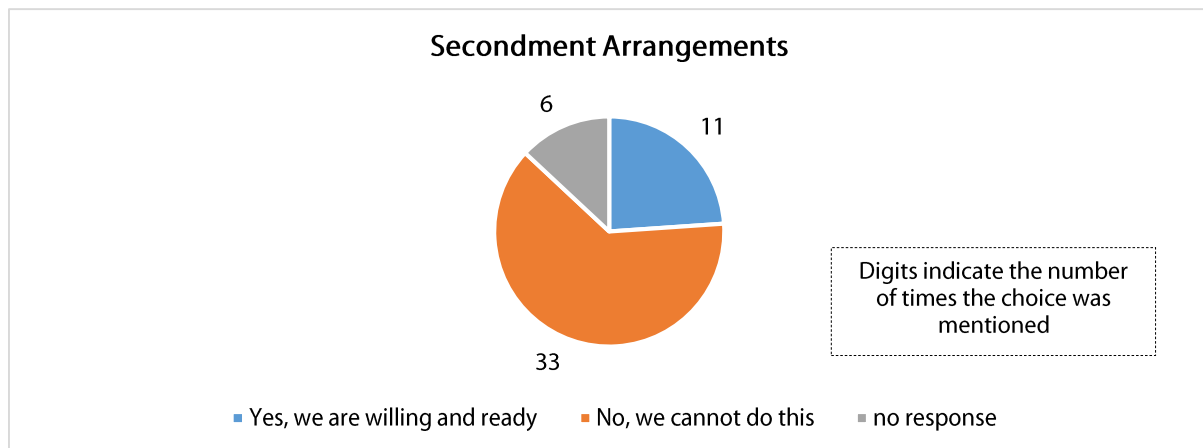
The most prominent response was that e-government is an on-going process in most of the countries and it is still being developed, however, it stands at different stages depending on the country. Furthermore, many of the responses were also related to administrative simplification – a topic dealt with, in a separate question above. In addition, the introduction of electronic signatures was suggested, in order to allow for a larger number of public services to be processed electronically, as well as the improvement of e-government policy, and the creation of a central portal where all electronic public services are made available.

³ See the Georgian example: http://www.right2info.org/resources/publications/laws-1/laws_georgia_electronic-request-and-proactive-publication-of-public-information-government-decree_2013_eng

It was also mentioned that while e-government initiatives are developed, delivery processes should also be modernised. A respondent suggested that the ACSH should embrace the Open Government Partnership Initiative, which is committed to improvement of public service delivery through e-government activities⁴.

Part IV

Question IV.1: It aspired to seek the views of respondents on secondment arrangements. In other words, whether they would be interested to second some of their personnel to the ACSH on a cost-sharing basis in order to gain some additional experience in a regional institution. The results of their responses are presented in the diagram below.



It appears that only a very small proportion of respondents replied that they are willing and ready to support such arrangements. It seems that budgetary implications, as there is cost sharing involved, are a serious inhibitive factor, in providing a positive view.

Question IV.2: This question intended to receive the respondents' views on whether they would consider fellowships awarded to scholars and researchers from the participating countries, whose interests are congruent with the ACSH area of work, a good idea and why.

Most respondents expressed a very positive view on fellowships suggesting that it is a great initiative for those whose interests cross or coincide with the ACSH areas of work. Furthermore, fellowships would be great especially for disadvantaged members of society, who are academically sound but do not possess the financial means to further their education and gain practical experience in other countries.

Additionally, fellowships were viewed as an opportunity for the ACSH to develop and generate additional studies, thus contributing to better understanding of targeted issues. However, they also expressed the view that the research should be applicable to most participating countries and their wide dissemination would be a key element in this respect. Also, fellowships are seen as a tool to exchange information and knowledge in the fields of public administration and HRM.

Last but not least, fellowships were considered as a tool for human capital development for regional cooperation and utilisation of common resources to tackle human resources management and administrative problems common to the countries of the region.

Question IV.3: This last question intended to find out what subscriptions to international journals, periodicals and databases relevant to civil service and public administration reform issues and topics, respondents would be interested to have available to them through the ACSH. Respondents suggested the following publications and databases.

Publications:

International Journal on talent management; Public Management Review; EBSCO; SAGE; J-PART; JSTOR; Civil Service Yearbook; Comparative and Jurisdictional Perspectives Journal; IPAC series in

⁴ <http://www.opengovpartnership.org/country/georgia>

Public Management and Governance; Atlas of Public Policy and Management; Journal of European Public Policy; Administrative Science Quarterly; Journal of Public Administration Research and Theory; International Public Management Journal; Journal of Social Policy; the Economist; Journal of the European Economic Association; International Journal of Human Resources Management; European Journal of International Management; International Journal of Public Administration; Public Management (in Russian); Civil Service Journal (in Russian); Issues of public and municipal administration (in Russian); Issues of administration (in Russian); Arts Administrandi, Harvard Business Review.

Databases:

Lexis Nexis database; Pro Quest database; any international database focusing on civil service issues; Economist Intelligence Unit; OECD database; Canadian Public Policy portal⁵; Oxford handbooks on line.

⁵ <https://portal.publicpolicy.utoronto.ca/EN/Pages/index.aspx>