



**European Association for
Public Administration
Accreditation**

18 September 2012

EAPAA Accreditation Committee Evaluation Report

Bachelor of Social Sciences in Public administration (BSSPA) and Master of Public Administration (MPA), Public Administration Department (PA), College of Social Science (CSS), Kazakhstan Institute of Management, Economics and Strategic Research (KIMER/KIMEP), Almaty, Kazakhstan

Evaluation Report with respect to the request for accreditation of 15 July 2011.

In consideration of the Self-Evaluation Report of the above programme of 10 January 2012, the Site Visit Report 27 July 2012 of the EAPAA Site Visit Team for this programme, and the response of the programme of 15 August 2012 to the draft of the Site Visit Report, the EAPAA Accreditation Committee, at its meeting of 8 September 2012 in Bergen, Norway, has evaluated this programme against the EAPAA Accreditation Criteria (version 8, September 2011).

1. Accreditation Criteria

2. Applicability/Eligibility	
2.1 Domain	<p>The BSSPA program covers all the major areas of public administration and its focus is to prepare experts for positions in public administration, non profit and business sectors and/or to prepare students for further graduate studies. It contains two specialisation : Public Policy and Administration and Financial Management</p> <p>The programme presents all characteristics of an undergraduate study in public administration. It is conformed to the general Bachelors–level Dublin descriptors, it has interdisciplinary character and its curriculum contains all main elements required by the EAPAA standards for this level of higher education in this domain. Bachelor programme clearly falls within the public administration domain (taking into the account its contents). MPA aim is to prepare professionals, for careers in the public, non-profit, and private sectors. Its curriculum is cross-disciplinary and embraces especially the essential the nature of the public sector, the concepts and theories of public policy and analysis; public organizations and their management and leadership, and the economic perspectives on government and public policy, governmental budgeting, and public financial management. Main elements of PA are covered by the programme, explicitly (concrete courses) or implicitly (topically included in syllabuses of courses) – for more see curricula part. Master programme falls within public administration/public sector domain</p>
2.2 Geography	<p>Kazakhstan is a member of the Council of Europe, therefore the programme falls within the jurisdiction of EAPAA.</p>

2.3 Programme longevity	<p>Bachelor programme was launched in August 1999. It was separated as the Bachelor of Social Sciences in Public Administration (BSSPA) degree in 2001. It received State Attestation in March 2003 and was re-attested in March 2008.</p> <p>Master programme was first offered in August 1993. It was licensed by the MES in January 2002, and received State Attestation in November of that year and re-attested in March 2008. Major review of the MPA's rationale, goals, and structure took place in 2009. The current program of study was launched in August 2010.</p> <p>The opinion of SVT is that all these changes did not amend its contents so significantly that it shall be evaluated as the new programme.</p>
2.4 Programme variants and locations	Both Bachelor and Master degree programmes are fulltime programs delivered only in Almaty.
4 Category of accreditation	KIMEP delivers standard, Bologna system based, Bachelor and Master degree programmes in public administration. KIMEP applies for accreditation of standard public administration bachelor programme (four years, 240 ECTS) and standard public administration masters programme (two years, 120 ECTS)
5. Standards	
5.1 Domain of public administration Score: BA Adequate, MA Adequate	<p>The bachelor programme aims to prepare its alumni for middle level leadership positions for public administration institutions and for other public, non-profit and business organisations, taking into account the challenges of cross-sector working. When Almaty lost its status of the capital city and Kazakhstani central administration was moved to Astana, the KIMEP has targeted its PA programmes more on the public administration environment and its relations with the public administration. The self-evaluation report describes in very satisfactory, precise and detailed manner the programme objectives which seem to be well reflected in its different elements. The SVT opinion is that despite the fact that the programme has to prepare students for all sectors, it includes all necessary elements to be accepted as the standard PA programme.</p> <p>The MPA curriculum is cross-disciplinary and embraces: the essential nature of the public sector, its theoretical underpinnings, and its relationship to government, civil society, and the marketplace, and how it can be institutionally arranged; the concepts and theories of public policy and analysis; public organizations and their management and leadership, and the impact of organizational structure, culture, and leadership on organizational change and performance; and economic perspectives on government and public policy, governmental budgeting, and public financial management.</p>
5.2 Mission of the programme Score: BA Adequate, MA Adequate	The mission statement of the bachelor programme defines as programme main goals: "to educate Kazakhstani and Central-Asian professionals for future leadership in government, business and the NGO sectors; to provide students with the analytical and practical skills needed for them to be successful researchers, policy analysts, policy advocates and policy makers,

	<p>and to foster within students an ethos service and active citizenship.</p> <p>The Self-evaluation report provide good description of the programme general objectives, followed by the exhaustive list of its learning objectives and intended learning outcomes designed conforming to the general bachelor level Dublin descriptors. The mission is realistic in local conditions and is well transformed into the structure of curricula and learning objectives. The self-evaluation report describes in very satisfactory, precise and detailed manner the programme objectives which seem to be well reflected in its different elements.</p> <p>The MPA seeks to prepare professionals for careers in the public, non-profit, and private sectors by giving them the knowledge and skills that will enable them to adapt to changing demands, particularly those grounded in the interface between the different sectors.</p> <p>There is no significant difference between BA and MA missions. In the future the difference between BA and MA graduates and their specialisation should be better reflected in the definition of their respective missions.</p>
<p>5.3 Level Score: BA Adequate, MA Adequate</p>	<p>Both the Bachelor and the Master program have well defined learning objectives and intended learning outcomes (ILO), in line with the respective Dublin descriptors. The contribution of each of the courses to the ILO has been made very clear. During the visit, the committee asked several in depth questions on individual courses. The conversation with the faculty convinced the committee that these courses are well designed and well taught. On paper, there seems to be some overlap between some Bachelor and Master courses, but during the visit it became clear that this is not the case.</p>
<p>5.4 Practise and internships Score: BA Adequate, MA Adequate</p>	<p>The BA program includes two types of internships: Introductory and Professional (Work Experience). These internships are intended to provide the students with the opportunity to determine their career interests, to gain some professional experience and to create a network of contacts. Internships are also a mandatory component of the MPA curriculum, they can take three forms: Pedagogic (career in teaching Public Administration), Research (career in researching Public Administration) and Organizational (employment in the public, non – profit and business sectors). The Institute has an Internship Coordinator and core faculty appointed to oversee and assess student’s internship. Students have also the opportunity to undertake an internship abroad arranged with KIMEP partner universities and arranged by the International Relations Office.</p> <p>However, in the courses insufficient attention is given to the national public administration regulations, as well as to practices within the civil service system in Kazakhstan, in order to better prepare graduates for specific local conditions.</p>
5.5.1 Curriculum Content	
<p>5.5.1.1 Core components Score: BA Adequate, MA Adequate</p>	<p>The BSSPA program is a four-year program of full-time studies and respects general rules for BA education at KIMEP. Thanks to its length there is no barrier to be able to incorporate all core elements of PA curricula. The four years full time programme, based on American model of university studies,</p>

	<p>is very rich and (next to English, general subjects and electives) contains “College Required Courses”, which are compulsory and are situating Public Administration position and relations with other domains of social life (Economics, media, politics, social and economic development). Furthermore, public administration courses which are the core element of the program and contains compulsory program required courses and internships, as well as programs of two specialisations: Public Policy and Administration and Financial Management. Law and IT elements are not sufficiently visible from the names of courses, but according to discussion, legal aspects are incorporated into syllabuses of all specialised courses. Students have large level of freedom to specialise. Generally speaking, the BA program fulfils well this criterion through its different curriculum components and well defined Intended Learning Outcomes.</p> <p>The MPA is a two-year program of full-time study designed to accommodate the needs of students with no academic background in Public Administration. It comprises 14 core or required courses (modules) (110 ECTS); and 2 elective courses (10 ECTS). There are no specializations or minors in the program. There are several explicitly missing elements in the curricula, especially law and IT. The second issue is that some courses do not show sufficient difference between teaching them at BA and MA level. Master level studies should present higher level conceptual requirements and develop different leadership capacities required for higher level of responsibility.</p>
5.5.1.2 Other Components Score: BA Adequate, MA Adequate	Specialisations are only on the bachelor level and clearly identified from all aspects. The SVT does not see any important issue to be discussed under this item.
5.5.1.3 Structure and didactics of the programme Score: BA Adequate, MA Adequate	SVT checked most of syllabuses for courses at BA and MA levels, plus interviewed students and alumni concerning the scale of teaching methods and the quality of didactics. Different teaching methods are used for different purposes. All staff has sufficient didactic experience and skills. Invited external lecturers are selected also on the base of their didactic capacities.
5.5.1.4 Intake Score: BA Adequate, MA Adequate	The Ba programme is really comprehensive and allows (by structure, contents and methods) to all types of students enrolled finishing it successfully. Ma programme was originally planned for students without public administration background and designed in such way. In future it should be re-evaluated from the point of view of current development (structure of candidates and its link to contents/curricula and learning outcomes).
5.5.2 Length Score: Complies	The length of the programmes (240 resp. 120 ECTS) and study times is consistent with European standards.
5.5.3 Results Score: BA Good, MA Good	The curricula and teaching methods are well designed and allow to graduates of both programmes to achieve needed final qualifications and to compete for top level positions in all sectors of Kazakh economy. On MA level students accomplish their study by writing and defending

	<p>thesis. The quality of thesis is on international level.</p> <p>According to the opinion of students and graduates, PA program has had positive effects on both their competence and carrier and is generally accepted as the best quality PA programme in the country.</p> <p>There is certainly some room for improvement by improving connection between the academic program and PA specific characteristics, political, economic and legal constraints as well as particular problems of the administrative practice in Kazakhstan and the region.</p> <p>The final qualification of graduates of both programmes is on high level and appreciated in the national contents.</p>
5.6 Quality Improvement and Innovation	
<p>5.6.1 Programme accomplishment Score: BA Adequate, MA Adequate</p>	<p>Both the Bachelor and the Master program have an internal quality assurance system. Courses are evaluated in a very detailed way, and apart from that, the College has a powerful program assessment process in place. This comprises not only student satisfaction surveys and teaching evaluation surveys, but also alumni and employer surveys. KIMEP has an open culture and it is easy for student to contact their teachers or to give them their feedback. The program management has established a regular and elaborated quality assurance system in which individual courses and the programme as a total are evaluated. The faculty is very approachable. In view to take more into consideration the particular needs and constraints of specific Kazakhstan governance system, it would be useful to involved more in program evaluation and development processes some representatives of potential employers and more particularly, local authorities. The program management has established a regular and elaborated quality assurance system over the basic standard (for both levels).</p>
<p>5.6.2 Curriculum Development Score: BA Adequate, MA Adequate</p>	<p>Quality assurance system feedback has led to major changes of the programs the Programme. Both the Bachelor and Master program went through a thorough review process in 2009. This review was executed in cooperation with internationally renowned scholars and with help of several benchmark studies. The result was a more focused bachelor program and a more focused and research-oriented MPA program. Students and alumni were also involved in these processes. There is an adequate system of programme/curriculum development in which main relevant stakeholders are involved.</p>
<p>5.6.3 External Reviews Score: BA Adequate, MA Adequate</p>	<p>No external reviews have been made before.</p>
<p>5.7 Student Assessment Score: BA Good, MA Good</p>	<p>In the BA and MA courses academic performance is assessed by continuous and final assessment methods. Each course is assessed in various modes. Essays, projects reports, tests and examinations and oral presentations are used. There is an assessment criteria set to establish clear and precise standards to measure the students' achievements in each course. Only the MPA programme presupposes thesis proposal and thesis. Thesis is designed to ensure that students can demonstrate the academic competence, adequate to a master's degree, in public administration,</p>

	<p>public policy, governance and public management.</p> <p>Student assessment process is good and respects international standards</p>
<p>5.8 Programme Jurisdiction</p> <p>Score: BA Adequate, MA Adequate</p>	<p>The Dean reports to the Vice-President of Academic Affairs. He is assisted by the Associate Dean (who has responsibility for undergraduate programs), the Director of Research and Development, and the Chairs of the constituent Departments. The Chair, who is elected by the full-time Public Administration faculty for a two year term, and who reports to the Dean, heads the Department. He is supported the BA and MA Coordinators, It is apparent that the core responsibility for the programmes in Public Administration rests with an identifiable group of persons, chosen according to the rules of the organisation, provided by the substantial determining influence with respect to important aspects of the programme.</p>
<p>5.9.1 Faculty nucleus</p> <p>Score: BA Adequate, MA Adequate</p>	<p>The Department has 14 faculty, with a balance of gender (50% men and 50% women) and balance of international and local faculty (57% foreign and 43% Kazakhstani). The BSSPA program has a core faculty of 13. The MPA program has a core faculty of 8.</p> <p>All faculty members are involved in teaching and most of them also into high level international research.</p>
<p>5.9.2 Faculty qualifications</p> <p>Score: BA Adequate, MA Adequate</p>	<p>Seven members of the Department have PhD. Degree from well know schools. The rest is expected to obtain PhD. degree in early future.</p> <p>The rule is that faculty staff is expected to obtain PhD degree abroad (in "Western" schools). Such intention is mainly positive, but slows down the process of fulfilling degree requirements and relatively large proportion of Kazakh staff does not have PhD, yet. The field of expertise and experience of the faculty reflects the needed expertise to deliver the programme as intended. Staffs have sufficient teaching experience; there is no formal requirement to pass "teaching skills" examination/course. Local professionals are not frequently used to teach in courses, if this happens, best people are selected.</p>
<p>5.9.3 Diversity: gender and minorities</p> <p>Score: BA Adequate, MA Adequate</p>	<p>The gender balance is exactly 50:50.</p>
<p>5.10 Admission of Students</p> <p>Score: BA Adequate, MA Adequate</p>	<p>The admission policy is clearly stated in the program materials.</p> <p>Applicants to the Bachelor program - there are different, but very clearly stated, acceptable admission criteria for internationals and national students. Both have to prove their language sufficiency. Kazakh students shall have an average of 3.5 or equivalent score in three selected subjects upon graduating from secondary school; and a Unified National Test (UNT) score of at least 45, with a minimum score in Mathematics set by the MES at 7.</p> <p>Applicants to the MPA program must possess a Bachelor's degree and be proficient in the English language to be admitted to the Programme. They must also have the working experience. Evidence of their experience and commitment has to be provided by the Head of the organization in which they are employed. Applicants are invited for interviews by a departmental admission committee.</p>

	The admission goals, admission policy and admission standards are adequate and in line with the programme objectives.
5.11 Supportive Services and Facilities Score: BA Good, MA Good	KIMEP has the largest academic library in Central Asia with approximately 100,000 volumes and with the electronic access to over 1 million journal and newspaper articles. KIMEP provides adequate and comfortable space for study and learn. All classrooms are equipped with modern and all required facilities. The current student to computer ratio is 7 to 1. The KIMEP dormitory can accommodate 429 students on a twin-share basis with shared toilets, kitchen, laundry and lounge facilities. Study rooms and computer facilities are also provided. Campus has its KIMEP Grill café and coffee house outlets. The KIMEP Medical Centre provides wide range of medical assistance to its students and faculty. KIMEP also has a fully equipped sport centre. Supportive services for both programmes are of very good quality, especially if compared to the national situation/standards.
5.12 Student Services Score: BA Good, MA Good	Each of the colleges of KIMEP has Student Support Centres comprising student support specialists and peer advisors who advise and mentoring students, who consider themselves to be in need of advice, wish to withdraw from the program and are at a risk of academic withdrawal. There is the Office of the Dean of Students that is primarily concerned with the welfare and health of KIMEP students. It offers such support services as emergency financial support, recreational and sporting facilities, student housing and a student counselling. The Career and Employment Centre of KIMEP provide professional employment services that enable graduates to promote their professional qualities to the broadest range of potential employers. Student services for both programmes are of very good quality, especially if compared to the national situation/standards.
5.13 Public Relations Score: BA Adequate, MA Adequate	KIMEP has its own departments to deal with marketing and PR issues. The Department of Marketing, Communications and PR is responsible for building its image and reputation and promotion its programs. External Relations Department is responsible for creation and maintaining long-term beneficial relationship with stakeholders and alumni. The International Relation's Office deals with enhancing the awareness and reputation of KIMEP in the global community. Future students are provided with comprehensive information about all aspects of studies. KIMEP produces an extensive and up-to-date annual Catalogue and maintains a comprehensive website
6 Additional Criteria Score: N.A.	

2. Conclusion

Based on all material and especially the report of the EAPAA site visit team, the Accreditation Committee has evaluated your programmes. The Accreditation Committee is of opinion that your programme, taught in English, is clearly a public administration. The mission is clear, but could be improved. The bachelor programme is stronger than the master programme, which should be

improved. Furthermore, the Accreditation Committee is of opinion that in the programmes there is too much Anglo-Saxon literature (including cases) without localisation to the Kazakh situation. Also the Accreditation Committee is concerned about the sustainability of the programme given the many foreign faculty (teaching staff) that have temporary contracts.

Based on the above evaluation of the specific criteria, the EAPAA Accreditation Committee concludes that both programmes meet the criteria for accreditation sufficiently, and so the programmes can be accredited without restrictions.