



FINAL REPORT

**United Nations Development Programme
Kazakhstan**

**“Capacity Building for Innovation in Governance and
Digitalisation of Public Services”**

17 September 2021 – 31 December 2023



Reporting Period	2021-2023
Donor	Government of Korea; UNDP Kazakhstan
Country	Kazakhstan
Project Title	Capacity Building for Innovation in Governance and Digitalisation of Public Services
Outputs	Enhanced knowledge and capacity of public officials in the participating countries on the concept and practice of innovation in government and on digitalisation processes in public service delivery.
(Quantum Project ID and Description)	00127858 The project aims to adapt and introduce good practices for Innovation in Governance and Digitalisation of Public Services through enhanced knowledge and capacity of public officials in the participating countries covering CA and the Caucasus.
Strategic Plan and/or CPD Outcomes	CPD Output 2.2: 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
Implementing Partner(s)	United Nations Development Programme
Project Start Date	17 September 2021
Project End Date	31 December 2023
Annual Work Plan Budget (USD)	
2021	194,430.00
2022	573,000.00
2023	341,585.89
Total resources required (USD)	916,981.59
Revenue received (2021-2023)	• Government of Korea USD 916,981.59 • Total USD 916,981.59
Unfunded budget	NA
UNDP Contact Person	UNDP Project Manager Name: Bakyt Zhexembay Email: bakyt.zhexembay@undp.org Tel.: + 7 701 924 1071

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I. Executive summary

The Project has fully implemented all activities of its two outputs included in the project document 2021-2023.

Under its first output, it has concluded several capacity development activities - targeting government officials and executive of central and local government administration and agencies, special bodies and institutions, experts, and policy makers involved in innovation policies and practices, and in the provision of public services through differentiated channels of delivery digitally – and it has produced two knowledge products – (a) Open Policies and Practices and (b) standards frameworks for digital transformation. Under its second output, it conducted two study visits to Korea aimed at exposing government officials to innovation practices and the digitalisation of public services in the country.

The project faced a key challenge during the first year of its implementation due to travel restrictions because of the COVID19 pandemic. In this case, it quickly turned around the situation by replacing the study visit planned for that year, with a series of on-line courses on digitalisation, a webinar exemplifying Korea's achievements in the field and a self-paced learning course on digital transformation.

Overall, 340 unique individuals were engaged in the Project activities during its implementation, of which 197 were men (57.94%) and 143 women (42.06%).

The total budget approved – following one downward adjustment / amendment in 2022 - was US\$ 916,981. The project fully utilised the available funds, and thus it achieved a delivery rate of 100%.

II. Background

This Project aspired to develop the capacities of civil servants to innovate in governance matters and for providing digitalised public services through differentiated channels of delivery, as well as to promote innovative practices in the digitalisation of government operations and in public service delivery.

Its overall aim was to contribute towards improving the quality of life of citizens in the seven participating countries from Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan), and from the Caucasus (Armenia, Azerbaijan, and Georgia). To address these objectives, the UNDP/ACSH and the Ministry of Interior and Safety (MOIS) and the National Information Society Agency (NIA) of the Republic of Korea initiated this project to adopt good practices in governance and in public service provision through digital channels.

The expected result of this Project was to enhance the knowledge of public officials in the participating countries on the concept and practice of innovation in government and on digitalisation processes in public service delivery, as well as enhance the capacity of public officials in the participating countries to introduce innovative practices and provide public services through a multitude of digital channels.

The need for capacity building of civil servants on the dimensions and processes of the digital transformation is still high, as it was revealed through the findings of the needs assessment survey completed in the early part of 2022.

III. Progress Review

Fill in the table with project indicators data:

Expected outputs	Output indicators ¹	Data sources	Baseline		Target value	Actual value achieved
			Value	Year		
Output 1: Capacity building of government officials and executives of central and local government agencies, etc in innovation policy and practices and in digitalisation of public services	1.1 Feasibility study completed identifying the essential areas, which the project activities will concentrate on during its implementation	Information collected from participating countries	1	2020	1	1
	1.2 Number of government officials, executives, experts, etc, and policy makers from central and local government agencies attending the regional conference to discuss needs-assessment results and decide on topics for capacity development activities	Regional conference LoP / Event report	0	2020	60	50
	1.3 Number of government officials, executives, experts, and policy makers of central and local government agencies attending seminars introducing the concept of innovation and its potential uses in government and governance practices and in utilising differentiated channels of public service delivery through digitalisation – including the Korean experience.	Seminars' LoP / Events' reports	0	2020	150	308
	1.4 Number of government officials, executives, experts, and policy makers of central and local government agencies, etc attending workshops that elaborate on policy design to create an environment conducive to innovative practices, as well as uses of innovative practices employed by the Government of Korea	Workshops' LoP / Events' reports	0	2020	200	
	1.5 Number of methodological guides produced on how to introduce innovative practices in government and on what steps to follow in digitalising public services.	Publication records	0	2020	2	0

¹ Indicator sequence numbers correspond to those in the Project Document.

	1.6 Number of knowledge products prepared and published on methodologies to introduce innovation in government and/or case studies of successful implementation of innovation practices in government and introducing differentiated channels of public service delivery through digitalisation of public services	Publication records	0	2020	2	2
Output 2: Government officials, executives of central and local government administration, etc are exposed to innovation practices through study visits to Korea	2.1 Number of government officials, executives, experts, and policy makers of central and local government agencies, etc, exposed to innovation practices in governance and the provision of public services through differentiated channels of delivery through study tours to witness the Korean experience	Study visits' LoP	0	2020	60	39

The Project comprised two main outputs. The first output included the implementation of activities aimed at the capacity development of government officials and executives of central and local government administration, agencies, special bodies, and institutions, as well as experts and policy makers in digitalisation and innovation policy and practices in the provision of digital public services through differentiated channels of delivery and the operation of government entities. It also included the production of two knowledge products based on topics pertinent to the interests of the participating countries.

The second output involved the organisation of two study visits to specialised agencies in the Republic of Korea for government personnel from the seven participating countries engaged in innovation and digitalisation policy design and implementation.

The expected results from this project were enhanced knowledge of public officials and government personnel on the concepts and practices associated with digitalisation and innovation in government and on public services digitalisation processes and differentiated channels utilised for their delivery.

OUTPUT 1: CAPACITY BUILDING OF GOVERNMENT OFFICIALS IN INNOVATION AND DIGITALISATION

The first output included several activities. Namely, the needs-assessment study, several capacity building activities, including regional conference, seminars, workshops and the publication of two knowledge products.

1.1 Needs-assessment study: The feasibility study was designed and published in 2021. It enabled the project team to assess the needs and degree of readiness of each country in introducing innovative practices in government including provision of digitalised public services through differentiated channels of delivery.

NUMBER OF STUDIES CONDUCTED - TARGET 1; ACCOMPLISHED 1

NUMBER OF PARTICIPANTS – TARGET 21; ACTUAL 25;

GENDER DISTRIBUTION - 11 MEN (44%), 14 WOMEN (56%)

The total number of responses received were twenty-five from six countries. The gender distribution of the survey respondents was: eleven men (44 per cent), and fourteen women (56 per cent).

For clarification purposes, as well as for gathering additional information, ten officials from the seven participating countries were also interviewed in-depth. Eight were men and two women.² The number of participants in the second round of gathering information is presented in the following table, by gender and country.

	ARM	AZE	GEO	KAZ	KYR	TAJ	UZB	Total
Men	2	1	1	2	1	1		8
Women	1				1			2
Total	3	1	1	2	2	1		10

The final report of the study was completed at the end of February 2022.

The report of the study was disseminated among the seven participating countries to engage them in contemplating the topics on which capacity development activities the project could concentrate on in 2022 and 2023.

1.2 Regional Conference: A regional conference took place on 14 April 2022 in Astana, Kazakhstan that brought together representatives from the participating countries, the project team, and the Korean counterparts to discuss the findings of the feasibility study and prioritise

² Armenia: 3; Azerbaijan: 1; Georgia: 1; Kazakhstan: 2; Kyrgyzstan: 2; Tajikistan: 1.

the activities of the project for the next two years. The conference was followed, the next day, by presentations of the Kazakh experience in digitalisation.

NUMBER OF REGIONAL CONFERENCES ORGANISED - TARGET 1; ACCOMPLISHED 1

NUMBER OF PARTICIPANTS – TARGET 60; ACTUAL 50;

GENDER DISTRIBUTION - 33 MEN (66%), 17 WOMEN (34%)

	ARM	AZE	GEO	KAZ	KYR	TAJ	UZB	Total
Men	2	4	3	15	1	3	5	33
Women	1	1	2	8	3	2	0	17
Total	3	5	5	23	4	5	5	50

Overall, the outcome of the regional conference was to validate the topics which representatives of the participating countries would like to focus on, as well as to identify the proposed topics for the development knowledge products during 2022 and 2023.

1.3 / 1.4 Seminars / Workshops: To effectively introduce innovations in government and foster digital transformation of public service delivery through differentiated channels – including mainly the Korean experience, the following seminars and workshops were conducted, listed in chronological order starting in 2021 through to 2023.

NUMBER OF SEMINARS / WORKSHOPS HELD – TARGET 9; ACCOMPLISHED 9

NUMBER OF PARTICIPANTS – TARGET 350; ACTUAL 308.

GENDER DISTRIBUTION - 172 MEN (55,84%), 136 WOMEN (44,16%)

The table below presents numbers for targets and accomplishments for both activities 1.3 (seminars) and 1.4 (workshops) combined, as they were all treated as capacity development events that were a combination of workshops and seminars.

	ARM	AZE	GEO	KAZ	KYR	TAJ	UZB	Total
Men	15	18	18	51	23	11	36	172
Women	14	3	33	58	23	4	1	136
Total	29	21	51	109	46	15	37	308

I. Ecosystems and Conducive Environments for Innovation and Digitalisation to Flourish

This on-line workshop took place on 4-5 November 2021. It brought together government representatives involved in innovation and digitalisation policy formulation and implementation in the seven participating countries and Korean government representatives, as well as representatives from Estonia and Finland who were involved in innovation and digitalisation work in their respective countries. The seminar provided participants with the opportunity to explore best practices and approaches to digital transformation. It also facilitated discussions on issues pertaining to the development of the innovation ecosystem and technologies within the public sector, offering valuable recommendations from leading practitioners.

II. Policy Making for Development of Innovation and Digitalisation

This on-line workshop took place on 25-26 November 2021 to share international experience in policy making and regulatory frameworks development to innovate outdated practices,

formulate e-government strategic plans and policies and present open government data policies. It involved government practitioners from the seven participating countries, as well as from the Republic of Korea, Finland, the OECD, and the World Bank.

III. Innovation and Digitalisation Policy for Efficient Implementation

This on-line workshop took place on 9-10 December 2021 aimed at sharing knowledge and experience on the development and deployment of standards frameworks, i.e., architecture, database management, interoperability across systems, and/or integration, software requirements, and information systems security. It also aimed at sharing information on performance management of the digitalisation process in meeting citizens' expectations in the 21st Century. It involved government practitioners from the seven participating countries, as well as representatives from the OECD, the World Bank, and the Republic of Korea.

IV. Digital Government Policy Principles for data-driven government in Korea

This on-line self-paced course was launched on 20 December 2021 with a short webinar presenting Korea's digital government policy principles and best practices for a data-driven government and it was attended by high-level officials from the participating countries. It was followed by the 8-module online course that participants completed by 31 December 2021. The course aimed at providing a sound understanding of the Korean government digital government policies and transfer knowledge on best practices in digital government and eventually identify ways that may be applicable to the participating countries' setting. The course programme covered various crucial aspects as developing and implementing digital government projects, managing cybersecurity, moving to proactive services, storing data and documents in the G-cloud, and much more.

V. Whole of Government Approaches to Digitalisation

This workshop took place in Tbilisi, Georgia on 20-21 June 2022 aimed at a vigorous exchange of knowledge and experience among the participants for exposing them to successful practices and solutions in adopting whole of government approaches to designing, planning, and implementing their digitalisation initiatives. Representatives of the World Bank Gov Tech team delivered several presentations on government-wide coordination of digitalisation related activities, improving the alignment of digital initiatives with strategies, and on interoperability as a key enabler for digital government, as well as on data-driven governance. The second day was devoted to exposing the participants to the Georgian experience on digitalisation of public services that included visits and presentation at the Digital Governance Agency, the Public Service Development Agency, the Techno Park and a Public Service Hall.

VI. Digital Government Policy Frameworks

This workshop took place in Samarkand, Uzbekistan on 25-26 October 2022 utilising the knowledge and expertise of the OECD's Open and Innovative Government Division. It aimed at disseminating information, knowledge, and experience on digital government frameworks demonstrating their utility for digital transformation activities. Besides presenting the principles and main components of digital government policy frameworks, the programme also showcased case studies focusing on various countries including the Republic of Korea. The workshop was attended by high-level officials involved with the design, formulation, and implementation of digital government policies and/or innovation practices in the public sector from the seven participating countries and the Republic of Korea. The workshop was complemented – on the second day – by presentations of the UN E-Government Index including the findings for the participating countries and regional trends, as well as of the Estonian Digital Transformation experience; and a visit to the ICTEXPO International IT Exhibition.

VII. Open Data Policies, Practices, and Cases

This workshop took place on 1-2 December 2022 in Bishkek, Kyrgyzstan. It aimed at disseminating information, knowledge, and experience on the design, formulation, and

implementation of open data policies and existing practices around the world; as well as initiate a vigorous exchange of knowledge and experience among the participants and expose them to successful practices of open data policies. The workshop gathered high-level officials and practitioners involved in open data policies formulation and implementation from the seven participating countries, as well as from the Republic of Korea. The second day was complemented with field visits to the Situation Centre of the State Customs Service on digitalisation of customs administration, and to the Kyrgyz Software and Services Development Association as well as to the High-Technology Park of the Kyrgyz Republic.

VIII. Change Management for Digital Transformation

This workshop focused on Change Management for Digital Transformation and took place on May 17-18, 2023, in Astana, Kazakhstan. The workshop brought together leading practitioners and international experts from the Republic of Korea, the World Bank, and the OECD to share change management tools and methodologies with civil servants from seven countries of Central Asia and the Caucasus. The international experts also showcased the digital talent and skills framework and whole-of-government approach for successful advancing digital government transformation processes. The workshop provided the opportunity to participants to learn best practices and lessons learnt on the transition to the Digital Platform Government, to foster digitalisation of the local administration services, and the development of digital-based smart workplaces. They revealed the tactics and tools for smooth and prosperous change management.

IX. Standards Frameworks for Digital Transformation

This workshop took place in Almaty, Kazakhstan on 6-7 December 2023. It gathered leading government representatives from Central Asia and the Caucasus, along with key experts from the Government of the Republic of Korea and the United Nations Industrial Development Organization (UNIDO) to exchange knowledge and experience and explore potential strategies for planning and utilising standards frameworks for digital transformation processes. The workshop focused on a collection of different standards included in a knowledge product titled "Standards Frameworks for Digital Transformation", which provided valuable input to the discussion. During the workshop, representatives of the participating countries showcased their accomplishments in implementing digital standards and deliberated on future plans. Key aspects and examples of standards frameworks deployment were presented by leading experts from the MOIS and the UNIDO, significantly enriching the discussions and thus fostering valuable exchange of knowledge and experience among the participants.

1.5 Methodological Guides:

It was originally planned to publish two methodological guides during the course of project implementation. However, it was decided by the Project Board that the methodological guides may be replaced by knowledge products that seemed more in demand by the participating countries.

NUMBER OF METHODOLOGICAL GUIDES PUBLISHED – TARGET 2; ACCOMPLISHED 0

1.6 Knowledge Products:

The first output of the project also involved the design, preparation, publication, and dissemination of some knowledge products pertaining to digitalisation. Both knowledge products were published on the Astana Civil Service Hub and the UNDP web portals, and they were distributed in electronic and physical formats to ACSH participating countries and partners.

NUMBER OF KNOWLEDGE PRODUCTS PUBLISHED – TARGET 2; ACCOMPLISHED 2

1.6.1 Open [Government] Data Policies and Practices: Select Country Cases

This publication provides an extensive overview of open government data policies and practices implemented across the world that could be adopted to other national and local contexts. It covers some countries, leaders in the field, and the seven participating countries.

1.6.2 Standards Frameworks for Digital Transformation

This publication provides an extensive presentation of several standards frameworks utilised across the world. It covers areas such as effective utilisation of information technologies, cybersecurity, data privacy protection, cloud computing, interoperability infrastructure, etc, which can contribute to the digital transformation of the participating countries' public sectors.

OUTPUT 2: STUDY VISITS TO KOREA

2.1. Study Visits to Korea: Three study visits were planned and two of them were eventually organised for a selective group of government officials and executives of central and local government administration, special bodies and institutions, experts, and policy makers to the Republic of Korea. The study visits planned for 2021 was replaced by a self-paced course as it was not possible to complete because of travel restrictions due to COVID19. The study visit – Public Service Delivery Utilising State-of-the-Art Digital Technologies - took place on 19-21 September 2022 and the other – Digital Transformation Practices in Korea - on 11-13 September 2023.

The objective of both study visits – as well as of the self-paced on-line course - was to provide an opportunity for participants to familiarise themselves with Korea's knowledge and experience in public services innovation and emerging technologies, and to identify ways that may apply to participating countries; as well as to share information on the progress of innovative technologies utilised in the digitalisation of public services in the Republic of Korea.

NUMBER OF STUDY VISITS – TARGET 3; ACCOMPLISHED 2

NUMBER OF PARTICIPANTS – TARGET 60; ACTUAL 39

GENDER DISTRIBUTION - 29 MEN (74,4%), 10 WOMEN (25,6%)

	ARM	AZE	GEO	KAZ	KYR	TAJ	UZB	Total
Men	3	6	4	6	1	4	5	29
Women	2	0	2	2	3	1	0	10
Total	5	6	6	8	4	5	5	39

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The Project has contributed to UNSDCF Outcome 2 by elevating the capacity of state institutions to design and implement evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner. Its capacity activities focus on providing knowledge, experience, and expertise to state institutions to better their policy making capacity and improve the quality of public service provision and delivery. Efforts to achieve the intended outcome level results seem to be on track. The Project has also contributed to CPD Output 2.2 as the improved knowledge acquired through knowledge exchange and experience capacity development activities of high-level officials and civil servants from the seven participating countries.

IV. Project Risks and Issues

a. Project risks and actions

Project Risk 1: Participating countries lose interest in the project activities due to irrelevance.

Actions taken: A needs-assessment survey was conducted as the first activity of the project to find out what the most relevant topics are for the participating countries and a list of topics of interest was drawn up following the conclusion of the regional conference that took place on 14 April 2022. As a result, findings of the needs-assessment study, confirmed by the regional conference participants, currently serve as the guideline for the themes of the capacity development initiatives.

Project Risk 2: Pandemic crisis effect on the Project

Actions taken: In some of the participating countries there was a restricted travel regime in effect, which complicates implementation of project activities in person. Thus, some activities were implemented on-line, are implemented remotely to compensate for lack of mobility of prospective participants and project staff.

Project Risk 3: Quality of results achieved are insufficient to meet the project objectives.

Actions taken: Implementation of a series of capacity development initiatives have initiated participants in the concepts related to digitalisation using the Korean experience, and expertise of relevant international organisations that share knowledge on such topics and good practices from countries that have succeeded. Such activities have improved understanding of how to proceed with digital transformation.

b. Project issues and actions

Project Issue 1: Reduced budget for 2022 and 2023

Actions taken: As the budget of the project was reduced, due to the unfavourable exchange rate between the Korean Won and the US\$, the project adjusted its activities for 2023 respectively. It merged some activities under output 1 and it has produced two knowledge products instead of one replacing the publication of the planned methodological guide.

Project Issue 2: Frequent change of Korean officials overseeing the Project

Actions taken: The project staff documented every activity thoroughly and it prepares detailed progress reports every six months (mid-year and annual) to facilitate understanding of the context and progress of activities of the project, when new officials assumed their oversight and coordination role. The project staff was also in constant communication and consultation with officials from MOIS and NIA informing them and discussing with them all important and crucial aspects with respect to the project implementation.

Project Issue 3: Animosity among some of the participating countries

Actions taken: Although it was explicitly understood that capacity development activities are implemented in every participating country on a rotating basis, a conscious choice was made to skip those countries that may bar participation of officials from another participating country. Furthermore, in the eventuality that an activity was to take place at a certain location, then some participants joined remotely, as they could not attend in person.

V. Gender Related Activities

The project ensured, to the extent possible, gender balance among the participants of its learning and training activities. However, the project could not meet some of the planned gender related targets while implementing the following activities: 1.2 Capacity development workshop on change management and digitalisation developed with gender-responsive approach; 1.4 Development, preparation, and publication of knowledge product on standards frameworks including gender aspects to the extent possible; 2.1 Study visit to the Republic of Korea to observe digitalisation practices in Korea and acquire knowledge and information on how to advance digitalisation in the participating countries as well as employing gender-based learning approaches. The implementation of the mentioned gender related targets was challenged by unavailability of appropriate experts for the period of the activities agreed with main project counterparts who could address the gender aspects with focus on digital

transformation in public sector, legal and regulatory standards frameworks, and many other specific areas if digitalisation processes.

The project tried to take into consideration the gender aspects to the extent possible for its capacity development, research-related and partnership events. 42.06% of the project beneficiaries are women (57,94% men out of 340 unique beneficiaries). Equal gender representation could not be achieved, as participating countries' representatives in high-level positions in the relevant government organisations are predominantly men, thus tipping the gender balance considerably. This is obviously due to external factors and actors, and it is beyond the control of the project to alleviate gender representation imbalances among the direct beneficiaries of the project. However, an effort was made to have gender balance among the personnel involved in the implementation of the project. As the project is ending on the 31 December 2023, the lessons learned on implementation of gender related targets will be taken into consideration while formulating the activities of the expected next phase of the project planned for 2024-2026 once it is endorsed by the Government of Korea.

The below is a table with number of unique participants of the project segregated by gender.

	ARM	AZE	GEO	KAZ	KYR	TAJ	UZB	Total
Men	16	23	18	64	24	12	40	197
Women	14	4	33	62	24	5	1	143
Total	30	27	51	126	48	17	41	340

VI. Cross-Cutting Themes

This project's activities fell under the Triangular Cooperation scheme, as they involved a leading country in digitalisation, as a donor and a knowledge and expertise provider, and several other countries that were also cooperating with one another, in various fields of civil service and public administration reform, including digital transformation.

VII. Lessons Learned

Through a well-established and seamless cooperation with the project partners, and a well-coordinated teamwork, the project objectives were achieved. Prompt identification of the countries' needs in the very early part of the year – a result of the needs assessment study and its findings – the project managed to deliver all planned capacity development activities and produce two knowledge products that were relevant to the project objectives as well as very congruent to the participating countries priorities in their digital transformation process. A difficulty that the project faced was that due to budget constraints it could not plan and execute capacity development activities that extended beyond two days duration. For instance, it seems that some topics of interest on digitalisation would be dealt better and, in more detail, if it was possible to implement workshops that could last for up to 3 workdays. Programming could be further improved if lead times between the decision to conduct a capacity development activity and its actual implementation were at least 90-100 days long. The project team worked on this issue, by providing lists of proposed activities, their venues and time as early as possible so that decisions on implementation could be made as early as possible.

VIII. Conclusions and Way Forward

The project achieved its output targets, as well as its intended outcomes in a timely manner. This is because, the project team exerted considerable effort to plan and organise expected

activities in an efficient and timely manner. By doing this, the project implementation team adopted an agile approach and sufficient flexibility to quickly adapt to outside changes, to ensure that its deliverables remained at the highest quality possible.

The excellent project performance to date provided the opportunity to submit another project proposal for the period 2024-2026 worth US\$ 1.5 million, upon invitation by the donor of the current project. The ACSH team prepared and submitted such a proposal in September 2023, and working on it, which anticipates the decision to be announced sometime in the course of 2024.

I. Financial Status

Expenditure report (2021-2023)

Activity	Approved budget 2021-2023	2021 expenses		2022 expenses		2023 expenses		Total expenses (2021-2023)	
Activity 1 - Capacity building	508 098,59	64397 - Services to projects -CO staff	219,30	64397 - Services to projects -CO staff	7 016,93	63405 - Learning Costs - Course Fee (staff)	2 400,00	63405 - Learning Costs - Course Fee (staff)	2 400,00
		71405 - Service Contracts-Individuals	10 004,07	71305 - Local Consult. -Short Term-Tech	13 801,87	64397 - Direct Project Cost - Services provided by CO Staff	89,68	64397 - Services to projects -CO staff	7 325,91
		71410 -MAIP Premium SC	4,20	71415 - Contribution to Security SC	1 063,79	71405 - Personnel Services Agreement (PSA) remuneration	5 589,34	71305 - Local Consult.-Short Term-Tech	13 801,87
		71415 - Contribution to Security SC	250,00	71460 - Int Personnel Services Agreement	60 751,93	71475 - Labour Cost - National Personnel Services Agreement	77 970,34	71405 - Service Contracts-Individuals	15 593,41
		71460 - Int Personnel Services Agreement	22 121,16	71470 - Natl Personnel Services Agreement	40 204,45	71605 - Travel Tickets - International	27 691,12	71410 -MAIP Premium SC	4,2
		72120 - Svc Co-Trade and Business Services	210,53	71505 - UN Volunteers-Stipend & Allow	2 800,90	71610 - Travel Tickets - Local	-3 584,83	71415 - Contribution to Security SC	1 313,79
		72145 - Svc Co-Training and Education Services	4 564,95	71520 - UNV Volunteer Learning	97,57	71615 - Daily Subsistence Allowance - International	8 367,31	71460 - Int Personnel Services Agreement	82 873,09
		74220 - Translation Costs	4 801,23	71535 - UNV-Medical Insurance	292,66	71635 - Travel Cost - Other	126	71470 - Natl Personnel Services Agreement	40 204,45
		74510 - Bank Charges	2,31	71540 - UNV-Global Charges	136,05	72120 - Service Cost - Trade and Business Services	35 573,75	71475 - Labour Cost - National Personnel Services Agreement	77 970,34
		74596 - Services to projects	94,01	71541 - UNVs-Contribution to security	84,12	72145 - Service Cost - Training and Education Services	1 472,55	71505 - UN Volunteers-Stipend & Allow	2 800,90

75105 - Facilities & Admin - Implement	3 381,73	71550 - UNV RSA / Exit Allowance	233,50	72165 - Service Cost - Social Services and Social Sciences	10 207,20	71520 - UNV Volunteer Learning	97,57
76135 - Realized Gain	-11,61	71592 - UNV_COST_RECOVERY_RECU	462,05	72415 - Courier Charges	2,56	71535 - UNV-Medical Insurance	292,66
		71605 - Travel Tickets-International	111 804,35	73107 - Rental Expense - Meeting Rooms	2 730,00	71540 - UNV-Global Charges	136,05
		71615 - Daily Subsistence Allow-Intl	20 240,96	73125 - Common Services - Premises	7800	71541 - UNVs-Contribution to security	84,12
		71635 - Travel - Other	7 990,00	74205 - Audio Visual Productions	16 787,26	71550 - UNV RSA / Exit Allowance	233,5
		72120 - Svc Co-Trade and Business Services	47 758,10	74210 - Printing and Publications	2 400,00	71592 - UNV_COST_RECOVERY_RECU	462,05
		72145 - Svc Co-Training and Education Services	2 469,80	74220 - Translation Costs	21 077,15	71605 - Travel Tickets-International	139 495,47
		74205 - Audio Visual Productions	2 255,48	74225 - Other Media Costs	2 135,91	71610 - Travel Tickets - Local	-3 584,83
		74220 - Translation Costs	16 090,86	74510 - Bank Charges	1,11	71615 - Daily Subsistence Allow-Intl	28 608,27
		74225 - Other Media Costs	112,25	74596 - Services to Projects - General Opex	38,42	71635 - Travel - Other	8 116,00
		74230 - Audio & Visual Equipment	1116,02	75105 - Facilities and Administration - Implementation	18 950,27	72120 - Svc Co-Trade and Business Services	83 542,38
		74510 - Bank Charges	581,67	75710 - Learning Costs - Participation of Counterparts	18 010,00	72145 - Svc Co-Training and Education Services	8 507,30
		74596 - Services to projects -GOE	3 007,17	76135 - Realized Foreign Exchange Gain	-34 026,72	72165 - Service Cost - Social Services and Social Sciences	10 207,20
		74599 - UNDP cost recovery charges-Bills	168,39			72415 - Courier Charges	2,56
		75105 - Facilities & Admin - Implement	32 273,76			73107 - Rental Expense - Meeting Rooms	2 730,00
		75705 - Learning costs	62 880,96			73125 - Common Services - Premises	7800

				76125 - Realized Loss	537,74			74205 - Audio Visual Productions	19 042,74
				76135 - Realized Gain	-221,80			74210 - Printing and Publications	2 400,00
								74220 - Translation Costs	41 969,24
								74225 - Other Media Costs	2 248,16
								74230 - Audio & Visual Equipment	1 116,02
								74510 - Bank Charges	585,09
								74596 - Services to projects	3 139,60
								74599 - UNDP cost recovery charges-Bills	168,39
								75105 - Facilities & Admin - Implement	54 605,76
								75705 - Learning costs	62 880,96
								75710 - Learning Costs - Participation of Counterparts	18 010,00
								76125 - Realized Loss	537,74
								76135 - Realized Gain	-34 260,13
Total Activity 1			45 641,88		436 011,53		221 808,42		703 461,83
		64397 - Services to projects -CO staff	54,62	64397 - Services to projects -CO staff	150,80	64397 - Direct Project Cost - Services provided by CO Staff	2128,80	64397 - Services to projects -CO staff	2 334,22
		71405 - Service Contracts-Individuals	147,56	71605 - Travel Tickets-International	34 008,52	71475 - Labour Cost - National Personnel Services Agreement	22 963,31	71405 - Service Contracts-Individuals	147,56
		74220 - Translation Costs	2 329,42	71615 - Daily Subsistence Allow-Intl	27 609,18	71605 - Travel Tickets - International	36 945,60	71475 - Labour Cost - National Personnel Services Agreement	22 963,31
		74510 - Bank Charges	1,14	71635 - Travel - Other	4 700,00	71615 - Daily Subsistence Allowance - International	18 063,31	71605 - Travel Tickets-International	70 954,12

Activity 2 - Study Visits	408 883,00	74596 - Services to projects -GOE	23,42	72120 - Svc Co-Trade and Business Services	4 888,00	71635 - Travel Cost - Other	8 793,26	71615 - Daily Subsistence Allow-Intl	45 672,49
		75105 - Facilities & Admin - Implement	204,49	72130 - Svc Co-Transportation Services	1 893,39	72120 - Service Cost - Trade and Business Services	2 450,00	71635 - Travel - Other	13 493,26
				72145 - Svc Co-Training and Education Services	2 486,00	74220 - Translation Costs	17 894,00	72120 - Svc Co-Trade and Business Services	7 338,00
				74220 - Translation Costs	8 600,00	74510 - Bank Charges	253,16	72130 - Svc Co-Transportation Services	1 893,39
				74510 - Bank Charges	307,83	74596 - Services to Projects - General Opex	648,69	72145 - Svc Co-Training and Education Services	2 486,00
				74596 - Services to projects -GOE	64,6	74597 - Direct Project Costs to Recover Waived	12,58	74220 - Translation Costs	28 823,42
				75105 - Facilities & Admin - Implement	6 776,66	75105 - Facilities and Administration - Implementation	8 873,96	74510 - Bank Charges	562,13
						75708 - Learning Costs - Subcontractors (non staff)	726,00	74596 - Services to projects -GOE	736,71
								74597 - Direct Project Costs to Recover Waived	12,58
								75105 - Facilities & Admin - Implement	15 855,11
								75708 - Learning Costs - Subcontractors (non-staff)	726
Total Activity 2		2 760,65		91 484,98		119 752,67		213 998,30	
Grand Total	916 981,59	48 402,53		527 496,51		341 561,09		917 460,13	

Bakyt Zhexembay
Project Manager, ACSH/UNDP

DocuSigned by:
Bakyt Zhexembay
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31.12.2023

IX. Annexes

Annex 1: Work Plans



Annex 2: Knowledge products and media coverage documentation

Knowledge products

[Standards Frameworks for Digital Development](#)

[20230307_Open Government Data_fin.pdf \(astanacivilservicehub.org\)](#)

[20220523_Feasibility Study Report_final.pdf \(astanacivilservicehub.org\)](#)

Media coverage documentation

[Best Practices in Standardising Digital Transformation were presented to Civil Servants from Central Asia and the Caucasus in Almaty \(astanacivilservicehub.org\)](#)

[Digital Best Practices of the Republic of Korea were studied by Central Asian and Caucasian Government Representatives \(astanacivilservicehub.org\)](#)

[The three pillars of public service: Meritocracy. Integrity. Innovation. \(astanacivilservicehub.org\)](#)

[Best Practices in open data policy frameworks and successful cases were presented by International Experts of the Republic of Korea and KPMG Baltics to Civil Servants of Central Asia and the Caucasus \(astanacivilservicehub.org\)](#)

[Best Practices in the Development of Digital Government Policy were Presented by International Experts of the OECD to Civil Servants of Central Asia and the Caucasus \(astanacivilservicehub.org\)](#)

[Government Representatives of Central Asia and the Caucasus countries have learned leading practices of the Republic of Korea in the field of Digitalization of Public Service Delivery \(astanacivilservicehub.org\)](#)

[Civil servants of Central Asia and the Caucasus familiarized with the best practices in the field of digital government \(astanacivilservicehub.org\)](#)

[The ACSH and the Ministry of the Interior and Safety of the Republic of Korea discussed prospects for expanding cooperation \(astanacivilservicehub.org\)](#)

[The first study to identify the digital transformation needs of countries in the region was presented within the joint project of the Government of the Republic of Korea \(astanacivilservicehub.org\)](#)

[ACSH jointly with the Government of the Republic of Korea organize an 8-module online course in digital government for the Central Asia and the Caucasus countries \(astanacivilservicehub.org\)](#)

[The third innovation seminar in the framework of a joint regional project with the Government of the Republic of Korea has been held \(astanacivilservicehub.org\)](#)

[Seminar II on "POLICY MAKING FOR DEVELOPMENT OF INNOVATION AND DIGITALISATION" in the framework of a regional project with the Government of the Republic of Korea \(astanacivilservicehub.org\)](#)

[Civil servants of Central Asia and the Caucasus are developing capacity in innovation and digitalisation \(astanacivilservicehub.org\)](#)