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Good governance and effectiveness of public institutions in Post-Soviet Eurasia

GCRF COMPASS Early Career Researcher Training School
ADA University, Baku
17-21 February 2020

COMPASS: Comprehensive Capacity-Building in the Eastern Neighbourhood and Central Asia: research integration, impact governance & sustainable communities (GCRF UKRI ES/P010849/1)



UK Research
and Innovation



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D Building, room D218

The theme of this GCRF COMPASS Training School (TS) is ‘**Good Governance and Effectiveness of Public Institutions in post-Soviet Eurasia**’ looking at best practice and development challenges of public institutions (e.g. parliaments, civil service, institutions of government, etc.), and their role and effectiveness in delivering good governance across Post-Soviet countries. Although Post-Soviet states share the history of a complex communist past, they nevertheless have been developing standards of good governance at a different pace and level, learning from international organisations, but also internally. In the last decade public sector entities in Azerbaijan, Belarus, Tajikistan, and Uzbekistan have been reformed to satisfy a complex range of political, economic and social objectives, which subjected them to a different set of internal and external constraints. This TS will seek to understand the processes of reforming public institutions in social-cultural, economic and political-international spheres.

The current TS aims to engage PhD researchers, postdoctoral students and practitioners working in/with public institutions. Topics may be wide-ranging, covering all aspects of good governance such as institutional governance, urban governance, and security governance in the Post-Soviet Eurasian region.

The approach of the TS is interdisciplinary, meaning that we welcome participation from the social sciences, the humanities and law. Papers may focus exclusively on Post-Soviet Eurasian countries or region, on the issues related with public institutions and their effectiveness in reaching good governance objectives and goals. Comparative approaches are also welcomed.

The [GCRF COMPASS project](#) (ES/P010849/1, 2017-21) is an ambitious UK government capacity-building funding initiative, aiming to connect UK research with regional global scholarship, to address the challenges of growth and sustainability in the developing countries. Notably, the COMPASS project led by the University of Kent, together with the University of Cambridge as its partner, seeks to establish ‘**the hubs of excellence**’ at the top-level HEIs in Belarus, Azerbaijan, Uzbekistan and Tajikistan, to enable them to become the centres of knowledge sharing and transfer for **research integration, impact governance, and sustainable communities**.

PROGRAMME

All sessions will take place in the **D Building, room D218**

DAY 1 - Monday 17.02.2020	
9:30-10:00	Registration of the participants Introduction Nargiz Ismayilova, Director, Centre of Excellence in EU Studies, ADA University Anar Valiyev, Dean, School of Public and International Affairs, ADA University
10:00-10:45	Paper presentation by Akhmed Gumbatov, ADA University
10:45-11:15	Coffee Break
11:30-12:15	Paper presentation by Elena Pilgun, Belarusian State University
12:15-13:15	Lunch Break
13:15-14:00	Paper presentation by Gulsabah Amirova, ADA University
14:00-15:30	Skills Workshop: How to publish an article in impact factor journals Dr Anar Valiyev, Dean, School of Public and International Affairs, ADA University
15:30-16:00	Coffee Break
16:00-17:00	Skills Workshop: How to publish an article in impact factor journals, Part II Dr Anar Valiyev, Dean, School of Public and International Affairs, ADA University

DAY 2 - Tuesday 18.02.2020	
9:30-10:15	Paper presentation by Dr. Orkhan Nadirov, ADA University
10:15-11:00	Paper presentation by Gunel Madadli, University of Bergamo
11:00-11:30	Coffee Break
11.30-12.15	Paper presentation by Mirzokhid Karshiev, University of Helsinki
12:15-13:30	Lunch Break
13:30-15:30	Skills Workshop: Requirements for international publishing: outlets, impact factors, research indices etc. Dr Anar Valiyev, Dean, School of Public and International Affairs, ADA University
15:30-17:45	Field Trip to ASAN

DAY 3 - Wednesday 19.02.2020	
9:30-10:15	Paper presentation by Aygun Dadashova, Freelancer
10:15-11:00	Paper presentation by Daryna Sterna, University of Kent
11:00-11:30	Coffee Break
11:30-12:15	Paper presentation by Rustamjon Ernazarov, The University of World Economy and Diplomacy
12:15-13:15	Lunch Time
13:15-14:00	Paper Presentation by Shahana Bilalova, ADA University
14:00-14:30	Paper presentation by Sabrina Gaffarova, Tajik National University
14:30-15:00	Coffee Break
15:00-17:00	Skills Workshop: Building an international research profile: a practical guide Mr Giles Polglase, CCCU, United Kingdom

DAY 4 - Thursday 20.02.2020	
9:30-10:15	Paper Presentation by Lala Mammadova, ADA University
10:15-11:15	Skills Workshop: How to write a book proposal Professor Elena Korosteleva, School of Politics and IR, University of Kent, UK
11:15-11:45	Coffee Break
11:45-12:45	Skills Workshop: How to write a book proposal, Part II Professor Elena Korosteleva, School of Politics and IR, University of Kent, UK
12.45–13.30	Lunch break
13:30-17.00	Guided tour to Yanardag/Atashgah

DAY 5 - Friday 21.02.2020

9:30-10:15	Paper presentation by Surayyo Usmanova, The University of World Economy and Diplomacy
10:15-11:00	Paper presentation by Shabnam Maharramova, ADA University
11:00-11:30	Coffee Break
11:30-13:00	Skills Workshop: Small grants for fieldwork and scholarship development Dr Irina Petrova, GCRF COMPASS Research Associate Artsiom Nazaranka, BSU National Team Lead, GCRF COMPASS project Professor Elena Korosteleva, School of Politics and IR, University of Kent, UK
13:00-14:00	Lunch break
14:00-15:30	Skills Workshop: Small grants for fieldwork and scholarship development, Part II
15:30-16:00	Coffee Break
16:00-17:00	Concluding Remarks Certificates
19:00-21:00	Dinner

PRESENTATION ABSTRACTS

Gulsabah Amirova & Anar Valiyev- “Do university skills and competences match labour market demands? The case of post-Soviet Azerbaijan”

Every year, graduates face a rapidly changing and very competitive employment sector. To increase the chances of employment, those graduates need to have certain non-technical (transferable) skills that are currently most valued by employers; skills which are generalized under the umbrella of the “soft skills” definition in literature. Nurturing highly skilled specialists, and taking into account requirements of society and the labour market, has been the strategic vision of the Government of Azerbaijan since its independence. This paper focuses on gaps between the soft or “transferable” skills imparted to university graduates and the expectations of the labour market for entry-level positions. Researchers considered and reviewed 24 transferable soft skills that affect graduate employability. Primary data was collected via student surveys from Sophomore, Junior and Senior students in public universities in Azerbaijan; and analysed for each of the 24 soft skills to identify the gap between the skill level students have and skill level market needs. Authors considered students in Business and Economics, Engineering and Education majors, and compared how required skills and gap varies across the different programmes.

Shahana Bilalova - “Transboundary water governance: The case of the Kura river”

Transboundary water bodies being in the territory of two or more countries are a shelter to over 70% of world population supplies and 60% of agricultural water demand around the globe (Earle and Neal, 2017). With an increasing stress on water resources and management challenges, the concept of water governance took a lead in an academic discourse reflected in numerous previous studies (Green et al, 2013; Greitens, 2016; Nava, 2018; Morris and De Loe, 2016). According to one of the most widely used definitions, water governance is “the range of political, social, economic and administrative systems that are in place to develop and manage water resources, and the delivery of water services, at different levels of society” (Rogers and Hall, 2003, p 7).

The case of the Kura River is chosen in this study due to its importance to the region and vulnerability towards the changes. Furthermore, the absence of a successful transboundary water governance mechanism in the region is another factor that plays a role. In this regard, this article aims at shedding a light on the transboundary water governance on the Kura River by looking at the key actors, institutional and legislative frameworks, cooperation and other dynamics involved. Furthermore, key transboundary challenges are identified through the analysis of the existing information and theoretical frameworks.

Aygun Dadashova - “Gender roles in Azerbaijani medium secondary school literature textbooks”

The aim of this study is to analyse gender roles in Azerbaijani medium secondary school literature textbooks used in grades 5 to 9, and to find out how gender sensitive and gender responsive these literature textbooks are. The data collection method is quantitative content analysis, involving reviewing literature textbooks. The quantitative analysis considers five categories: the gender and number of authors of textbooks, the gender and number of authors of texts included in the textbooks, the gender and number of the characters and figures in images, and the occupational roles in the texts and gender traits most commonly observed. The results indicate that Azerbaijani medium literature textbooks do not promote equal gender roles. Men and women are not equally represented in texts, visuals, and in occupational roles. The research recommends conducting research on all textbooks used at school level, analysing their portrayal of the genders and constructing new gender-sensitive textbooks.

Rustamjon Ernazarov - “Development challenges of parliamentarism in Uzbekistan and its role in delivering good governance”

Parliament is one of the main public institutions in Uzbekistan and its mechanisms in public administration have significantly increased over the past three years. The attitude of the deputies to their work and the people's attitude towards the deputies has changed dramatically. The “Parliamentary Control Law” of the Republic of Uzbekistan has been passed and is gradually being introduced into practice since 2016. Deputies became more active with their comments on social media and this practice increased their access to discussions in various matters with social network users. As a result, deputies face real every-day problems of the people and this was a reason for approaching of the deputies to the people. The general nature of the Parliament was changed. Lawmakers began drafting legislation for the real benefits of the people. In this process, a group of deputies, who are concerned about the public interests has begun to appear.

Sabrina Gaffarova - “Bilateral relations between Tajikistan and Azerbaijan in the period of independence”

This paper assesses bilateral relations between Tajikistan and Azerbaijan since 1992. The paper reflects on the economic, cultural, and historical context within which these ties have been established. It discusses different fields and platforms for cooperation, and also evaluates how academic cooperation can contribute to further strengthening of ties between the two countries.

Ilham Humbatov - “Challenges and opportunities in reforming the national education system: The case of Azerbaijan”

As countries with oil-dependent economies started to feel the pressure of the 2015 economic downturn, caused partially by the steep decline in oil and gas prices, many explored revenue diversification options. Nations quickly began identifying new means to make their economies more efficient and more attractive to foreign investment. This paper assesses Azerbaijan's policy for reforming the national education system in light of this strategic vision for the country.

Mirzokhid Karshiev - “Public administration reforms in Uzbekistan: listening to citizens and public consultative councils”

Following a sudden power transition in September-December 2016, after the death of Islam Karimov, a long-time President of the Republic of Uzbekistan, former Prime Minister Shavkat Mirziyoyev emerged as the new leader of the country. Although reiterating his commitment to the legacy of Islam Karimov, Mirziyoyev soon started a new stream of reforms, which were assembled under the umbrella of his pre-election motto- “The state should serve its citizens, not vice versa”. This article tries to shed a different light on the (changing) state-society relations in Uzbekistan, using a theoretical framework offered by Joel Migdal (2001) and looking into both the “image” and “practices” of state. Using the example of the public councils (*Jamoatchilik kengashlari*) and President's reception houses (*Prezident qabulxonalar*) in Uzbekistan that have been initiated since 2016, I will look into the cases of reforms, aimed at greater public participation and oversight over state administration and improving the responsiveness of public bodies to citizen demands. I will analyse if/how new structures based on a new ideology of administrative change and the old culture converged in the transition processes and how these influence the day-to-day lives of street-level bureaucrats (Lipsky 1980).

Gunel Madadli - “The factors behind an efficient performance of public service delivery by the ASAN service”

This paper illustrates the one-stop shop model of public service delivery in Azerbaijan since 2012. Considering the public sector is the largest service provider, Azerbaijan aimed to establish an effective system to replace weak and inefficient institutions as well as to solve corruption, unjustified bureaucratic hurdles and lack of adequate personnel. The one-stop shop model aims to merge optimization, simplification and alignment of public services with the needs and expectations of citizens. In this case, as part of public administration reform of Azerbaijan, the ASAN Service (Azerbaijan Service and Assessment Network) was built on efficiency, transparency, accessibility,

public participation and innovativeness. This research focused on how this institution become very successful in a very short period and prolongs its continuous achievements. After the long history of corrupted and ineffective public delivery services, ASAN Service was able to gain the public trust and support by constructing an open relationship with the citizens. However, the ASAN Service faced many challenges, such as a lack of infrastructure and adequate professional capacity, the absence of electronic services, complex bureaucratic requirements, and public relations. While other public institutions suffered from similar matters, the ASAN Service was able to overcome these challenges and become a public institution brand of Azerbaijan in the world.

Lala Mammadova - “Use of project-based learning in preparation of educational leaders: The case of post-Soviet Azerbaijan”

This qualitative study explores the level of implementation of Project-Based Learning in the Master of Education Management Programme in Azerbaijan. Two universities that offer this programme, were chosen as a sample for the research. The aim of the analysis was to find out the extent to which the sample universities integrate projects into the programme and whether there was a sign of a systematic project-based learning (PBL) model in any of the universities. Face-to-face interviews with the academic staff and administration of the programmes were conducted as the main methodological tool. Additionally, the curricular of programmes in both universities were scrutinised to find the consistency in the offered subjects. Although the courses offered in both programmes are quite suitable for PBL integration, only in one of the sample universities there is a sign of extensive use of projects, yet mainly in a single assignment level. The overall results allow us to claim that Azerbaijani universities still need to develop a well-structured PBL model adapted to the local context and opportunities to be able to produce marketable educational managers. The results of the interviews emphasise the crucial role of PBL in the learning of employable skills and competences in education management. Major perceived limitations in the process of PBL implementation are articulated to be the lack of awareness about PBL, inadequate organisational support in the form of staff trainings, provided facilities, and negotiations with stakeholders.

Orkhan Nadirov - “How does the number of women in parliament impact the laws affecting women?”

The objective of this paper is to analyse the relationship between the number of women in parliament and gender-sensitive laws such as laws regarding domestic violence, rape, sexual harassment, divorce, and abortion. Previous research suggests that leftist ideology and increased income level of nations have an effective impact on women-friendly policies. We propose that there is an interactive effect of the proportion of women in parliament with a country's ideology and income classification. We find a negative relationship between low-income countries with a right-wing cabinet and the existence of female-friendly policies. The results show that corruption and unemployment decrease women-friendly policies on sexual harassment, that the level of democracy and female participation in the labour force are positively related to laws on sexual harassment, that the prevalence of religion in a society decreases the laws on rape, and that higher levels of female education decrease the existence of laws on domestic violence.

Elena Pilgun - “The role of crisis discourse for the good governance in the post truth era”

The formation of the pragmatic content of the crisis discourse depends on the national and cultural factors as well as on the governance trends presented by institutions. In crisis discourse, executive institutions represent security; legislative institutions represent the system of values and morals; and economic institutions represent money, and personal interests of an individual. Crisis situations become the basis for confrontation and political speculations. Mass media becomes the tool for governance, an information filter and the main channel for public opinion shaping, influencing mass consciousness and socio-political processes control in crisis situations. Modern media use five ideological models of crisis discourse, using two communicative strategies: the strategy of neutralising negative manifestations in the society and the strategy of mass consciousness ideologisation. This paper will reflect on different models and will assess how they can be implemented to have different effects on society.

Daryna Sterina - “A new nuclear threat? The conflict in Eastern Ukraine and what it means for the nuclear security situation in the region around the Black Sea”

This paper provides an introduction to a Master dissertation research, which will focus on nuclear security in the context of the armed conflict in Eastern Ukraine and Crimea in order to crystallise the threats posed by nuclear and radioactive material to human and environmental safety within the Black Sea region. In Ukraine, the separatist regions of Donetsk and Luhansk, as well as the annexed Crimea, house substantial nuclear facilities and materials which are no longer under the control of Ukraine. Due to Ukraine's significant loss of territory and border control, nuclear security remains an uncertainty. Primarily, this research concentrates on the 'new nuclear threat' from territories of no apparent authority but high nuclear capabilities, like the separatist regions in Eastern Ukraine and Crimea. This analysis is especially relevant in the broader context of the possible placing of nuclear missiles in Crimea and the termination of the 1987 Intermediate-range Nuclear Forces Treaty (INF) by the US in 2019.

Surayyo Usmanova - “Mahalla - as a unique self-governance institution in Uzbekistan”

The realisation of the concept “from strong state to strong civil society” with the creation of a variety of non-governmental organisations, continues to be prioritised by the majority of countries. They are presented and organised according to the needs and mentalities of their respective societies. But the aim is universal: to present the human's interests. In spite of it, there are deficiencies in the result of the effectiveness of the NGOs. Moreover, there is a tendency to implement the best practices of the states in all spheres in the world community. Uzbekistan's experience in enhancing the role and importance of civil society institutions as the Mahallas in renewal and modernisation of the country plays a vital role in the world community. The functioning of a peculiar institution, “Mahalla”, is of particular interest, as it is not only the foundation of civil society but also a great school for democracy. This paper analyses the experience of Uzbekistan from the perspectives of the effectiveness of this institution, and furthermore compares some societies' experiences with it, with the purpose to promote the creation of the best self-governing societies. Furthermore, some critics and proposals on further development of this institution as the “quasi self-governing body” in Uzbekistan will be put forward.

PARTICIPANT BIOGRAPHIES



Gulsabah Amirova

Gulsabah Amirova is Lead Instructor at ADA University. Her expertise lies in the areas of teaching and learning, e-learning, academic writing, and student development. One of Gulsabah's aims is to identify tools and mechanisms to boost the number of educational research publications by Azerbaijani scholars and researchers in impact journals.

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Shahana Bilalova

Shahana Bilalova is currently a Research Associate at Caspian Center for Energy and Environment mainly being responsible for preparing newsletters and policy briefs, assisting organization of events and conducting research studies.

Ms. Bilalova received her master's degree in Environmental Sciences and Policy from Central European University and a bachelor's degree in International Studies from ADA University. Her main research interests lie in the areas of climate change, water resources, and GIScience.

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Aygun Dadashova

Aygun Dadashova is an independent researcher based in Azerbaijan. She has a MED degree in Educational Studies from the University of Hong Kong and in International Relations from the University of Arkansas. She has previously worked for the OSCE/ODIHR, the US Peace Corps World Vision Organization, and as provided English language training for several organisations.

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Rustamjon Ernazarov

Rustamjon Ernazarov is a Doctoral researcher at the Department of International Relations at the University of World Economy and Diplomacy. He previously graduated in International Relations from the same university.

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Sabrina Gaffarova

Sabrina is 21 years old, and is a final year student undertaking her Bachelor degree at the Tajik National University, with a Major in International Relations. Sabrina also studied International Relations at the Eurasian National University in Nur-Sultan, Kazakhstan, for one semester.

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Akhmed Gumbatov

Akhmed Gumbatov is Project Manager at the Caspian Center for Energy and Environment (CCEE) at ADA University. His areas of expertise include energy policies and the South Caucasus.

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Ilham Humbatov

Ilham Humbatov is a doctoral student at the History Institute of the Academy Of Sciences of Azerbaijan and has master's degrees in history, international studies, and public administration. He is working in the Science Department of Azerbaijan National Anti-Doping Agency (AMADA).

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Mirzokhid Karshiev

Mirzokhid Karshiev is a PhD Candidate in the Doctoral Programme of Political, Societal and Regional Change at the University of Helsinki. He is also a member of the International Network in Russian, Eastern European and Eurasian Studies (INREES). His PhD thesis focuses on the changing nature of local level citizen-state relations in Uzbekistan.

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Gunel Madadli

Gunel Madadli has a bachelor's degree in International Relations from Baku State University and a master's degree in Diplomacy and International Affairs from ADA University, as well as another master's degree in International Security from the University of Bergamo. As a PhD applicant, she is planning to pursue a career as a researcher and academician. Her main area of interest is peace and conflict resolution and regional security as well as public policy and democratization in South Caucasus.

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Shabnam Maharramova

Shabnam Maharramova is a Communication specialist at ADA University. Ms Maharramova previously worked as a Researcher at the first government-affiliated think tank under the President of the Republic of Azerbaijan. She is currently seeking an opportunity to strengthen her skills in conducting research, as she is going to apply to a Ph.D. programme in Europe on the transition to renewable energy. Her main research topic is the cost-effective analysis of solar and wind energy in Azerbaijan.

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Lala Mammadova

Lala Mammadova is an Information Literacy and Academic Writing instructor at ADA University in Azerbaijan, Baku. She received her BA and first MA from Azerbaijan University of Languages. She obtained an MA in Education Management from ADA University in 2018. Currently, she is a PhD student at the Institute of Education of Azerbaijan Republic.

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Orkhan Nadirov

Dr Orkhan Nadirov is an Adjunct Professor at the School of Public and International Affairs at ADA University in the Azerbaijan Republic. Previously, he was a Postdoctoral Researcher at the Department of Finance and Accounting of Tomas Bata University in Zlin, Czech Republic. In a project built on his dissertation work (under the supervision of Bruce Dehning from Chapman University, California), he examined the changing motivation to work and how it differs between rich and poor people. His research interests are primarily in the field of economic psychology, particularly as it applies to taxation. His teaching specializations are public finance, public economics, and taxation.

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Elena Pilgun

Dr Elena Pilgun is Vice-Dean of the Faculty of International Relations of the Belarusian State University, and post-doctoral researcher of the Department of English for Economics.

Her spheres of expertise are the phenomena of the crisis and political discourses, ways of ideologisation of crisis situations, and communicative technologies of Mass Media in the post-truth era.

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Daryna Sterina

Daryna Sterina studies at the Master's programme in International Conflict Analysis at the University of Kent.

Her research interest concerns security politics in the post-Soviet space, disarmament and energy affairs with a major focus on the Black Sea Region.

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Surayyo Usmanova

Dr Surayyo Usmanova is Lecturer of International Law Faculty at the University of World Economy and Diplomacy in Tashkent, Uzbekistan. Her research interests cover Public International Law and international-legal aspects of tourism, on which her publications in international and national conferences and journals have been published. She has international and research experience at George Washington University, the Elliot School of International Affairs (USA, 2019), at Tsinghua University (China, 2018) and at Ajou University (South Korea, 2013).

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Training School's experts and contributors



Prof Elena Korosteleva is Professor of International Politics and Jean Monnet Chair of European Politics, at the School of Politics and International Relations, University of Kent. Elena is LSE IDEAS and College of Europe (Natolin) Visiting Professor; executive member of the GLOBSEC IAB and co-founder/ co-director of the Global Europe Centre at Kent. She is the Principal Investigator of the GCRF COMPASS project (2017-21), and Co-I for the H2020 UPTAKE project (2016-19). Elena's research presently focuses on the concepts of governance; resilience as self-governance; order and capacity-building in wider Eurasia.

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Dr Irina Petrova is a research associate at the GCRF COMPASS project, University of Kent and a researcher at the Leuven International and European Studies (LINES) Institute at KU Leuven. Her research concentrates on comparative analysis of the EU and Russia's foreign policy strategies and their perceptions in the Eastern Partnership states. Previously Irina worked as a teaching assistant at the European Studies master program at KU Leuven and an adjunct lecturer at Vesalius College, Brussels. She was a research assistant for the H2020 UPTAKE project and Jean Monnet Network "C3EU: Crisis, Conflict and Critical Diplomacy: EU Perceptions in Ukraine, Israel and Palestine," led by the University of Christchurch, New Zealand.

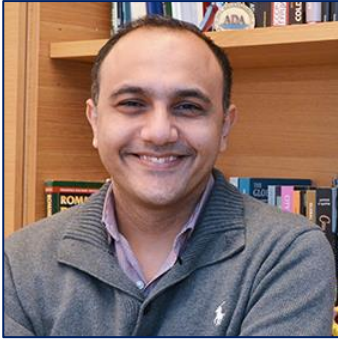
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Giles Polglase joined Canterbury Christ Church University in January 2017. Before working at CCCU, he worked as School Administration Manager at the School of Engineering and Digital Arts, University of Kent; as Operations Manager at Kent Business School, University of Kent, as a staff and academic practice developer at Aberystwyth University; as a research panel administrator for the Arts and Humanities Research Council and for the Higher Education Academy. Giles holds a MBA (with Distinction) from Aberystwyth University, BSc (Hons) in Social Policy and Administration from the University of Bath, a Special Diploma in Social Administration from the University of Oxford and a PGCE from Strathclyde University.

He is a Fellow of the Higher Education Academy (FHEA) and held fellowships of the Staff and Educational Development Association (SEDA) and Chartered Management Institute (CMgr MCMI). Giles is a member of the Association of University Administrators (MAUA) and works for the Association as Regional Network Coordinator for the South Region.

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Dr Anar Valiyev is Associate Professor, GCRF COMPASS Research lead and Dean of School of Public and International Affairs at ADA University, Baku, Azerbaijan. He received his master degree from History department of Baku State University (2001); Master of Public Affairs from Indiana University Bloomington (2003) and PhD from University of Louisville in Urban and Public Affairs (2007). He was Fulbright Visiting Scholar at Johns Hopkins University in 2016-2017. His area of interests are public policy of post-Soviet countries; urban development and planning; governance and democracy.

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ORGANISER



Nargiz Ismayilova is Director of the Centre of Excellence in EU Studies at ADA University and National Team Lead for the GCRF COMPASS project in Azerbaijan. Before joining ADA at 2014, she was holding position of the Head of International Department at the Civil Service Commission under the President of the Republic of Azerbaijan. She has working experience in EU funded project management; experience in implementing Public Administrative reforms, Civil Service reforms and institutional capacity building in Azerbaijan; she participated in EU CIB and IRP implementation.

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