

United Nations Development Programme



**Annual Work Plan**

**UNDP Kazakhstan**

**Project Title:** Institutional Support to the Astana Civil Service Hub, Phase 3

**Project Number:** 00130012

**Implementing Partner:** Agency of the Republic of Kazakhstan for Civil Service Affairs

**Start Date:** 03/11/2021

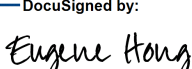
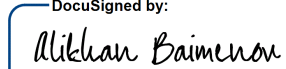
**End Date:** 31/12/2023 **PAC Meeting date:** 30/09/2021

**Brief Description**

The Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub in 2013, supported by 25 participating countries and five international development organisations. The ACSH is an institutional framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. Since its inception, the ACSH has become a significant example of multilateral cooperation and a networking platform promoting and supporting public service excellence, by assisting the efforts of governments of its participating countries – particularly those in the immediate region - in building institutional and human capacity through three main pillars of activities: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge management. It is worth noting that all ACSH activities are determined by a flexible demand-driven agenda, which has proved its relevance over the years. The growing demand for the ACSH initiatives is evident by the increasing number of its participating countries rising from 25 to 42 and its institutional partners from 5 to 70 over the past seven years. The quality of its work has also been highly acclaimed by the United Nations and its sister Agencies, the European Union (EU) and the Organisation for Economic Cooperation and Development (OECD) and by many participating countries. The vision of the third phase of this project is to further contribute to the establishment of modern, effective, and sustainable governance, and public administration and civil service systems that meet society's expectations for responsive, accountable, and transparent public institutions in its participating countries and beyond.

<p><b>Contributing Outcome (CPD):</b> Institutions and systems enabled to develop and implement institutional reforms towards more effective, transparent, and inclusive governance and service provision at the national and local levels (2.2)</p> <p><b>Indicative Output(s) with gender marker:</b> The ACSH promoted civil service effectiveness by supporting the efforts of governments of the participating countries in building institutional and human capacity.</p> <p><b>Gender Marker: GEN2</b></p>	<table border="1"> <tr> <td data-bbox="794 1238 1034 1429"><b>Total resources required in 2023 (USD):</b></td> <td align="right" data-bbox="1034 1238 1437 1429">1 150, 000</td> </tr> <tr> <td data-bbox="794 1429 1034 1715"></td> <td align="right" data-bbox="1034 1429 1437 1715"> <b>Government of Kazakhstan:</b> 1 150, 000         </td> </tr> </table>	<b>Total resources required in 2023 (USD):</b>	1 150, 000		<b>Government of Kazakhstan:</b> 1 150, 000
<b>Total resources required in 2023 (USD):</b>	1 150, 000				
	<b>Government of Kazakhstan:</b> 1 150, 000				

Agreed by (signatures):

UNDP	Steering Committee of the ACSH
Eugene Hong, Assistant Resident Representative <small>DocuSigned by:</small> 	Alikhan Baimenov, Chairman of the Steering Committee <small>DocuSigned by:</small> 
Date: 10-Mar-2023 <small>795A8F229B5F4A7...</small>	Date: 10-mar-2023 <small>3A8FF6127DC5450...</small>

**I. ANNUAL WORK PLAN**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)	
		QI	QII	QIII	QIV		Funding Source	Budget Description		
And baseline, indicators including annual targets	List activity results and associated actions							<b>Subtotal Activity 1.1</b>	<b>109 500</b>	
<b>Output 1 - Research and Knowledge Management</b> ACSH participating countries are better informed about civil service and public service delivery latest developments and trends. <b>Indicators:</b> 1.1 – Number of public administration and civil service development related books published and disseminated. <b>Target – 1</b> 1.2 – Number of demand-driven and evidence-based research papers, comparative analyses and case studies published and disseminated. <b>Target - 2</b>	Activity 1.1 Preparation, publication, and dissemination of evidence-based research studies, including jointly with ACSA, and/or other civil service agencies and/or PA Academies and higher education institutions from the ACSH participating countries including - but not limited to - any of the following topics, effect of COVID-10 pandemic on governance, public administration, civil service and public service delivery; strategic HRM planning and tools for enhancing the role of HRM department; improvements in the competitive selection system; strengthening meritocratic principles in selection and promotion of civil servants; contemporary civil service models; talent management systems; customer-oriented state organisations and human-centred models of service; enhancement of institutional frameworks and legal mechanisms; improving management in government; improving civil servants' appraisal systems; development of measures for prevention of conflicts of interest; crises communication strategies; state control of public service delivery quality; ethics and values in the public sector; corporate culture in government; regional trends and good practices in gender equality and women empowerment; development of Data Strategies in the public sector; effectiveness of government agencies; guidebooks on strategic forecasting tools, methods, and techniques etc; all for the benefit of the ACSH participating countries. Based on their demand for such knowledge products. The following are planned for 2023: <ul style="list-style-type: none"> <li>○ Book on public administration in the New Reality (including a chapter on gender equality in public</li> </ul>							71200 International consultants	30 000	
									71300 Local consultants	30 000
									72100 Contractual Services-Companies	10 000
									74200 Audio Visual and Print Prod Costs	1 500
									74500 Miscellaneous Expenses	3 000
									71500 UN Volunteers, allowances	10 000
									71400 - Service Contracts-Individuals	25 000
		X	X	X	X	UNDP	GOK			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
1.3 – Number of demand-driven and evidence-based position papers and policy briefs developed and disseminated. <b>Target – 1</b> 1.4 – Number of the International Journal of civil service editions prepared, published, and disseminated. <b>Target – 2</b>  <b>Gender marker: GEN2</b>	<p>administration: challenges to gender-inclusive decision making in public administration);</p> <ul style="list-style-type: none"> <li>○ Comparative study on public sector remuneration systems (including a comparative analysis of remuneration by gender);</li> <li>○ Development of selection tools for the civil service aimed at identifying the values and emotional intelligence of candidates entering the civil service;</li> <li>○ Research paper dealing with issues of de-bureaucratization of the activities of the state apparatus in the fields of economics and finance;</li> <li>○ Policy Brief on the UK experience in behavioural public policy;</li> <li>○ Studies on Strategic HRM planning and tools for enhancing the role of HRM departments; improvements in the competitive selection system including gender-responsive HR management; study of flexible working arrangements; best practices of prevention of harassment and anti-discrimination policies, and improving civil servants' appraisal systems.</li> <li>○ Provision of consulting and methodological support for the Analysis of Communication Channels used by Government Agencies with the Population (national consultancy);</li> <li>○ Development of a series of research papers for the High Judicial Council of the Republic of Kazakhstan</li> </ul>								
		I	II	III	IV			<b>Subtotal Activity 1.2</b>	<b>23 820</b>
	Activity 1.2 International Journal of Civil Service Reform and Practice preparation and periodic publication; maintenance of the Journal online platform.	X		X		UNDP	GOK	74200 Audio Visual and Print Prod Costs	400
								72100 Contractual Services-Companies	10 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)	
		QI	QII	QIII	QIV		Funding Source	Budget Description		
And baseline, indicators including annual targets	List activity results and associated actions							71500 UN Volunteers, allowances	3 420	
								71400 - Service Contracts-Individuals	10 000	
		I	II	III	IV			<b>Subtotal Activity 1.3</b>	<b>24 400</b>	
	<p>Activity 1.3 Case studies prepared, published, disseminated on topics determined by demand of ACSH participating countries in public service delivery, e-government, transformation, and innovation and on government responses to the COVID19 pandemic in cooperation with the ACSH P2P Alliances on Public Service Delivery and E-Government, Transformation and Innovation, and the Virtual Platform of practitioners on COVID-19 responses respectively. The following are planned for 2023:</p> <ul style="list-style-type: none"> <li>o Cross-country comparative case study on electronic personnel management systems in selective countries of Central Asia and the Republic of Korea.</li> <li>o Development of a methodological guide for the preparation of the organization and conduct of public monitoring of the quality assessment of the provision of socially significant services (national consultancy).</li> <li>o Monitoring issues of de-bureaucratization of the activities of the state apparatus (national consultancy).</li> <li>o Open data policies and practices comparative analysis in selective countries.</li> </ul>							71200 International consultants	10 000	
									71300 Local consultants	2 000
									74200 Audio Visual and Print Prod Costs	400
									71500 UN Volunteers, allowances	2 000
									71400 - Service Contracts-Individuals	10 000
		I	II	III	IV					
								<b>Subtotal Activity 1.5</b>	<b>22 100</b>	
	Activity 1.5 Preparation of policy briefs for central governments bodies in Kazakhstan, upon request.							74200 Audio Visual and Print Prod Costs	2 100	
								71300 Local consultants	5 000	
								71500 UN Volunteers, allowances	5 000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
								71400 - Service Contracts-Individuals	10 000
								<b>Subtotal Activity 1.7</b>	<b>16 000</b>
	Activity 1.7 Development and maintenance of a dedicated knowledge management portal, as an integral part of the existing ACSH web portal providing up to date knowledge products on governance, public administration, civil service development and public service delivery.					UNDP	GOK	74200 Audio Visual and Print Prod Costs	1 000
		X	X	X	X			71500 UN Volunteers, allowances	5 000
								71400 - Service Contracts-Individuals	10 000
								<b>75100 Facilities and Administration (GMS 8%)</b>	<b>15 666</b>
								<b>Total Activity 1</b>	<b>211 486</b>
<b>Output 2 - Capacity Building and peer learning</b>		I	II	III	IV			<b>Subtotal Activity 2.2</b>	<b>32 500</b>
Public administration and civil service institutions, public administration academies and other higher education institutions and think tanks in ACSH participating countries are enabled to apply knowledge, experience, and skills acquired to advance their mission.	o Activity 2.2 Development and delivery of gender-balanced demand-driven capacity building seminars, workshops and trainings involving government officials and civil servants of the central and local governments from the ACSH participating countries, including Kazakhstan, on any - but not limited to - of the following topics: project management; risk management; leadership; ethics and integrity; innovation in government operations; evidence-based research design and development of knowledge products; civil servants' motivation; HRM practices; performance evaluation and appraisal systems; remuneration systems; gender equality and women's participation in government and decision-making processes; in several cases in cooperation with international organisations for sharing knowledge, e.g., Istanbul Regional Hub, Seoul Policy Centre, ASPA. OECD, etc. The following are planned for 2023:					UNDP	GOK	71600 Transport expenses - tickets and DSA	8 000
<b>Indicators:</b> 2.1 - Number of capacity development events - conferences,								74200 Audio Visual and Print Prod Costs	1 500
								72100 Contractual Services-Companies	5 000
								71500 UN Volunteers, allowances	3 000
								71400 - Service Contracts-Individuals	15 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
workshops, seminars, trainings, and study visits - coordinated by ACSH to support civil service modernisation and innovation in government in ACSH participating countries. <b>Target – 12</b> 2.2 – Number of capacity development events – conferences, workshops, seminars, trainings, and study visits - coordinated by ACSH to support public service delivery, and digitalisation of public services in ACSH countries. <b>Target – 2</b> 2.3 – Number of participants in capacity development events - conferences, workshops, seminars, trainings, study visits, etc, disaggregated by gender. <b>Target – 1,000; 50% women.</b> 2.4 – Number of scholarships granted to civil servants of the	<ul style="list-style-type: none"> <li>Capacify development activities to enhance the human and institutional capacity of the Supreme Judicial Council.</li> <li>Organisation of a series of gender balanced events for systematic dialogue between representatives of the ACSH participating countries and UN International Civil Service Commission to learn benchmarking practice in the field of human resource management, gender-sensitive recruitment (non-discriminatory interview process, gender balance in interview panels, gender competencies, analysing gender balance and addressing gender gaps in recruiting, flexible working policies, exit interviews, onboarding after maternity leave, etc.), and selection policy, as well as competencies-based assessment practices in the selection process; study and implement good practices in career management and development, based on merit principles and diversity; best practices of prevention of harassment and anti-discrimination policies.</li> </ul>								
		I	II	III	IV			<b>Subtotal Activity 2.3</b>	<b>24 800</b>
	Activity 2.3 Allocation of scholarships for training of civil servants of the ACSH participating countries at the Academy of Public Administration and/or in its regional centred in Kazakhstan (through Responsible Party Agreement).							72100 Contractual Services-Companies	18 800
		X	X	X	X	APA	GOK	71500 UN Volunteers, allowances	1 000
								71400 - Service Contracts-Individuals	5 000
	....	I	II	III	IV			<b>Subtotal Activity 2.5</b>	<b>72 100</b>
	Activity 2.5 Organisation of study visits for civil servants of Kazakhstan (including President's Youth Personnel Reserve) to be exposed to good practices in other countries on topics related to public administration and					UNDP	GOK	71600 Transport expenses - tickets and DSA	40 000
								74200 Audio Visual and Print Prod Costs	2 100

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
<p>ACSH participating countries to study at the Academy of Public Administration under the President of Kazakhstan; <b>Target – 2; 50% women.</b></p> <p>2.5 - Number of P2P Learning Alliances created and functioning within ACSH activities taking place in the framework of the P2P Learning Alliances <b>Target – 1</b></p> <p>2.6 - Number of activities taking place within the framework of the P2P Learning Alliances; <b>Target – 2</b></p> <p><b>Gender marker: GEN2</b></p>	civil service organisation and public service delivery; and on demand study visits to Kazakhstan for ACSH participating countries' representatives. Study visits to ensure gender balance among participants and women in public administration best practice areas in the concept.						71500 UN Volunteers, allowances	5 000	
								71400 - Service Contracts-Individuals	25 000
			I	II	III	IV		<b>Subtotal Activity 2.6</b>	<b>169 140</b>
	Activity 2.6 Capacity building activities to enhance the capacity of Public Administration Academies, higher education institutions and think tanks from the ACSH participating countries on conducting evidence-based research and producing knowledge products based on such research; as well as to improve their info-analytical techniques and methods. The following are planned for 2023:							72100 Contractual Services-Companies	167 000
<ul style="list-style-type: none"> <li>o Capacity building on improving assessment tools for entering and working for the civil service including political and administrative civil servants focusing on the following scope of work: (1) Analysis of the qualitative composition of the deputies of the first heads of central and local executive bodies in terms of possession of modern managerial knowledge and skills; (2) Organization of certification seminars on the assessment centres (assessment of competencies); and (3) Development of a questionnaire for the diagnosis of emotional intelligence and value orientations in the Kazakh and Russian languages (all (through Responsible Party Agreement with APA).</li> </ul>					APA	GOK	71500 UN Volunteers, allowances	2 140	
		I	II	III	IV			<b>Subtotal Activity 2.7</b>	<b>23 470</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
	Activity 2.7 Maintenance and further development of the P2P Alliances on Public Service Delivery and E-Government, Transformation and Innovation; and the Virtual Platform of practitioners respectively; as well as the launch of other P2P Learning Alliances and/or Innovation Accelerator Labs in areas determined by demand of the ACSH participating countries.							71400 - Service Contracts-Individuals	2 000
						UNDP	GOK	72100 Contractual Services-Companies	20 000
								71500 UN Volunteers, allowances	1 070
								74200 Audio Visual and Print Prod Costs	400
		I	II	III	IV			<b>Subtotal Activity 2.9</b>	<b>56 692</b>
	Activity 2.9 Build or enhance the technical capacity of key national government institutions in developing and introducing innovative solutions to ensure business continuity and effective telecommuting measures, organisation of workspace, development of ICT infrastructure and platforms; as well as in supporting the digital transformation in the in the public sector through the creation and maintenance of the Public Service Innovations Accelerator Lab - and/or hubs, alliances, etc - for capacity building activities on change management, design thinking for IT personnel in public agencies, generation of new ideas, exchange of good practices in the fields of public administration and public service delivery in cooperation with the Ministry of Digitalisation, the ACSA and other relevant government partners from the ACSH participating countries							71300 Local consultants	33 000
								71500 UN Volunteers, allowances	10 000
						UNDP	GOK	71400 - Service Contracts-Individuals	13 692
								<b>75100 Facilities and Administration (GMS 8%)</b>	<b>30 296</b>
								<b>Total Activity 2</b>	<b>408 998</b>
		I	II	III	IV			<b>Subtotal Activity 3.2</b>	<b>39 285</b>



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)	
		QI	QII	QIII	QIV		Funding Source	Budget Description		
And baseline, indicators including annual targets	List activity results and associated actions									
<b>Output 3 - Partnerships and Networking</b> ACSH participating countries benefit from peer-to-peer learning and TrC exchanges and adapting innovations in civil service and public service delivery, <b>Indicators:</b> 3.1 – Number of triangular cooperation exchanges including South-South, East-East, Europe-Asia, East-West, and others are taking place involving ACSH participating countries; <b>Target – 5</b> 3.2 – Number of ACSH countries partnering for exchange of knowledge and experience in the field of civil service excellence and public administration development. <b>Target – 1</b> 3.3 - Number of experts in ACSH roster who provide expert	Activity 3.2 Organisation and/or participation in events dedicated to strengthening knowledge exchange and networking, and/or dissemination of good practices, lessons learnt, innovative solutions in government and to promote public dialogue; as well as hold thematic side events in the international fora and conferences, e.g. ASPA, AAPA, AAPAM, AMEPPA, NISPAcee, EROPA, e-Governance Academy, OECD, Astana Economic Forum, World Government Summit, South-South Network for Public Service Innovations, SANPA, TrC, as well as with the Ministry of Foreign Affairs, Ministry of Information and Social Development, Ministry of Digital Development, Innovations and Aerospace Industry, and other key government partners of Kazakhstan; inviting representatives of the ACSH participating countries and national partners to present their experience on topics related to public administration and civil service development and public service delivery.					UNDP	GOK	74200 Audio Visual and Print Prod Costs	500	
									71600 Transport expenses - tickets and DSA	30 000
									71500 UN Volunteers, allowances	1 785
									71400 - Service Contracts-Individuals	7 000
			I	II	III	IV			<b>Subtotal Activity 3.3</b>	<b>41 350</b>
		Activity 3.3 Organisation of ACSH annual conferences / reporting events, considering gender aspects, for representatives from participating countries and institutional partners, to discuss overall progress of the ACSH, as well as research findings, results of capacity building activities and lessons learnt through the ACSH work.					UNDP	GOK	71600 Transport expenses - tickets and DSA	10 000
									72100 Contractual Services-Companies	15 000
									74200 Audio Visual and Print Prod Costs	4 350
									71500 UN Volunteers, allowances	5 000
									71400 - Service Contracts-Individuals	7 000
		I	II	III	IV			<b>Subtotal Activity 3.4</b>	<b>7 500</b>	
	Activity 3.4 Participation in thematic events in Astana and abroad to raise awareness and visibility of the Astana Civil Service Hub as a brand.					UNDP	GOK	71500 UN Volunteers, allowances	2 000	
								74200 Audio Visual and Print Prod Costs	500	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions								
advice to civil servants of the participating countries <b>Target – 4</b> <b>Gender marker: GEN2</b>								71400 - Service Contracts-Individuals	5 000
		I	II	III	IV			<b>Sub-total Activity 3.5</b>	<b>6 500</b>
	Activity 3.5 Further development and promotion of the ACSH Network in governance matters, public administration, and the civil service (Roster of Experts)					UNDP	GOK	74200 Audio Visual and Print Prod Costs	500
								71500 UN Volunteers, allowances	3 000
								71400 Service Contracts-Individuals	3 000
		I	II	III	IV			<b>Sub-total Activity 3.6</b>	<b>5 000</b>
	Activity 3.6 Organisation of joint activities with the Ministry of Foreign Affair of Kazakhstan to promote the ACSH Network abroad (diplomatic events)					UNDP	GOK	71600 Transport expenses – tickets and DSA	500
								72100 Contractual Services-Companies	2 000
								74200 Audio Visual and Print Prod Costs	2 000
								71500 UN Volunteers - allowances	500
		I	II	III	IV			<b>Subtotal Activity 3.10</b>	<b>12 579</b>
	Activity 3.10 Organisation of a series of gender balanced events for systematic dialogue between representatives of the ACSH participating countries and OECD experts to make better use of international standards and identify barriers to implementation; as well as discuss research findings, results of capacity building activities and lessons learnt in the application of international standards in the ACSH participating countries.							71600 Transport expenses – tickets and DSA	3 000
								72100 Contractual Services-Companies	500
						UNDP	GOK	74200 Audio Visual and Print Prod Costs	1 400
								71500 UN Volunteers, allowances	1 679
							71400 - Service Contracts-Individuals	6 000	
	I	II	III	IV			<b>Subtotal Activity 3.11</b>	<b>11 079</b>	
Activity 3.11 Support to the ACSH Steering Committee and Advisory Board					UNDP	GOK	74200 Audio Visual and Print Prod Costs	400	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	List activity results and associated actions							74500 Miscellaneous Expenses	3 000
								71500 UN Volunteers, allowances	1 679
								71400 - Service Contracts-Individuals	6 000
								<b>75100 Facilities and Administration (GMS 8%)</b>	<b>9 863</b>
							<b>Total Activity 3</b>	<b>133 156</b>	
<b>Output 4: Project Management</b>		I	II	III	IV			<b>Subtotal Activity 4.1</b>	<b>163 000</b>
	Activity 4.1 Project management team					UNDP	GOK	71400 - Service Contracts-Individuals	150 000
								71500 UN Volunteers, allowances	13 000
		I	II	III	IV			<b>Subtotal Activity 4.2</b>	<b>30 000</b>
	Activity 4.2 Quality Assurance, Monitoring and Evaluation (Final Project Evaluation)					UNDP	GOK	72100 Contractual Services-Companies	30 000
		I	II	III	IV			<b>Subtotal Activity 4.3</b>	<b>105 000</b>
	Activity 4.3 Resource mobilisation activities					UNDP	GOK	71400 - Service Contracts-Individuals	105 000
		I	II	III	IV			<b>Subtotal Activity 4.4</b>	<b>35 000</b>
	Activity 4.4 Office operations and maintenance					UNDP	GOK	72400 - Communication and Audio-visual equipment	5 000
								73100 - Rental & Maintenance-Premises	30 000
	I	II	III	IV			<b>Subtotal Activity 4.5</b>	<b>2 000</b>	
Activity 4.5 Office supplies							74500 Miscellaneous expenses	2 000	
	I	II	III	IV			<b>Sub-total Activity 4.6</b>	<b>2 000</b>	
Activity 4.6 Telecommunications							72500 Supplies	2 000	
...	I	II	III	IV			<b>Subtotal Activity 4.7</b>	<b>15 000</b>	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV		Funding Source	Budget Description	
And baseline, indicators including annual targets	Activity 4.7 DPC - Programme							64397 – DPC programme	15 000
		I	II	III	IV			<b>Subtotal Activity 4.8</b>	<b>15 000</b>
	Activity 4.8 DPC - Operations							74596 – DPC operations	15 000
								<b>75100 Facilities and Administration (GMS 8%)</b>	<b>29 360</b>
								<b>Total Activity 4</b>	<b>396 360</b>
<b>Grand Total AWP 2023</b>									<b>1 150 000</b>

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**II. MONITORING AND EVALUATION PLAN**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Timeframe</b>	<b>Responsible Person</b>
Project Board meeting	To review the Multi-Year Work Plan to ensure proper budgeting over the life of the project and assess the performance of the project to date	January 2023 November 2023	Project Manager
Quarterly project report	Track project progress	April, July, October 2023	
Annual progress report	To present progress made in the year and demonstrate results against the pre-defined targets at the output level	November 2023	Project Manager
Develop project exit plan	Pass along knowledge and ensure sustainability of impacts after project completion	November 2023	Project Manager
Final project evaluation	To assess the project's contribution to accelerating structural transformation for sustainable development	November 2023	Project Manager
Conduct Closure stage project Quality Assurance	Assure adherence to UNDP quality standards for programming.	December 2023	Project Manager

### III. PROJECT RISK REGISTER

#	Event	Cause	Impact(s)	Risk Category and Sub-category	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
1	There is a risk that the interest of the ACSH participating countries governments' may be decreased due to irrelevance of its activities, low quality of knowledge products and of capacity building initiatives	As a result of irrelevance of the project activities that are implemented, and low quality of research and knowledge and experience transferred	Which will impact the achievement of the intended outputs and ultimate outcome of the project	<i>Strategic, political, organisational</i>	Likelihood: 1 Impact: 5 Risk level: low	From: 09/2021 To: 12/2023	Bakyt Zhexembay	<p><i>Risk Treatment 1.1:</i> Conduct needs-assessment surveys at regular intervals to capture the interests and needs of participating countries in civil service and public administration development. Risk Treatment Owner: Bakyt Zhexembay</p> <p><i>Risk Treatment 1.2:</i> Communicate regularly with participating countries organisations to ensure that activities yield expected results of high relevance and quality. Risk Treatment Owner: Bakyt Zhexembay</p>
2	There is a risk that the interest of the Government of Kazakhstan as principal donor of the project may be decreased	Scarcity of funding from the Republican budget and/or lack of understanding the direct and indirect benefits derived for Kazakhstan through this project	Which will impact the sustainability of the project as a multilateral platform for exchange of knowledge and experience in the field of civil service and public	<i>Strategic, political, financial</i>	Likelihood: 4 Impact: 5 Risk level: low	From: 09/2021 To: 12/2023	Bakyt Zhexembay	<p><i>Risk Treatment 2.1:</i> Hold regular consultations with the Government to inform them of the ACSH accomplishments highlighting the benefits for Kazakhstan vis-à-vis its foreign and international development policy. Risk Treatment Owner: Bakyt Zhexembay</p> <p><i>Risk Treatment 2.2:</i> Involve a wide range of government institutions in the ACSH initiatives, e.g., involve high-level government officials</p>

			administration development					and civil servants in the ACSH capacity building activities (study tours, seminars, workshops, etc) <i>Risk Treatment 2.3:</i> Actively pursue resource mobilisation among donors for supplementing the ACSH budget for activities.
3	There is a risk that ACSH initiatives and activities may not yield tangible results	As a result of limited impact on its beneficiaries and inhibitive conditions in their own countries	Which will impact the effectiveness, sustainability, and continuation of the project initiatives and activities	<i>Strategic, political, organisational</i>	Likelihood: 2  Impact: 5  Risk level: moderate	From: 09/2021  To: 12/2023	Bakyt Zhexembay	<i>Risk Treatment 3.1:</i> Hold regular consultations with government entities responsible for implementation of development initiatives in the ACSH participating countries, and if deemed necessary provide technical support and assistance for a timely and effective operationalisation of initiatives implemented. Risk Treatment Owner: Bakyt Zhexembay
4	There is a risk that the original value of project funds may fluctuate	As a result of fluctuation of currency exchange rates	Which will impact the available amount of funds for implementation of project activities	<i>Financial, organisational</i>	Likelihood: 3  Impact: 1  Risk level: low	From: 09/2021  To: 12/2023	Bakyt Zhexembay	<i>Risk Treatment 4.1:</i> Hold project funds in USD and exchange into local currency at the time of disbursement only/ Risk Treatment Owner: Bakyt Zhexembay