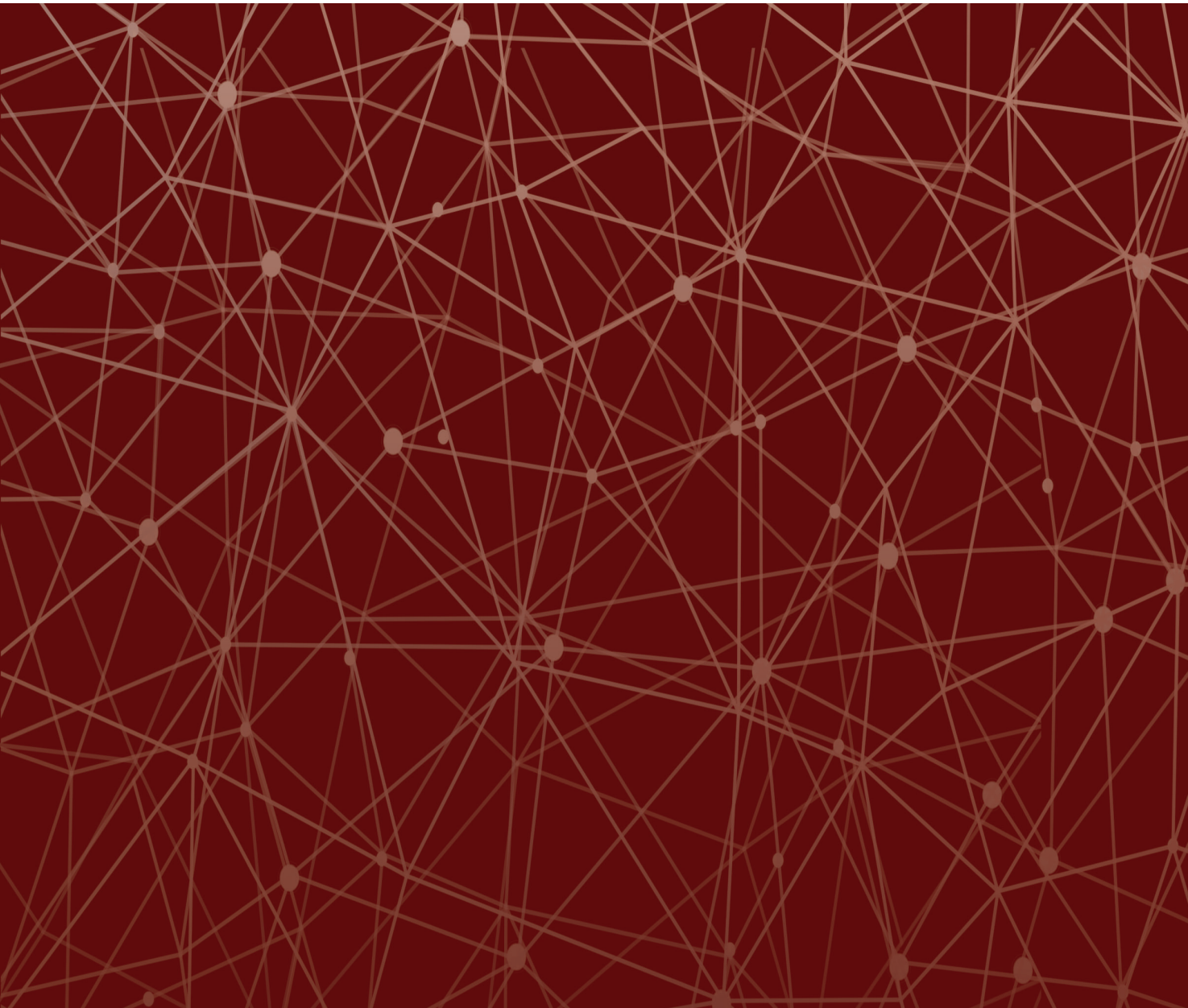


Issue 4, April - September 2015



# GSPP NEWSLETTER





The fourth issue of the newsletter presents for your attention memorable events in GSPP community: First graduation, new cohort of students, updates on research and many more.

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# SINGAPORE COMPONENT FOR MPP STUDENTS

*Master in Public Policy, 2nd year students visited Singapore during August 1-22 to take their overseas module at the Lee Kuan Yew School of Public Policy, National University of Singapore.*

A three-week programme included interactive classroom sessions, case studies and learning journeys. The students attended a lecture on Singapore's Principles of Governance by Prof. Kishore Mahbubani, Dean of LKY School.

Distinguished LKY School faculty members and guests speakers are:

Ambassador Lam Chuan Leong, former permanent secretary and the chairperson to a number of statutory boards as National Science and Technology Board, the Information and Communication Development Authority of Singapore, and the Competition Commission of Singapore;

K Kesavapany, former Ambassador of Singapore to the UN, and Non-Resident Ambassador to the Hashemite Kingdom of Jordan. Pierre Noel, Chief Security Officer and Advisor of Microsoft Asia Astrid Tuminez, Regional Director on Legal and Corporate Affairs, Microsoft Asia.

Intensive and blended three-week module focused on various aspects of Singapore's public policy developments.

During the first week the MPP students studied the country's foreign policy, principles of governance, economic development, and gender equality issues. The learning journeys to the Jurong Town Corporation (JTC) and a visit to Urban Redevelopment Authority (URA) were of a high interest and importance. Besides, the students were taken for a tour of the Singapore City Gallery to observe the evolving landscape of Singapore since early 70s to see the redevelopment from different perspectives.

The second week laid a special emphasis on governance, new global challenges, and social and cultural policy. The learning journey to Housing Development Board demonstrated one of the most efficient housing policies in the world.

In addition, students studied a case of Singapore on efficient transport, water, tourism, labour, healthcare and other policies. The group visited Marina barrage water conservation and desalination facility, Singapore Tourism Board, Singapore General Hospital and Health Promotion Board.



# TESTIMONIALS



Lee Kuan Yew  
School of Public Policy



*During these three weeks we had a wonderful opportunity to learn experience of Singapore in many different areas.*

*We have learned that one of the key achievements of Singapore and driver of its economic prosperity was zero tolerance to corruption, ensuring rule of law, protecting property rights, strong institutions and stable political system, professional government recruited on basis of meritocracy. These conditions gave confidence to foreign investors and along with the economic incentives impacted their decision to establish their companies in this country.*

**Aigul Chukayeva, MPP, 2014**

*As Singapore's success story is one of role models for Kazakhstani government, it was practical to learn more about strength and weaknesses of growth model. In my opinion, this module helps to develop critical thinking, communication, management and leadership skills.*

*Studying current challenges they have in Singapore and ways they deal with them, and discussing how they achieved such tremendous results will guide us when analyzing and developing solutions for issues in Kazakhstan.*

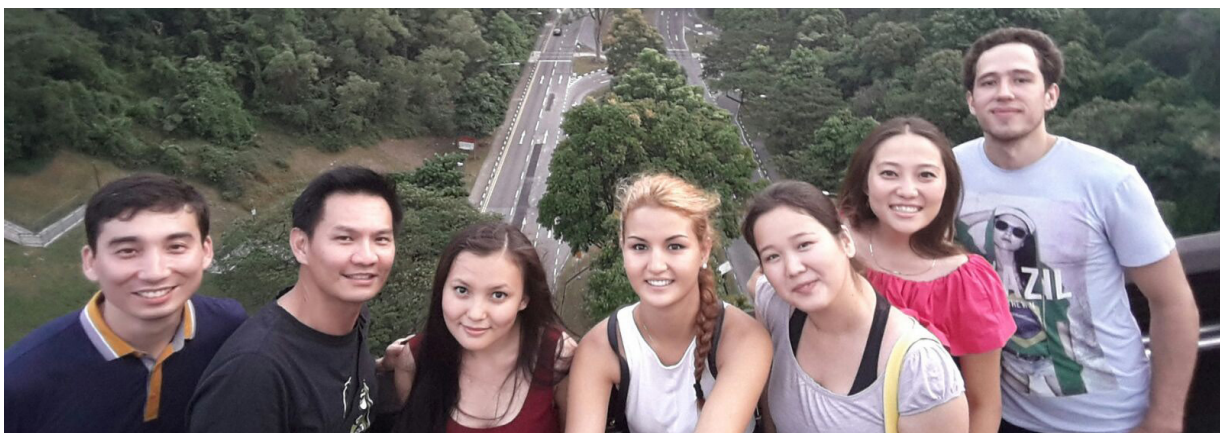
**Dana Zhunisova, MPP, 2014**



*After the Programme I have come to conclusion that the main lessons of Singaporean growth model are: pragmatism, discipline, meritocracy, entrepreneurial mind, comprehensive analysis of challenges, strategic way of planning, the ability to achieve maximum utility from minimum resources, having in mind all possible consequences (environmental, social, racial).*

*During our learning visits to city organizations, I was really impressed by deep institutional approach of the Singaporean government into public sector development and planning infrastructure; Jurong Town Corporation's land optimization, idea of clusters, long-term conceptual planning and constant adaptation to market change.*

**Roza Tleukhan, MPP, 2014**



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# NOTABLE EVENTS

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## GRADUATION



This year the very first cohort of the Graduate School of Public Policy and the first graduates of the Master in Public Policy programme received their diplomas. The First Graduation ceremony of Nazarbayev University was held on June 15 with the participation of the President of the Republic of Kazakhstan N. Nazarbayev.

The MPP programme was launched in 2013. It is designed for young professionals who seek rigorous education and training in public affairs. It provides students a strong foundation in policy formulation and analysis, programme evaluation and management in the public and private sector.

2 year journey was not an easy one. Academic curriculum requires continuous learning to sharpen skills and deepen knowledge in a variety of disciplines and fields, including economics, sociology, political science, statistics, political economy, organizational theory, and program evaluation. These areas provide a foundation in critical analysis, reflecting the School's belief that mastering quantitative and analytical skills prepares students to be effective public policy practitioners.

By the results of the 2-year programme 19 students graduated from GSPP. Among them Zhanara Shukayeva has the highest cumulative GPA. She became a Valedictorian and gave a speech addressed to her classmates and professors during the Valedictory dinner in honour of the graduating MPP-2015 class.

Zhanerke Kochiigit and Dias Baimagulov's Policy Analysis Exercise (final thesis) won the Best Policy Analysis Exercise award. Zhangel'dy Manassov proved to be the Best practitioner. Balzhan Makhmetova was awarded a Best colleague prize.

The students also received Graduation letters from Professor Kishore Mahbubani, the Dean of Lee Kuan Yew School of Public Policy.

We believe that our graduates will serve in national and local governments or any other place they could impact through what they have learned. We wish you all the best in promoting good governance principles and bringing policy innovations to life!

*You are GSPP alumni now!*





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# A DEEPENING PARTNERSHIP

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The Graduate School of Public Policy has a long-term partnership with the Lee Kuan School of Public Policy at the National University of Singapore. This cooperation is becoming more valuable with every year.

In June 2015 the Dean of the Lee Kuan Yew School of Public Policy, Professor Kishore Mahbubani visited Astana. During his visit strategic areas and milestones for further collaboration were discussed.

Representatives of two schools, including deans met with the State Secretary of the Republic of Kazakhstan, top management of the Ministry of Foreign Affairs and Agency for Civil Service Affairs and Anti-corruption. It was stated in the course of the meetings that joint efforts of GSPP and Lee Kuan Yew School in the area of civil service reforms, talent management and anti-corruption values' propaganda will highly contribute to human capital development in Kazakhstan.

In the framework of the visit a Roundtable on modernization of Kazakhstan's civil service with participants from the President's Office, Agency for Civil Service Affairs and Anti-corruption and ministries of the Republic of Kazakhstan was held.

Professor Mahbubani spoke on Singapore's governance principles. Participants from Kazakhstan's state agencies got to know the underlying factors for Singapore's rapid development over the last fifty years. Professor Mahbubani highlighted important features of Singapore's approach that can be applied to other countries in order to improve public administration and governance.

As a result of this visit the importance of partnership due to upbringing of talents and providing of professional expertise was highlighted.

*Read more: article of Professor Kishore Mahbubani following his visit to Astana <http://www.straitstimes.com/opinion/the-unusual-partnership-of-singapore-kazakhstan>*

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# ORIENTATION WEEK

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This August a new cohort of Master in Public Policy programme – MPP 2015 commenced their studies at GSPP.

During August 17-21 an orientation week was organized to tour the new group of students around the place they were about to spend 2 years of their life and guide them through all the opportunities, requirements and challenges waiting ahead.

Dynamic and interactive programme of the orientation week included lectures of Professor Wu Xun (Lee Kuan Yew School of Public Policy, NUS) on approaches to public policy and on essence of policy research,

lecture of Professor Charles Whitehead (Business Law School, Cornell University) on legislative regulations in finance.

GSPP faculty gave an overview of courses that are offered to students and instructions on how to avoid plagiarism. With the support of other NU departments, students obtained detailed information about online academic systems, library resources and toured NU campus.

At the end of orientation freshmen enjoyed a quest around the city.



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# STUDENT INTERNSHIPS

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*GSPP provides opportunities for student trips for internship and data collection. They are aimed at either summer internship related to Policy Analysis Exercise (PAE) or field work to collect data which will be used for writing the PAE.*

*In 2014/2015 academic year 3 students went for such trips. In current academic year few more students are planning to undertake an internship.*

In June 2015 two students of GSPP Madina Nigmatulina and Viktoriya Davletkildyeva received PAE grant for the internship at one of the leading

organization in organ donation and transplantation worldwide. Their PAE 'Post-mortem organ donation and transplantation' is aimed to find out what shapes attitudes of people on their decision whether to donate or not to donate their organs after death.

"There are more than 7000 people are waiting for critical organ transplants across Kazakhstan, yet fewer than 20 transplants are carried out each year. More than 50 people die a year, almost one a week, waiting for a transplant. Kazakhstan follows Spanish model in regards to organ donation issue, which has a long history since 1979. Spain has shown a positive dynamic in growing numbers of organ donations in the last 15 years. So, we decided to go there and to find out how their system works.

We have found TMP-DTI, which has the best expertise in a field. This organization brings together experts in the field from Spain, Europe and America to advise and support the implementation of projects in organ, tissue and cell donation and transplant, and creates a wide network for research. Also they train healthcare professionals, involved in organ donation process. Since 1991 they trained thousands of professionals from 101 countries.

This two-week internship brought us a lot of new knowledge and insights how Spain managed to properly address different ethical, moral, and perceptual barriers to organ donation. Also they have much more statistical data that proves efficiency of their model and Kazakhstan never held such studies.

It was a unique experience of meeting new people who are involved in organ donation and transplantation on different levels – from volunteers, web-designers and SMM-managers to transplant coordinators and surgeons.

Photo: Viktoriya with Dr.Ramos Alavarez, Head of Transplantation Unit at Hospital Clinic

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# GSPP GLOBAL REACH:

## 2ND ICPP CONFERENCE, MILAN-2015

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Our faculty members participated in International Conference on Public Policy (ICPP) 2015 which had been held this year in Milan, July 1-4 (<http://www.icppublicpolicy.org>).

ICPP is a universal platform to bring together researchers from all over the world representing various areas of public policy. It is a powerful tool of exchange of knowledge and sharing expertise.

The conference comprised 18 different panels.

The "Policy making between challenges and opportunities: an African Perspective" panel chaired by Dr. Riccardo Pelizzo, GSPP Associate Professor, focused on studying public policies from different

perspectives including those developed by African policy analysts.

Associate Professor Dr. Julie Yu-Wen Chen presented a paper on "Opportunities and Challenges Emerging from the Rise of China: An African Perspective" where she studies how African countries perceive the rise of China.

In his "Defining and measuring political stability: A Multi-Dimensional Approach" paper Dr. Omer F. Baris identifies the different dimensions of political stability and analyses their ties to economic performance.

Dr. Saltanat Janenova presented her paper on "Public Services Innovations in Kazakhstan" at the panel "Public Policy Innovation for the 21st century: Lessons from the Developing World".

This panel gathered together researchers from Brazil, Singapore, UK, and Kazakhstan analyzing different cases of service innovations aimed at improving socio-economic welfare of the population. Dr. Janenova's paper analysed how implementation of the One Stop Shops and E-government innovations affected the traditional bureaucracy in Kazakhstan and quality of public services.



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## FACULTY ACHIEVEMENTS: GRANTS, FELLOWSHIPS, AWARDS

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A group of young researchers from Nazarbayev University - Dr. Saltanat Janenova from the Graduate School of Public Policy and Dr. Aliya Kuzhabekova and Ainur Almukhambetova (PhD student) from the Graduate School of Education - have been awarded a research grant by the Norwegian Institute of International Affairs in the amount of 100,000 Norwegian kroner (NUPI) (<http://www.nupi.no>).

82 university teams from the Central Asia and Caucasus region took part in this competition and only 10 teams have been successful including two teams from Kazakhstan: NU and KIMEP.

The topic of the NU team's research project is "Female Leadership in the Civil Service of Kazakhstan, including Education Sector".

The aim of this one-year project is to analyse experiences of females holding leadership positions

both in female and male-dominated areas of the Kazakhstani civil service, to investigate how they address issues of work-life balance and challenges faced during their career development. The key results of the project will be policy recommendations for improvement of gender equality policies in Kazakhstan and publication in a peer-reviewed international academic journal.

The research team participated at the NUPI workshop during 15-20 June 2015 in Oslo presenting the research design, along with other university teams from Central Asia and Caucasus, and attended training sessions on policy communication, elite interviewing, focus group, international publishing.

For any questions related to this research project, please contact Dr. Aliya Kuzhabekova ([aliya.kuzhabekova@nu.edu.kz](mailto:aliya.kuzhabekova@nu.edu.kz)) or Dr. Saltanat Janenova ([saltanat.janenova@nu.edu.kz](mailto:saltanat.janenova@nu.edu.kz)).

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# RESEARCH OPPORTUNITIES

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On 22 April 2015 NU GSPP in collaboration with the British Council conducted a workshop "Research collaboration with the UK: how to find a UK partner".

Among speakers there was UK Deputy Ambassador in Astana Sara Pickering, Newton-Al-Farabi Programme Manager Rowan Kennedy, and Head of International Cooperation in JSC "Science Fund" Inessa Akoyeva, as well as a Strategic Partnerships Manager in International Unit for UK Higher Education Rachael Sara-Kennedy.

The workshop discussed current opportunities for UK and Kazakhstani researchers to establish

collaboration through the Newton Fund and international dimension of Erasmus.

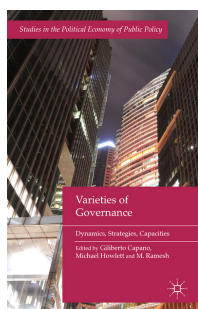
In February 2015 NU GSPP conducted two workshops for UK and Kazakhstani researchers funded by Newton Fund. Such workshops open opportunities for UK and Kazakhstani researchers to launch joint projects.

NU GSPP encourages all Kazakhstani researchers to use these opportunities and seek UK partners for joint research projects.

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# PUBLICATIONS

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A paper "**Varieties Of Governmental Capacity And Autonomy: An Exploration Of Fukuyama's Hypothesis**" co-authored by the professors of the Graduate School of Public Policy and the Lee Kuan Yew School of Public Policy (Eduardo Araral, Riccardo Pelizzo, Aziz Burkhanov, Yu-Wen Chen, Saltanat Janenova and Neil Collins) has been published in the book "**Varieties of Governance: Dynamics, Strategies, Capacities**" edited by Giliberto Capano, Michael Howlett and M Ramesh.

**Link to the book:** <http://www.palgrave.com/page/detail/Varieties-of-Governance/?K=9781137477965>

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## The Political Consequences of Party System Change Zim Nwokora and Riccardo Pelizzo

This article engages one of the important gaps in the literature on party system effects: the consequences of party system change. Authors discuss how existing empirical approaches to party system change do not actually capture the changeability of patterns of party competition, which is the most direct understanding of the term "party system." The proposed measure is the index of fluidity. Applying this measure to countries in South East Asia, researches show that party system change is associated with harmful effects, including lower foreign direct investment and deterioration of the rule of law

**NU Campus** <http://onlinelibrary.wiley.com/doi/10.1111/polp.12124/abstract>

**Out of campus** [http://www.researchgate.net/publication/280975237\\_The\\_Political\\_Consequences\\_of\\_Party\\_System\\_Change](http://www.researchgate.net/publication/280975237_The_Political_Consequences_of_Party_System_Change)

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# PROFESSIONAL COLLABORATION

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## CURRENT TRENDS IN CIVIL SERVICE AND ANTI-CORRUPTION



On 27 April, 2015 NU GSPP conducted "Current tendencies in Civil Service Development and Implementation of Anti-corruption strategy" workshop.

Faculty of NU GSPP, the Lee Kuan Yew School of Public Policy and Cornell University Law School presented the best practice of OECD countries and Singapore in reforming civil service system, anti-corruption strategies, the cost of corruption for the economy, assessment system of civil servants' effectiveness and gave practical recommendations on improving Kazakhstan's civil service system.

NU GSPP Prof. Riccardo Pelizzo discussed the causes, the costs and the measures of corruption. In doing so, he pointed out that in the case of Kazakhstan international measures of corruption are sometimes problematic in terms of validity, reliability and efficiency. Findings of Transparency International, Corruption Perception Index and World Bank Index show discrepancies. For instance, while Kazakhstan ranks 53rd in terms of favoritism in government decisions, according to Global Competitiveness Index, it ranks 126th out of 175 on the basis of Corruption Perception Index and 169th

on the basis of Worldwide Governance Indicators' control of corruption measure. Prof. Pelizzo also mentioned that several efforts are currently under way in Kazakhstan not only to improve Kazakhstan's position in the international rankings but also to devise new measures of corruption.

NU GSPP faculty member Saltanat Janenova presented the best practice of OECD countries in developing assessment system for civil servants, discussed the ways of improving staff and organization's performance, presented financial and non-financial incentives and suggested attracting a wide range of specialists (researchers, economists, psychologists, etc.) for designing the effective tool for assessing servants. A well-developed assessment will in turn facilitate the quality improvement of services provided by public sector.

Totally 52 participants from the Agency of the Republic of Kazakhstan for Civil Service and Anti-corruption, Academy of public administration under the President of the Republic of Kazakhstan, JSC «National center for civil service personnel management», JSC «National center for civil service personnel management» attended the workshop.

# TOWARDS IMPLEMENTATION OF 100 CONCRETE STEPS



Republic of Kazakhstan for Civil Service Affairs and Anti-corruption.

Representatives of central and local executive authorities, judicial and law enforcement authorities, "Nur Otan" Party and public associations participated in the event.

Introduction of new ethical norms is the 12th among 100 concrete steps to implement five institutional reforms in Kazakhstan.

During the seminar, representatives of the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption highlighted progress in implementing institutional reforms and, in particular, the basic approaches and innovations in the draft Code of Ethics for civil servants and measures to introduce the Ethics Commissioner institution. This institution will be called upon to carry out prevention of violations of legislation in the sphere of public service, anti-corruption and the provisions of the Code of Ethics, as well as compliance with the legitimate rights and interests of civil servants.

Experts - Professor of the Business Law School at Cornell University (USA), Dr. Charles Whitehead and Professor of the Graduate School of Public Policy at Nazarbayev University Dr. Riccardo Pelizzo specializing in anti-corruption policy, presented a detailed analysis of international experience in

development of a code of ethics for civil servants and the prevention of conflict of interest.

The seminar participants had the opportunity to get acquainted with the development progress of the Ethics Code for judges and the Code of Conduct for a law enforcement authority of the Republic of Kazakhstan. Draft Codes were presented to representatives of the Supreme Court of the Republic of Kazakhstan and the "Nur Otan" party.

During general discussions between speakers and participants international experience, perspectives and challenges in the development of ethical standards, exchange of opinions and recommendations on harmonization of the work done on the development of ethics codes of civil servants, judges and law enforcement officials in the Republic of Kazakhstan were considered.

Coverage of the work undertaken to implement the institutional reforms and to raise awareness of government agencies and other stakeholders at the seminar at the Graduate School of Public Policy contributes to the harmonised introduction and application of ethical standards at various levels of government.



# MEASURING CORRUPTION

April 2, Workshop on Development of methodology of the National Corruption Perception Index took place on April 2.

It draw together representatives of the Institute of Public Policy from Nur Otan party; Academy of Public Administration, Academy of Finance Police, LLP "Research Institute "Public opinion"; JSC "Economic Research Institute" under the Ministry of National Economy; L.N. Gumilyov Eurasian National University, Agency of marketing and sociological research «DAMU Research Group», Public Foundation "Strategy" – Center for Social and Political Studies.

The workshop featured, in addition to presentations by professor Riccardo Pelizzo and professor Omer Baris on international measures of corruption, a roundtable on the problems associated with measuring corruption. The key lesson that emerged from the presentations and the roundtable was the need for Kazakhstan to develop its own National Corruption Perception Index that could be used to track the level of corruption across regions, across sectors and over time and to assess whether, to what extent, anti-corruption policies are successful in reducing corruption in the Republic of Kazakhstan.



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# 1<sup>st</sup> IN ASIA AND 12<sup>th</sup> IN THE WORLD

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According to the QS World rankings 2015/2016 the National University of Singapore is now ranked 12th, up from its 22nd position last year. The University also continues to be Asia's top university (Source: [news.nus.edu.sg](http://news.nus.edu.sg)).

Our sincere congratulations to our partner university for demonstrating an outstanding performance and maintaining a worldwide recognition of academic excellence!

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## SAVE THE DATE

November 7, 2015, 2pm-4pm

## GSSP OPEN HOUSE DAY

Venue: 53 Kabanbay batyr Avenue, Astana,  
Nazarbayev University, block C3/42, room 1.010

Contacts: +7(7172) 70 91 49

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