



PROJECT DOCUMENT
Republic of Kazakhstan

Project Title: Institutional Support to the Astana Civil Service Hub – Phase 4**Project Number:** 0102419**Implementing Partner:** Agency for Civil Service Affairs of the Republic of Kazakhstan**Responsible Partners:** UNDP, Academy of Public Administration under the President of the Republic of Kazakhstan**Start Date:** 10/05/2024**End Date:** 31/12/2026**LPAC Meeting date:** 30/04/2024.

Brief Description

Contemporary governments and public administration systems face immense and unique challenges that seriously threaten the peace and prosperity of our world. These challenges, in most instances, are interconnected, span across many different policy domains, and happen faster and on a much bigger scale than the past. Furthermore, as many of these policy issues are interlinked, and they tend to amplify one another, policy responses are much harder to anticipate, and more forceful in their impact. In this setting, governments, and public administration systems, vested with the responsibility to design, formulate, and implement public policy, they nowadays need to be able to predict, face and react to, and operate in the new reality that is characterised by considerable levels of volatility, uncertainty, complexity, and ambiguity, all amid rising geopolitical tensions. Consequently, public administrations play a paramount role in coping with such complex and intertwined policy issues that put to test the capacity and ability of existing governance structures and organisational arrangements, as well as the adequacy of the competencies and skills of public administrators in coping with them. In addressing these concerns, the Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub (ACSH) - currently supported by 43 participating countries and 90 regional and international organisations. Since 2013, the ACSH operates as a multilateral and networking platform promoting supporting public service excellence, by assisting the efforts of the participating countries' governments – particularly those in the immediate region – in building institutional and human capacity to cope with contemporary challenges and issues through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge creation and management. It is worth noting that all ACSH activities are shaped by a flexible demand-driven agenda, which has proved its relevance in regional and international development cooperation over the years. The quality of its work has been highly acclaimed by the United Nations and its sister agencies, as well as by the European Union, and the Organisation for Economic Development and Cooperation and by many participating countries. The vision and mandate of this fourth phase of the project is to continue contributing to the establishment of modern, effective, efficient, and sustainable governance, public administration, and civil service systems in its participating countries and beyond, which meet society's expectations for responsive, accountable, and transparent public institutions; in congruence with the SDG 16 and 17 objectives.

Contributing Outcome (UNSDCF): By 2025, state institutions at all levels effectively design and implement gender-sensitive, human rights and evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner (2.2).

Indicative Outputs (CPD): 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); Triangular development initiatives are in place to support the positioning of Kazakhstan, with a focus on empowerment of women (2.4).

Gender Marker: GEN1

Total resources required - (In US\$):		1,650,000
	Government of Kazakhstan	1,500,000 ¹
	UNDP parallel contribution:	150,000

Agreed by (signatures):

United Nations Development Programme (UNDP) in Kazakhstan	Agency of the Republic of Kazakhstan for Civil Service Affairs (Implementing Partner)
Katarzyna Wawiernia, UNDP Resident Representative <small>DocuSigned by:</small> <small>15AE19A41B5A4B3...</small>	Azamat Zholmanov, Deputy Chairman of the Agency of the Republic of Kazakhstan for Civil Service Affairs <small>C11101283A481CF</small>
Date: 10.05.2024	Date: 10.05.2024

¹ Total resources allocated by the Government of Kazakhstan are subject to change based on clarifications of the budget for the previous financial period 2021-2023.

I. DEVELOPMENT CHALLENGE

Increasing evidence demonstrates that contemporary governments and public administration systems face immense and unique challenges that seriously threaten peace and prosperity of our world and in turn diminishing levels of human development achieved. These challenges, in most instances, are interconnected, span across many different policy domains, and happen faster and on a much bigger scale than the past. Furthermore, as many of these policy issues are interlinked, and they tend to amplify one another, are thus more forceful in their impact. This situation makes policy formulation and implementation much harder to anticipate consequences, intended or unintended, and in resolving various policy issues that governments are confronted with. In other words, in this new reality, governments and public administration systems, vested with the responsibility to design, formulate, and implement public policy need to be able to predict, face and react to, and operate in an environment that is characterised by considerable levels of volatility, uncertainty, complexity, and ambiguity, all amid rising geo-political tensions.

Consequently, public administrations play a paramount role in coping with such complex and intertwined policy issues and strive to provide optimal and innovative solutions able to tackle them, in some cases, in crises situations; as the recent pandemic has vividly demonstrated. In this context, the capacity and ability of existing governance structures and organisational arrangements for public administration, as well as the adequacy of the competencies and skills of public administrators are tested in coping effectively with these contemporary challenges and policy issues.

Research and current practices indicate that for public administration systems to be able to continue contributing to the achievement of national development objectives and the goals of the sustainable development agenda 2030 need to adopt new and innovative systems utilising digital technologies for evidence-based policy making and implementation and for the delivery of more focused and customised public services. Equally, for civil service structures to remain relevant and current, they need to acquire new competencies and skills, internalise a new corporate culture and ethical values, as well as adapt new operational and communication systems.²

This is imperative for public administration and civil service systems, if they envision to remain a vehicle that functions effectively and fairly in its exercise of authority, they formulate and implement informed policy responses, and they deliver public services efficiently, while promoting the public interest and thus gaining the trust of people at large.³

It is observed that governments around the world are working towards introducing new ideas about the structure, composition, and organisation of public administration, and are adopting evidence-based policy formulation and implementation utilising digital tools. They are also undertaking innovative initiatives aimed at transforming their public administration systems and civil service structures into more flexible, more creative, more resilient, more tech savvy organisations; which are more focused on performance and optimal organisation to be able to serve the public good single-mindedly, unequivocally, and efficiently.

It is also observed that, in achieving these aspirations, governments are beginning to groom a different type of civil servants. Civil servants that need to be able to take initiatives in a multitude of policy domains and must be capable of assuming a more active role in the advancement of public affairs, in an environment where information and communication technologies are rapidly – and in some cases, abruptly - transforming the operational modalities not only of the public domain but also of the way economies and societies interact and function.

Recognising the need for contributing to the aspirations of governments around the world to transform their public administration systems and civil structures to cope with contemporary challenges and issues, the Government of Kazakhstan, together with the United Nations

² In fact, it has been documented that the existence of a competent, ethical, merit-based professional public service is a nation's most competitive advantage in the 21st Century (Baimenov, Alikhan, M.; and Panos Liverakos. 2019. Public Service Excellence in the 21st Century. Singapore: Palgrave MacMillan).

³ ACSH. 2016. Global and Regional Trends in Civil Service Development. Astana: Astana Civil Service Hub; https://www.astanacivilservicehub.org/uploads/research_and_km/Global-and-Regional-Trends_Executive-Summary.pdf

Development Programme in Kazakhstan established the Astana Civil Service Hub, in 2013, with the aim to assist in the transformation efforts of its participating countries.

The Astana Civil Service Hub (ACSH) is by now a well-established institutional multilateral framework and a virtual and physical platform for exchange of knowledge, expertise, and experience in the areas of public administration, civil service development, digitalisation, etc – already active in these areas for the past ten years.⁴ It is 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 its immediate region – in advancing institutional and human capacity through three main pillars of activities: (i) developing and maintaining partnerships and creating, enhancing, and maintaining networks of experts, academics and practitioners;⁵ (ii) providing capacity building activities and peer-to-peer learning opportunities;⁶ and (iii) conducting research and creating and managing knowledge, and its dissemination.⁷

This project intends to continue the work of previous years in building additional partnerships, while maintaining and further enhancing its networks of experts, academics, and practitioners. It also intends to continue providing capacity development activities in several areas pertaining to the digital transformation of public administration and the advancement of civil service human resources. Moreover, it intends to continue conducting relevant research and informing its participating countries on findings pertinent to the transformation of their public administration systems and civil service structures.

In other words, the project intends to continue enhancing the quality of public administration and the civil service and facilitate their transition to a new level. This vision is congruent with the national development agenda of Kazakhstan that aims at becoming a model member state of the global community through the continuous adoption of international standards in its pursuit to improve its

⁴ A detailed and systematic presentation of the ACSH's past achievements may be found in its portal, in a chronological and/or thematic order; <https://www.astanacivilservicehub.org/articles>

⁵ The ACSH has built fruitful cooperation with over 90 institutional partners around the globe, including and not limited to the Organisation for Economic Cooperation and Development (OECD), the American Society for Public Administration (ASPA), the Asian Association for Public Administration (AAPA), the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee), the Eastern Regional Organisation for Public Administration (EROPA), the Regional School of Public Administration (ReSPA), the International Management Association for Human Resources (IPMA-HR), the Oslo Governance Centre (OGC), the Istanbul Regional Hub (IRU), the World Governance Summit (WGS), the Belgian Federal Public Service Policy and Support Department (BOSA), the US Office of Personnel Management, Human Resources Solutions, Centre for Leadership and Development, Federal Executive Institute (OPM/HRS/CLD/FEI), the Estonian E-Government Academy (EGA), the Ministries of Personnel Management (MPM) and of the Interior and Safety (MOIS) of the Republic of Korea, among other. Moreover, the ACSH is active in triangular cooperation, for which it was awarded a special prize by the United Nations South-South Cooperation Organisation (UNSSCO), as recognition for its work in effectively promoting regional and inter-regional cooperation.

⁶ The ACSH is a member of the Effective Institutions Platform (EIP) that supports country-led evidence-based policy dialogue, knowledge sharing and peer-to-peer learning on public management and institutional reform. In this context, the Astana Civil Service Hub is supporting a multitude of peer-to-peer learning alliances aimed at developing and implementing “best-fit” solutions, based on its accumulated knowledge and expertise and its extensive professional networks. It has already founded and continually supports three peer-to-peer (P2P) learning alliances capturing the knowledge of practitioners on relevant regional and country-specific issues and spreading such knowledge through a multitude of capacity building initiatives, along with the Virtual Alliance on Government and COVID19-related responses. Outputs of these Alliances are numerous case studies and several workshops on public service delivery, several study visits focused on e-government followed by several workshops and the publication of case studies on e-government focusing on implementation of e-government solutions in public service delivery, among other. For more details see:

<https://www.astanacivilservicehub.org/page/capacity-building-and-peer-learning>;

<https://www.astanacivilservicehub.org/page/covid-19>

⁷ The Astana Civil Service Hub, as part of its knowledge management component has published a multitude of knowledge products focusing on governance, public administration, and civil service-related issues. For instance, most recently it published a book titled “Public service evolution in the 15 post-Soviet countries: Diversity in Transformation” and a global research study: “Public Sector Compensation Systems: A Comparative Review”. For an exhaustive list of ACSH knowledge products, see: <https://www.astanacivilservicehub.org/page/research-and-knowledge-management>.

public administration system; and further develop its human capital to become more efficient and more productive in the 21st Century.^{8 9}

This vision is also congruent with the United Nations Development Cooperation Framework (UNSDCF) 2021-2025 for Kazakhstan – formulated to contribute to national efforts in the priority areas of the Government of Kazakhstan – which advocates for improving the effectiveness and efficiency of the public sector.¹⁰ It is equally compatible with the priority areas of the Country Programme Document (CPD) for Kazakhstan 2021-2025, which advocates strengthening the effectiveness and accountability of institutions, facilitating citizens' engagement in decision-making and support resilience building among its priority areas, along with the development of human capital to improve skills and productive capacities for a knowledge-based economic transformation and improved quality of public services provision, which will also address the needs of the most vulnerable and contribute to building trust between citizens and the state.¹¹

II. STRATEGY

The overarching theory of change of the project assumes that achieving good governance standards with effective and inclusive institutions is a fundamental pre-requisite to create an enabling environment that promotes human development, economic productivity, and environmental sustainability, while ensuring protection of human rights, the rule of law and participatory decision-making, and thus contribute towards the realisation of the Sustainable Development Goals.

The theory of change also assumes that achieving inclusive growth requires an effective public administration and professional civil service in place to create and sustain an enabling environment to improve the lives of people. Therefore, the need to further develop the capacity of government institutions and public administration organisations and of the civil service to be empowered with knowledge, expertise, and skills to contribute to inclusive economic growth that is based on the sustainable use of resources is apparently clear.

Consequently, in order for public institutions and organisations and the civil service to contribute to inclusive growth that is based, among other, on achievement of gender equality and women's empowerment and improved access to public services, new systems and new competencies and skills are needed in order to transform public administration and the civil service into vehicles for

⁸ The national development priorities are outlined in the Kazakhstan 2050 Strategy, the Concept on Public Management, and the Strategic Plan 2025. These documents contain important initiatives that aim at modernizing the state institutions and society including gender equality. One such initiative is the concept of the "listening state", which promptly and efficiently responds to all citizens' requests by maintaining a constant dialogue between the government and society, as a means to build a harmonious state.

⁹ The ACSH goals are also fully congruent with the country's multi-dimensional foreign policy vision in supporting sustainable development initiatives for the countries of the region and beyond. The ACSH continues providing its support to international initiatives of the Government, disseminating Kazakhstan's best experience in its participating countries, focusing on policy areas where Kazakhstan has achieved significant results. Furthermore, the Astana Civil Service Hub has continually been supporting - through its activities - ongoing reforms in public administration and the civil service in Kazakhstan, e.g., implementation of the "Plan of Nation: 100 concrete steps", the concept of the "Listening State", and the "Action Plan for Well Being for All: Continuity, Justice, Progress", etc. Moreover, following on President Tokayev's initiative, the Agency for Civil Service Affairs, the Astana Civil Service Hub, UNDP Kazakhstan, and the Academy of Public Administration joined their efforts in selecting 300 candidates for the Presidential Personnel Reserve; a group of qualified individuals, who will have the opportunity to further enhance their knowledge and develop their professional skills, so that they may potentially be appointed to top political and managerial positions in the public and quasi-public sector organisations and entities. In addition, the Astana Civil Service Hub has fully funded and supported the design and introduction of a new compensation model for the civil service and a new competencies model common framework for civil servants; both tasks developed by the Agency for Civil Service Affairs in cooperation with international experts.

¹⁰ The Cooperation Framework priorities were defined through multi-stakeholder consultations with representatives of state institutions, civil society organisations and academia, taking into consideration that the SDGs must be achieved with the participation of all people of Kazakhstan including the most vulnerable ones. The Framework, based on the multifaceted agenda of the SDGs, is well-suited to address the challenge that Kazakhstan faces to "achieve quality and sustainable economic growth that contributes to improved living standards for people, comparable with OECD countries, and that is underpinned by increased competitiveness of business and human capital, technological modernisation and improvement of the institutional environment" (Kazakhstan Strategic Plan 2025).

¹¹ Country Programme Document for Kazakhstan (2021-2025), Executive Board of the UNDP, UNPF, and UNOPS; DP/DCP/KAZ/4 (05.07.2020).

sustainable development, which function effectively and fairly, i.e., formulate and implement evidence-based public policies, deliver public services efficiently, are ethical and are promoting the public interest, thus gaining the trust of people at large.

Furthermore, public administration and civil service systems need to adapt to this new reality utilising digital technologies to transform their operational capacities, as well as equip their civil servants with new attributes that will allow them to adapt a new corporate culture, take initiatives in a multitude of policy areas and be capable of assuming a more active role in the advancement of public affairs, in an environment where information and communication technologies are rapidly transforming operational modalities internally, as well as in the ways that civil servants interact with society. In this new setting, government organisations and civil servants will need to be agile, resilient, and service-oriented, and acquire a set of high-level skills and competencies to actively engage and effectively interact with a multitude of stakeholders in the demanding and changing environment of the 21st Century.

Accordingly, this project aspires to continue playing a pivotal role in contributing to the advancement of effective systems of public administration and civil service, and in delivering public services efficiently, in the ACSH participating countries and beyond. It plans to do so through its platform for systematic exchange of knowledge, expertise, and information, through the study and dissemination of good practices and other relevant research, and through capacity development activities targeting practitioners from its participating countries.¹²

The ACSH development approach, employing research and knowledge management, capacity development activities and partnerships and networks creation and maintenance means that it is well suited to contribute to the advancement of modern, effective, and sustainable public administration and civil service systems that meet societal expectations for a transparent government delivering public goods and services efficiently and innovatively. By engaging representatives of the participating countries for exchanging and testing contemporary knowledge in formulating effective policies and in generating innovative solutions and practices, the project will contribute to public administration and civil service transformation, and it will augment the quality and excellence in public service delivery.

Moreover, the ACSH approach, employing strategic planning practices and appropriate management processes ensures the continuous monitoring and evaluation of results of the work it carries out, e.g., knowledge products generation, partnership, and cooperation activities, including other triangular cooperation arrangements, as well as capacity development, which in turn ensure the maximisation of its effectiveness.

In sum, the ACSH's strategy is congruent with Kazakhstan's aspiration to become a model member state by developing its human capital in the public service to become more productive and thus more efficient. It is also congruent with the UNSDCF goal to improve the effectiveness and efficiency of the public sector in line with SDG 16; and with the CPD activities focusing on human capital development to improve skills and productive capacities for a knowledge-based economic transformation and improved quality of public services, which will address the needs of the most vulnerable and contribute to building trust between citizens and the state.

The ACSH will continue providing support to the governments of the participating countries in strengthening their institutional frameworks and human capacity in the civil service, as well as introducing and piloting innovative approaches and modern solutions in governance, including digitalisation of operations and public service delivery. Additionally, it will continue providing support to further coordinate collaboration among state bodies of Kazakhstan and countries of the region in the application of modern innovative methods and technologies in public administration at various levels, including the launch of accelerators and labs, to rationalise and implement innovation challenge schemes.

For this purpose, the ACSH will also collaborate with government organisations of the Republic of Kazakhstan, e.g., the Presidential Administration, the Ministry of Digital Development, Innovation

¹² It is important to highlight that the agenda of the ACSH's activities is demand-driven and thus it is flexible in accommodating the priorities of the participating countries in the ever-changing external environment.

and Aerospace Industry, the Agency for Civil Service Affairs, etc in the areas of digitalisation, public service delivery and innovation, to further improve access of citizens and businesses to digital public services, and to support the digital transformation in the public sector for better governance. Moreover, it will continue providing *ad hoc* expert support to the SDGs implementation. The Project will also continue playing an important role as a knowledge broker and provider of technical expertise and assistance in the emerging development assistance policy of the Republic of Kazakhstan.

Overall, the ACSH will continue offering technical assistance and advisory services based on its accumulated substantive expertise and expert knowledge regarding the advancement of public administration, and the civil service, as well as in innovation in government and in public service delivery. In this regard, the ACSH will continue collaborating with government and non-government organisations around the globe to develop projects for testing and applying new models.

Last but not least, by identifying key policy issues of interest in the participating countries, the ACSH promotes hands-on experience practices through utilising innovative approaches. It is expected that these initiatives generate suitable solutions aimed at the transformation of public administration and civil service in the participating countries.

III. RESULTS AND PARTNERSHIPS

Expected Results

The ACSH is active in implementing its demand-driven initiatives aimed at contributing to the enhancement of governance standards and practices, the establishment of modern, effective, and sustainable public administration and civil service systems and increasing the efficiency and effectiveness in the delivery of public services, as well as enhancing civil service human resource management.

It accomplishes its mandate by developing and nourishing partnerships and networks for enhancing the levels of cooperation among its participating countries and beyond, and for bringing together policy makers, practitioners, and experts aimed at learning from each other for the benefit of all through its capacity development initiatives. It complements its work with the development and publication of numerous research-based knowledge products on a multitude of topics that are of interest to its participating countries.

The ACSH work is based on three main pillars:

(i) Partnerships and Networking

Establishment, maintenance, and nourishment of partnerships is the first pillar of the ACSH activities. The ACSH utilises approaches to partnerships, cooperation and networking that are globally supported by international organisations, e.g., UNDESA, UNPAN, OECD, etc. It also draws on exchange of expertise from the countries of Europe, the ASEAN and EROPA countries, the Commonwealth of Independent States, the Caucasus and beyond. The ACSH will continue working adapting its multi-stakeholder approach in advancing its mandate. Thus, it plans to continue partnering and deepening its working relationship with its partner institutions – national, regional, and international, and thus continue to nurture partnerships and networks of policy makers, practitioners, and academics.

Its collaborative partnerships and networks are built on various levels. Between specialised civil service agencies or similar structures in the ACSH participating countries and between the ministries and other segments of the government. Between various stakeholders, including donor countries, international organisations, civil service agencies, and academic institutions and think tanks involved in public administration transformation and civil service professionalisation activities and the UN/UNDP Offices and knowledge centres globally.

The ACSH will also continue to build on its long-standing strategic partnership and cooperation with key government organisations and agencies of the Republic of Kazakhstan as the President's Executive Office, the Prime Minister's Office, the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of Economy, the Anti-Corruption Agency, and others to contribute to development and implementation of national development reforms, programmes, and other significant initiatives.

In this context, a Memorandum of Understanding has been signed between ACSH and KazAID to actively disseminate the experience of Kazakhstan in its participating countries and utilise existing partnerships with the African and Asian Associations for Public Administration and the South-South Network (SSN). Furthermore, the ACSH will continue to promote and export Kazakh expertise for the development of e-government and digitalisation to the ACSH participating countries together with the Ministry of Digitalisation, e.g., to Bosnia and Herzegovina, Tajikistan, Africa, etc.

Moreover, the ACSH will continue reinforcing its existing partnerships with the Academy of Public Administration under the President of Kazakhstan (APA), actively engaging it into project activities as a “responsible party” through the Collaborative Advantage model based on HACT assessments completed as required, in line with UNDP HACT rules and regulations. In this context, the APA will continue serving as key “responsible partner” of the ACSH, in carrying out joint studies, as well as implementing other activities in research, learning and capacity building.¹³

The partnership with APA provides opportunities for civil servants from the participating countries to enhance their qualifications by enrolling to master’s degree programmes offered annually. Moreover, involvement of the APA in the ACSH project activities provides great advantages in the framework of expanding international cooperation between the ACSH participating countries, by exchanging knowledge and experience and international expertise in public administration and public service systems reform from an academic point of view.

Additionally, the ACSH intends to continue expanding its partnerships with Academies of Public Administration, higher education institutions and think tanks from its participating countries in accomplishing its envisioned activities in the areas of research and capacity building, including the development of schools of governance and curricula for public administration degree courses, as well as enhancing the capacity of various institutions in conducting evidence-based research on topics pertaining to governance, public administration, civil service, public service delivery, etc.

Most of the above-mentioned partnerships and networks are manifested through triangular cooperation schemes, e.g., South-South, East-East, East-West, Europe-Asia, etc, which implement collaborative initiatives for addressing the challenges faced in enhancing public administration and civil service systems and the delivery of public services using digital technologies. They also implement activities that facilitate the introduction of innovative practices and internationally acclaimed principles and standards for public administration.

Much of this work is done through thematic-based Peer-to-Peer Learning Alliances (P2P) that have been created by the ACSH and functioning on the Effective Institutions Platform (EIP) principles.¹⁴ These Alliances are composed of policy makers and practitioners, who exchange knowledge, insights, expertise, and experience and implement capacity development activities utilising the ACSH as the platform. The P2P Alliances also provide opportunities for joint research activities that foster a collaborative relationship among the ACSH participating countries. The ACSH will continue supporting its Alliances and creating new ones on topics that are of considerable interest among its participating countries.¹⁵ For instance, the creation of a P2P Learning Alliance on Project Management in Governance is currently in the planning stages.

Other partnerships will be enhanced with participating countries by identifying the most suitable partner institutions (in research, communications, and capacity building) for the ACSH. These will be complemented by additional organisations and public or private institutions that may be selected on a competitive basis - as per UNDP rules and regulations - to execute research, capacity building and other tasks.

¹³ This institution is empowered and specifically designated by the laws of the Republic of Kazakhstan as a research and education centre of excellence, including the field of public administration and civil service - Presidential Decree No 1457 (11.10.2014) “On Rules of training and capacity building of civil servants of the Republic of Kazakhstan”; and “On Reorganisation of the SE Academy of Public Administration under the President of Kazakhstan”.

¹⁴ The Effective Institutions Platform (EIP) is an alliance of over 60 countries and organisations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning activities on public sector management and institutional reform. <https://www.effectiveinstitutions.org/en/>

¹⁵ <https://www.astanacivilservicehub.org/page/capacity-building-and-peer-learning>

It is expected that such partnerships and networks result to sharing knowledge, experience, and insights in a systematic and structured manner. It is also expected that they result to opportunities for research and publication for mutual learning and understanding of pertinent issues and capacity development activities, thus complementing the other pillars of the ACSH work.

In addition, the active involvement of the Astana Civil Service Hub in partnerships and networks building and nourishment increases its visibility and sustainability in the areas of innovation in public administration and civil service development, and for public service delivery enhancement.¹⁶

(ii) Capacity Building and Peer Learning

Learning and capacity building activities are organised, facilitated, and supported – on a demand-driven basis - for enhancing knowledge, skills, competencies, and attitudes of policy makers and practitioners and for raising awareness on issues related to gender equality and women empowerment in the civil service.

Capacity building activities are implemented using several modalities, e.g., conferences, round tables, fora, seminars, workshops, trainings (off- and on-line), study visits, joint research, benchmarking international and regional standards, etc.¹⁷ The Astana Civil Service Hub utilises the P2P learning approach modelled on the Effective Institutions Platform (EIP), which aim at capturing knowledge of practitioners, e.g., “best-fit” solutions, and share it among reformers in the ACSH participating countries.¹⁸

The ACSH also maintains a Roster of Experts – whose members provide technical assistance and advisory services upon request from the ACSH participating countries. In all its capacity building, the ACSH also ensures that gender-based learning approaches are employed.

Furthermore, for testing innovative ideas, the ACSH implements its innovative solutions scheme; activities that yield hands-on experience in implementing innovative practices and generate new and useful knowledge for learning and practical purposes. The Scheme is utilised as a tool to identify and assist in replicating the most successful innovative solutions in public administration and disseminate relevant knowledge among the ACSH participating countries.¹⁹

It is expected that organising and delivering capacity development initiatives contributes to a better understanding of key issues in public administration, civil service and public service delivery and facilitate testing and adaptation of new practices across different levels of government and the civil service, as well as promoting the benchmarking of regional practices and the spread of evidence-based research in the ACSH participating countries.²⁰

(iii) Research and Knowledge Management

The Astana Civil Service Hub develops, publishes, and disseminates a series of knowledge products in accomplishing its expected result for promoting knowledge and experience sharing. Topics for research and knowledge management are selected based on the results of the ACSH needs assessment survey administered every two years among its participating countries to gauge their

¹⁶ For this purpose, the ACSH Web Portal is, and continues to be, fully utilised as an on-line source for outreach and dissemination of knowledge and information. Moreover, to this end, the ACSH regularly produces visibility material that is directly aligned with its mandate for a range of audiences.

¹⁷ A good example of the ACSH specialised capacity development and knowledge exchange activities is the implementation of a separate project in cooperation with and funded by the Ministry of the Interior and Safety (MOIS) and the National Information Society Agency (NIA) of the Republic of Korea. Its capacity building and knowledge exchange activities focus on introducing innovation practices in government and on the provision of public services through differentiated channels of delivery, among seven countries in the Region, including Kazakhstan. The “Innovation”, “E-government” and “Public service delivery” P2P Alliances of the ACSH are involved in the implementation of this initiative. A second phase of this project focusing on digital governance and digital transformation was recently launched for another three years (2024-2027).

¹⁸ <https://www.astanacivilservicehub.org/page/capacity-building-and-peer-learning>

¹⁹ More information on the ACSH innovative solutions scheme may be found at:

<https://www.astanacivilservicehub.org/page/innovative-solution-scheme>

²⁰ Some of these activities focus specifically on gender equality and women empowerment in the civil service.

demand for knowledge and subsequent consultations among the countries, the ACSH Steering Committee and Advisory Board members.²¹

In this manner, the choice of research topics reflects the priorities of the participating countries – a condition that also satisfies the demand-driven dimension of the project. These knowledge products come in various forms, i.e., books, research papers, analyses reports, case studies, position papers, policy briefs, etc. The results of this work are made available to policy makers and practitioners, and other stakeholders alike through a variety of publications the ACSH produces and disseminates widely.²²

Research focuses on evidence-based research studies, usually implemented in collaboration with relevant government and academic institutions, covering a multitude of topics ranging from public governance, public administration, civil service development and public service delivery, de-bureaucratisation, digitalisation and local government and self-government to ethics, values, corporate culture, human resource management, leadership, gender equality and women empowerment, etc. At the same time, research work also focuses on analysis of trends in civil service and governance related reforms implemented in post-Soviet and Eastern European countries.

It is expected that these publications contribute to the advancement of knowledge on governance, public administration, the civil service, and public service delivery modernisation efforts, through initiatives undertaken by the ACSH participating countries.

Resources Required to Achieve the Expected Results

This Project is primarily financed by the Government of the Republic of Kazakhstan, and by UNDP. Project implementation requires operational support by the ACSH Project Team to ensure the seamless and timely implementation of envisioned initiatives and activities.

A Project Team is already in place, consisting of professional staff and specialists devoted to advancing the substantive components of the Project; and project manager(s), and assistants to manage organisational, administrative, procurement, human resource, and financial aspects of project implementation, in accordance with UNDP's corporate Programme and Operations Policy and Procedures (POPP).

The UNDP Country Office supports the project team through project oversight ensuring the high quality and timeliness of the project results and achievement of targets. Last but not least, the ACSH Steering Committee ensures the effective strategic oversight of the project and provides overall direction on accomplishing the ACSH mandate.²³

Partnerships

As already elaborated above, partnerships are a primary pillar of its work. By utilising approaches to partnerships, cooperation and networking that are globally recognised, for drawing and exchanging expertise from the countries of Europe, ASEAN and EROPA countries, the Commonwealth of Independent States, the Caucasus and beyond. The ACSH already partners with 90 global, regional, and national institutional organisations, in implementing its development-oriented initiatives.

Risks and Assumptions

Four crucial risks are taken into consideration for the implementation of this project.

First, there is a risk that participating countries lose interest in the activities the ACSH organises and implements due to their irrelevance vis-à-vis their development priorities or due to low quality of its capacity development activities, and knowledge products.

²¹ The needs-assessment survey results also feed into the prioritisation of activities across the other two pillars of the ACSH work, as all activities are demand-driven guided by the needs and wants of the ACSH participating countries.

²² Knowledge products are also systematically disseminated in the thematic workshops, seminars, roundtables, forums, webinars, conferences, etc that the ACSH organises, as well as through its portal.

²³ The roles and responsibilities of the Steering Committee - along with those of the Advisory Board - are presented in the "Governance and Management Arrangements" section of this project document.

To mitigate this risk, the ACSH conducts a needs-assessment survey periodically (every two years), among government, academic, research and other institutions, to gauge the policy areas of interest of its participating countries and thus adapt its thematic areas and modalities of delivery to suit their contemporary needs and wants. The needs-assessment survey is complemented by regular consultations with the governments of the ACSH participating countries to validate the usefulness of the topics its activities focus on.

Second, there is a risk that the Astana Civil Service Hub may not attain sufficient interest and support by the Government of the Republic of Kazakhstan in providing adequate financial support for the ACSH to be able to continue pursuing its mandate.

To minimise this risk, the ACSH will continue holding regular meetings and consultations with the Government, informing them of the ACSH accomplishments, while highlighting the benefits derived for Kazakhstan vis-à-vis its foreign aid development policy. Additionally, the ACSH will continue involving key government institutions as participants in its activities, e.g., seminars, workshops, study visits, etc, as well as accommodate their technical assistance needs by providing human and financial resources for their implementation on a demand-basis, e.g., undertake studies on topics of immediate interest, etc. Furthermore, the ACSH systematically devotes its efforts in resource mobilisation activities, thus attracting additional funds from international donors and/or other development organisations to complement its activities budgetary needs, e.g., the Republic of Korea.

Third, there is a risk that the knowledge, experience, and expertise exchange activities do not yield tangible results among their beneficiaries, e.g., witness initiation of some innovative practices in the public sector or observe significant changes in public service delivery as a result of the ACSH work.

To mitigate this risk, the ACSH closely monitors the timely implementation of its activities, and it regularly assesses their results on the ground among the participating countries. In this context, the ACSH ensures that activities are viable and can be implemented within the project cycle and by encouraging sustainability beyond the completion period of the Project.

And **fourth**, there is a risk due to fluctuations in the USD exchange rate vis-à-vis the donor countries' currencies.

To mitigate this risk, the ACSH holds its funds in USD and only exchanges an amount into local currency when it is needed. It also negotiates with donor countries on the timing of disbursement of funds allowing for achieving a more favourable exchange rate at the time of disbursement. The ACSH, anticipating that there will be incidences where funds received at the time of disbursement are less than budgeted, it makes appropriate arrangements and/or adjustments in the corresponding activities' budget for ensuring that all planned activities are still implemented fully, i.e., it explores cost-sharing options to offset such differences in funding.

Stakeholder Engagement

The key stakeholders of this Project include participating countries, in particular their government institutions and agencies responsible for public administration and civil service development, and public service delivery. They also include Academies of Public Administration in the countries of the region – including the Academy of Public Administration under the President of the Republic of Kazakhstan, which is considered a primary partner in developing and disseminating numerous research products, as well as assisting in the providing of capacity development initiatives.

The target groups of the Project are government officials and executives of central and local government organisations and agencies, including employees of state organisations and institutions that are responsible for civil service policy formulation and implementation, for government innovation and digitalisation of public service delivery. Policy makers and experts are also part of the Project's target group, who also play a role in advancing the adaptation and implementation of reform initiatives in these areas.²⁴

²⁴ In this framework, the ACSH involves a wide range of key government entities in Kazakhstan – central and regional – as partners and it organises and delivers special capacity development activities on various topics determined by contemporary demand, and in congruence with the strategic objectives of the Government of Kazakhstan.

Key beneficiaries of the capacity development activities and learning programmes are public sector personnel, as well as from other sectors, e.g., academia, research institutes, civil society organisations, private enterprises, who may also contribute to – and/or partner with – national institutions in public sector development, digitalisation, and other efforts.

The ultimate beneficiaries of the Project's outcomes are the citizens of the participating countries, who benefit through the introduction of innovative policies and practices as a result of collaborative work among the ACSH participating countries. Or through improved and more effective communication between the Government, the Administration, and the citizens. Or through digital transformation of public services and their provision through differentiated channels of delivery.

To this end, the Astana Civil Service Hub facilitates exchange of relevant experience, knowledge in the latest innovations in governance and it supports their eventual implementation through capacity building and other activities; and thus advancing its mandate. On many occasions, this is done in cooperation with international, regional, and national organisations involved in public administration transformation, civil service professionalisation and public service delivery digitalisation processes.

South-South and Triangular Cooperation (SSC/TrC)

The Project is an already recognised example of triangular cooperation (TrC), as most of its activities are based on exchange of experience and practices among countries at different levels of development, and from different parts of the world. Cooperation schemes consisting of countries of Europe and the CIS and the Caucasus for exchange of expertise in the relevant policy areas are already in operation. For example, the Europe-Asia and East-East partnerships and networks of which the Astana Civil Service Hub is an active member, as well as through its Peer-to-Peer Learning Alliances, which comprise both advanced and developing countries.

Furthermore, the ACSH will continue collaboration with the United Nations Office for South-South Cooperation (SSC) and strengthen further their cooperation activities, as they have been doing with the South-South Network on numerous occasions in the past.²⁵

Digital Solutions

Digital approaches are embedded within the project's expected results. A major component of its activities under all of its three pillars focuses on digitalisation of public services and the digital transformation efforts of the ACSH participating countries. Furthermore, as public administration and civil service systems need to adapt to the new reality, thus incorporating digital technologies into their operations, their policy formulation and implementation, and in their decision-making processes, the Project focuses on outputs and activities that enable and facilitate their digital transformation.

Digital approaches are also employed for the dissemination of knowledge among the ACSH participating countries, knowledge generated through its capacity building and research activities on topics related to public administration enhancement and civil service advancement. They focus on a

²⁵ For example, the organisation of a joint workshop of the ACSH and SSN4PSI on "Effective Matchmaking for Public Service innovations" (Astana, 9 June 2018). This event brought together dignitaries and policymakers from both developing and developed nations where partnerships were formed, and success stories were shared. This matchmaking event generated 13 potential partnerships for better public service delivery from ten countries. Another event was held on the Global South-South Development Expo in the United Nations Headquarters in New York (28-30 November 2018). During this event, the ACSH supported and delegated to a peer of the P2P Alliance on E-Government to participate in the side event to present the ACSH Alliance as an innovative networking platform. Furthermore, the ACSH shared its experiences in achieving the 2030 Agenda, in the Fourth Regional Networking Forum on South-South and Triangular Cooperation for Arab States, Europe and the CIS (Istanbul, 28 June 2018). Moreover, a workshop for African civil servants on "Strengthening Bilateral and Multilateral Diplomacy in the context of Sustainable Development Goals" was jointly organised by the ACSH and the Ministry of Foreign Affairs of the Republic of Kazakhstan in Addis Ababa (Ethiopia). This workshop brought together high-ranking diplomats from 35 African countries, representatives of the African Union and UNDP's Global Centre for Public Service Excellence. The main objective of the workshop was to establish cooperation with the African diplomatic community in advancing sustainable development goals by deepening diplomatic capacities and using of South-South cooperation, to contribute to further development of bilateral and multilateral diplomacy.

<http://old.astanacivilservicehub.org/en/timeline/4432>; <https://www.astanacivilservicehub.org/page/acsh-and-the-sustainable-development-goals>; <https://www.astanacivilservicehub.org/articles/view/poslannik-gensekretarya-oon-i-astanskiy-haba-gossluzhby-uglublyayut-sotrudnichestvo-po-linii-yug-yug>;

variety of digital transformation issues and factors including legal and regulatory frameworks adapted to the new reality or government capacity to fully utilise digital technologies in operations, policy making and public service delivery to mention a few.

Overall, the ACSH itself may also be viewed as a multilateral, digital platform through which participating countries exchange knowledge and experience in order to enhance their public administration and civil service systems.

Knowledge

The Astana Civil Service Hub carries out research and analysis of public administration structures and operations, civil service human resources advancement, public service delivery, etc. The findings, conclusions, and recommendations derived from such research and analysis work are published and widely disseminated in many forms and formats, e.g., books, case studies, thematic papers, comparative analyses, policy briefs, etc. They are all made available primarily in electronic format through the ACSH web portal that serves as the digital gateway to accessing the knowledge products produced.

It is assumed that these knowledge products provide useful information, advice and guidance to policy makers and practitioners involved in government innovation, public administration transformation, civil service advancement, and public service delivery enhancement in the participating countries and beyond.

Sustainability and Scaling Up

The Astana Civil Service Hub continues pursuing its strategic collaboration with its key national partners, specialised agencies of the participating countries, professional organisations and associations, public administration educational institutions, etc, by continually initiating and implementing a wide range of activities in cooperation with them. Their positive feedback to date demonstrates that such initiatives remain in high demand.

Sustainability of various initiatives is usually ensured through their institutionalisation in the participating countries. For example, through the institutionalisation of its established Peer-to-Peer Learning Alliances. In this context, the ACSH works towards establishing permanent structures that will continue advancing knowledge and expertise on pertinent issues beyond the duration of the Project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project implementation mechanism has been conceived and designed in such a way as to deliver the maximum possible results against the available financial resources throughout the duration of the project. It is based on the successful experience and lessons learned during the previous phases of the project. The ACSH prudent management and targeted interaction based on cost-sharing principles, while conducting joint activities with the governments of the participating countries and international partners, allows it to utilise the Government-provided funds effectively and efficiently. This approach will continue to be practiced for this phase of the project too.

Cost effectiveness is also ensured during implementation by fully complying with the standards, rules, and procedures of the UNDP system in place. Cost efficiency is ensured by adhering to UNDP's procurement and financial policies and procedures.

Overall, envisioned activities are planned extensively and well ahead of their implementation, in collaboration with project partners in the participating countries, often culminating in cost co-sharing and thus utilising the project's funds sparingly and efficiently. Furthermore, all activities are demand-determined, i.e., addressing issues that are critical to the participating countries' development. Thus, their successful implementation contributes to capacity building of government institutions and of the civil service to be empowered with knowledge and skills to advance inclusive economic growth and sustainable development for all, including women's empowerment and achieving gender equality.

Ownership of equipment, supplies and other properties financed by the project shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP and the provisions of donor agreement.

Project Management

The project is managed by UNDP and ACSH out of Astana in Kazakhstan and operationalised within the UN common premises in Astana (14, Azerbaizhan Mambetov street, Z11D8T7, Astana) in a project office staffed with a solid project team.

The National Implementing Partner is the Agency of the Republic of Kazakhstan for Civil Service Affairs. The Steering Committee provides strategic oversight and guidance for project implementation and monitoring, with the support of the Advisory Board. The UNDP Country Office also provides operational support services including procurement and contracting, human resources management and financial services in accordance with the relevant UNDP Rules and Procedures and Results-Based Management Guidelines.

Based on demand, the project collaborates with other UNDP and ACSH projects, e.g., the MOIS sponsored project on digitalisation transformation in select countries, to achieve common goals, by jointly organising various activities, e.g., conferences, seminars, and workshops for civil servants.

Ownership of equipment, supplies and other properties financed by the project shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP and the provisions of donor agreement.

V. RESULTS FRAMEWORK**Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:**

By 2025, state institutions at all levels effectively design and implement gender-responsive, human rights and evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner (2.2).

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

16.6.2 (G) Proportion of population satisfied with their last experience of public services.

Baseline: 74.8% (2019) Target: 78% (2027)

Applicable Output(s) from the UNDP Strategic Plan: 2.3 Responsive governance systems and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding

Project title and Quantum Project Number: Institutional Support to the Astana Civil Service Hub – Phase 4 / 0102419

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>(By frequency of data collection)</i>				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	FINAL	
Output 1 – Research and Knowledge Management ACSH participating countries are better informed about public administration, civil service, and public service delivery developments and advancement and about latest trends.	1.1 Number of public administration and civil service development related books published and disseminated.	Publishing records; ACSH web portal.	2	2023	1	-	-	3	Internet search for publication points; ACSH web portal statistics.
	1.2 Number of demand-driven and evidence-based research papers, comparative analyses, and case studies published and disseminated.	Publishing records; ACSH web portal.	19	2023	2	2	2	25	Internet search for publication points; ACSH web portal statistics.
	1.3 Number of demand-driven and evidence-based position papers, analytical memos, and policy briefs developed, published, and disseminated.	Publishing records; ACSH web portal.	3	2023	1	1	1	3	Internet search for publication points; ACSH web portal statistics.
	1.4 Number of publications dealing with gender aspects	Publishing records; ACSH web portal.	0	2023	1	1	1	3	
	1.5 Number of journal editions published	Publishing records	17	2023	1	1	1	20	Journal dedicated portal
Output 2 – Capacity Development and	2.1 Number of capacity development events – conferences, workshops, seminars, trainings,	Event reports.	152	2023	10	10	10	182	Events' records analysis.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>(By frequency of data collection)</i>				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	FINAL	
Peer-to-Peer Learning Public administration institutions, civil service agencies, and public service delivery organisations are enabled to apply knowledge, experience, and skills acquired through mutually learning activities.	study visits, etc – coordinated by ACSH to support public administration transformation, civil service development and public service delivery digitalisation in the ACSH participating countries.								
	2.2 Number of participants in capacity development events – conferences, workshops, seminars, trainings, study visits, etc – disaggregated by gender.	Lists of participants, statistical information.	12,000 40% women	2023	250 42% women	250 45% women	250 45% women	12,750 44% women	Events records analysis.
	2.3 Percentage of participants satisfied with the relevance and quality of the capacity development activities	Satisfaction surveys' results	80%	2023	Not less than 80%	Not less than 80%	Not less than 80%	Not less than 80%	Post-event surveys
	2.4 Number of P2P Learning Alliances created and functioning under the support of the ACSH.	Event reports; mass media records.	5	2023	1	-	1	7	Events records analysis.
	2.5 Number of activities taking place under the P2P Learning Alliance modality.	Event reports.	13	2023	2	2	2	19	Events records analysis.
	2.6 Number of scholarships granted to civil servants from the ACSH participating countries to study at the Academy of Public Administration in Kazakhstan.	APA attendance records.	24	2023	2	2	2	30	APA records analysis.
Output 3 – Partnerships and Networking ACSH participating countries benefit from P2P learning activities and TrC exchanges and adapting innovations in public	3.1 Number of triangular cooperation exchanges including South-South, East-East, Europe-Asia, East-West, etc taking place involving ACSH participating countries.	Event reports; mass media records; agreements signed.	45	2023	4	5	5	59	Events records analysis.
	3.2 Number of countries participating in the ACSH network of exchange of knowledge and experience activities	Event reports; mass media	43	2023	2	2	2	49	Agreements signed; joint

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>(By frequency of data collection)</i>				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	FINAL	
administration, civil service, and public service delivery.	in public administration development, digitalisation, public service delivery and civil service advancement.	records; project records.							reports generated.
	3.3 Number of international and regional organisations that the ACSH forges partnerships with in conveying knowledge and experience across its participating countries through joint events and other activities.	Joint event reports; agreements signed.	90	2023	1	1	1	93	Agreements signed; joint reports generated.
	3.4 Number of experts from the ACSH Roster of Experts, who provide expert advice to government organisations and agencies in the participating countries.	Number of experts from the ACSH Roster utilised.	134	2023	3	3	4	144	ACSH Roster of Experts records.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Assessment of project implementation progress in achieving its targeted outputs against the results indicators (see results framework table); ROAR quarterly reports. Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Every three months.	Work closely with the participating countries representatives to assess whether the results of the envisioned activities match their expectations. Slower than expected progress will be addressed by the project coordination team.	UNDP/ACSH.	
Monitor and Manage Risk	Updated Risk Log in Quantum and off-line risk log. Specific risks are identified in the risk log and suggested mitigating measures provided (Annex 3); Discussion of risks with CO Management and partners if any considerable risk arises.	Bi-Annually.	Risks are identified by project management and actions are taken to manage each risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP.	
Learn	Knowledge and good practices contained in the activities' concluding reports will be captured and encapsulated in policy briefs / assessment reports and/or case studies for dissemination among the participating countries and beyond.	As knowledge becomes available throughout the implementation period.	Relevant information is captured by the project team and used to develop useful knowledge products.	ACSH.	
Annual Project Quality Assurance	Quality assurance exercise.	Annually	Performance data, risks, lessons learnt, and output quality will be discussed by the Steering Committee and used to make modifications, if deemed necessary.	UNDP ACSH Steering Committee.	
Review and Make Course Corrections	It will be done through collection and analysis of evidence indicating project implementation progress; development of corrective measures will follow, if necessary, to achieve the project results.	At least annually.	Performance data, risks, lessons learnt, and output quality will be discussed by the Steering Committee and Advisory Board and used to make modifications, if deemed necessary.	ACSH Steering Committee, ACSH Advisory Board.	
Project Report	A progress report will be presented to the Steering Committee, Advisory Board, and key stakeholders, consisting of progress data showing the results achieved against the pre-defined annual targets at the output level;	Following completion of each major activity and at	Consideration and approval of project progress reports by the Steering Committee.	ACSH Steering Committee.	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	the annual project quality rating summary; an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	the end of the project (final report).			
Project Review (Project Board)	The project's governance mechanism, i.e., the Steering Committee, will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialise project results and lessons learned with relevant audiences.	Annually and at the end of project implementation.	Any quality concerns or slower than expected progress should be discussed by the Steering Committee and the Advisory Board and management actions agreed to address the issues identified.	ACSH Steering Committee, ACSH Advisory Board.	

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VII. Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)				RESPO NSIBLE PARTY	PLANNED BUDGET (USD)					
		2024	2025	2026	Total		Funding Source	Budget Description	2024	2025	2026	Total
Output 1: Research and Knowledge Management	1.1 Preparation, publication, and dissemination of evidence-based research studies - jointly with the ACSH partners and collaborating agencies - on a variety of topics, including digital transformation of government and of public services, evidence-based policy formulation and implementation, behavioural policy, public administration, and civil service development aspects, etc.	56,667	56,667	56,666	170,000	UNDP / ACSH	RB / UNDP	71200 - International Consultants Expenses	30,000	30,000	30,000	90,000
								71300 - Local Consultants Expenses	3,333	3,333	3,333	10,000
								71600 - Travel	8,000	8,000	8,000	24,000
								72100 Contractual Services	3,333	3,333	3,333	10,000
								74200 - Audio Visual Productions and Printing and Publications	1,667	1,667	1,667	5,000
								74500 - Services to Projects	1,000	1,000	1,000	3,000
								71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
								71400 - Labour Cost	8,333	8,333	8,333	25,000
								Total activity 1.1	56,667	56,667	56,666	170,000
	1.2 Preparation, publication, and dissemination of case studies on topics determined by demand of the ACSH participating countries, and in particular by its established P2P Learning Alliances on topics pertaining to their scope and mandate.	40,000	40,000	40,000	120,000	UNDP / ACSH	RB / UNDP	71200 - International Consultants Expenses	15,000	15,000	15,000	45,000
								71300 - Local Consultants Expenses	1,667	1,667	1,667	5,000
								71600 - Travel	4,333	4,333	4,333	13,000
								72100 Contractual Services	4,333	4,333	4,333	13,000
								74200 - Audio Visual Productions and Printing and Publications	3,333	3,333	3,333	10,000

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								74500 - Services to Projects	2,000	2,000	2,000	6,000
								71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
								71400 - Labour Cost	8,333	8,333	8,333	25,000
								Total activity 1.2	40,000	40,000	40,000	120,000
	1.3 Preparation, publication, and dissemination of policy papers and policy briefs produced on demand for government organisations of the Republic of Kazakhstan, and government entities from other ACH participating countries from the region (through Responsible Party Agreement, when required).	41,667	41,667	41,667	125,000	UNDP / ACSH / APA	RB / UNDP	71200 - International Consultants Expenses	26 667	26 667	26 666	80,000
71300 - Local Consultants Expenses								1,667	1,667	1,667	5,000	
71600 - Travel								5,000	5,000	5,000	15,000	
72100 Contractual Services								2,333	2,333	2,333	7,000	
74200 - Audio Visual Productions and Printing and Publications								1,000	1,000	1,000	3,000	
74500 - Services to Projects								1,000	1,000	1,000	3,000	
71500 - Labour cost - UN Volunteers								1,000	1,000	1,000	3,000	
71400 - Labour Cost								3,000	3,000	3,000	9,000	
Total activity 1.3								41,667	41,667	41,667	125,000	
	1.4 Preparation and publication of the International Journal of Civil Service biennially; maintenance of the journal's on-line platform.	8,333	8,333	8,334	25,000	UNDP / ACSH	RB / UNDP	71200 - International Consultants Expenses	4,333	4,333	4,334	13,000
71300 - Local Consultants Expenses								333	333	333	1,000	
71600 - Travel								1,000	1,000	1,000	3,000	
72100 Contractual Services								500	500	500	1,500	
74200 - Audio Visual Productions and Printing and Publications								500	500	500	1,500	
74500 - Services to Projects								333	333	333	1,000	
71500 - Labour cost - UN Volunteers								333	333	333	1,000	

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								71400 - Labour Cost	1,000	1,000	1,000	3,000
								Total activity 1.4	8,333	8,333	8,334	25,000
	Sub-total for Output 1	146,667	146,667	146,666	440,000			Sub-total for Output 1	146,667	146,667	146,666	440,000
Output 2: Capacity building and Peer Learning	2.1 Gender-balanced capacity development and learning events organised for representatives of the ACSH participating countries on topics pertinent to innovative practices in government, digital transformation processes, public service delivery digitalisation, evidence-based policy making, etc among other.	35,000	35,000	35,000	105,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	3,333	3,333	3,333	10,000
								71300 - Local Consultants Expenses	1,000	1,000	1,000	3,000
								71600 - Travel	10,000	10,000	10,000	30,000
								72100 Contractual Services	3,667	3,667	3,667	11,000
								74200 - Audio Visual Productions and Printing and Publications	2,667	2,667	2,667	8,000
								74500 - Services to Projects	1,000	1,000	1,000	3,000
								71500 - Labour cost - UN Volunteers	5,000	5,000	5,000	15,000
								71400 - Labour Cost	8,333	8,333	8,333	25,000
								Total activity 2.1	35,000	35,000	35,000	105,000
	2.2 Gender-balanced capacity development and learning events organised for government officials of the Government of the Republic of Kazakhstan on topics pertinent to public administration and civil service development, public service delivery and digital transformation, etc; in accordance with the priorities determined by the Government and its organisations.	35,000	35,000	35,000	105,000	UNDP/ ACSH	RB	71200 - International Consultants Expenses	3,333	3,333	3,333	10,000
								71300 - Local Consultants Expenses	10,000	10,000	10,000	30,000
								71600 - Travel	3,667	3,667	3,667	11,000
								72100 Contractual Services	2,667	2,667	2,667	8,000
								74200 - Audio Visual Productions and Printing and Publications	1,000	1,000	1,000	3,000
								74500 - Services to Projects	1,000	1,000	1,000	3,000
								71500 - Labour cost - UN Volunteers	5,000	5,000	5,000	15,000
								71400 - Labour Cost	8,333	8,333	8,333	25,000
Total activity 2.2								35,000	35,000	35,000	105,000	

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2.3 Organisation of study visits for public officials from Kazakhstan to be exposed to good practices in other countries on topics related to public administration and civil service development, public service deliver, digital transformation, etc; in accordance with the priorities determined by the Government and its organisations.	20,000	35,000	35,000	90,000	UNDP / ACSH	RB	72100 Contractual Services	11,667	11,667	11,667	35,000
							74200 - Audio Visual Productions and Printing and Publications	3,333	3,333	3,333	10,000
							74500 - Services to Projects	1,000	1,000	1,000	3,000
							71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
							71400 - Labour Cost	4,667	4,667	4,667	14,000
							72100 Contractual Services	8,333	8,333	8,333	25,000
							Total activity 2.3	30,000	30,000	30,000	90,000
2.4 Scholarships allocation to training of civil servants individuals from the ACSH participating countries in the region at the Academy of Public Administration and/or its regional centres in Kazakhstan (through Responsible Party Agreement)	20,000	20,000	20,000	60,000	APA	RB	72100 Contractual Services	10,667	10,667	10,667	32,000
							74200 - Audio Visual Productions and Printing and Publications	333	333	333	1,000
							74500 - Services to Projects	333	333	333	1,000
							71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
							71400 - Labour Cost	7,667	7,667	7,667	23,000
							Total activity 2.4	20,000	20,000	20,000	60,000
2.5 Gender-balanced capacity development and learning activities to enhance the capacity of Public Administration Academies, higher education institutions, and think tanks in the ACSH participating countries to conduct evidence-based research and produce briefs with policy options for the consideration of the government (through Responsible Party Agreement).	20,000	20,000	20,000	60,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	1,667	1,667	1,667	5,000
							71300 - Local Consultants Expenses	333	333	333	1,000
							71600 - Travel	6,667	6,667	6,667	20,000
							72100 Contractual Services	3,333	3,333	3,333	10,000
							74200 - Audio Visual Productions and Printing and Publications	1,000	1,000	1,000	3,000
							74500 - Services to Projects	1,000	1,000	1,000	3,000
							71500 - Labour cost - UN Volunteers	2,667	2,667	2,667	8,000
							71400 - Labour Cost	3,333	3,333	3,333	10,000

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Output 3: Partnerships and Networking								Total activity 2.5	20,000	20,000	20,000	60,000
	2.6 Capacity development activities aimed at disseminating Kazakhstani experience in areas related to public administration, civil service development, digital transformation, etc to other countries.	15,000	15,000	15,000	45,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	1,667	1,667	1,667	5,000
								74200 - Audio Visual Productions and Printing and Publications	1,000	1,000	1,000	3,000
								74500 - Services to Projects	1,000	1,000	1,000	3,000
								71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
								71400 - Labour Cost	2,000	2,000	2,000	6,000
								Total activity 2.6	15,000	15,000	15,000	45,000
	Sub-total for output 2	145,000	160,000	160,000	465,000			Sub-total for output 2	155,000	155,000	155,000	465,000
	3.1 Organisation and/or participation in events for knowledge exchange and networking on dissemination of good practices, lessons learnt, innovation practices in government and on promoting public dialogue, e.g., ASPA, EROPA, NISPAcee, OECD, World Government Summit, South-South Cooperation Network, etc, inviting representatives of the ACSH participating countries and national partners, e.g., Presidential Administration, Agency for Civil Service Affairs, Ministry of Foreign Affairs, Ministry of Digitalisation, etc to present their experience on topics	17,000	17,000	17,000	51,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	1,667	1,667	1,667	5,000
								71300 - Local Consultants Expenses	1,000	1,000	1,000	3,000
								71600 - Travel	5,000	5,000	5,000	15,000
								72100 Contractual Services	2,333	2,333	2,333	7,000
								74200 - Audio Visual Productions and Printing and Publications	1,000	1,000	1,000	3,000
								74500 - Services to Projects	1,000	1,000	1,000	3,000
								71500 - Labour cost - UN Volunteers	1,000	1,000	1,000	3,000
							71400 - Labour Cost	4,000	4,000	4,000	12,000	

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	related to public administration advancement, civil service development, public service delivery, and digital transformation among other.												
								Total activity 3.1	17,000	17,000	17,000	17,000	51,000
	3.2 Organisation of the ACSH Annual Conference with the participation of representatives from the ACSH participating countries institutional partners, and affiliated international organisations to assess overall progress of the ACSH, with respect to knowledge generated and disseminated, and the utility of its capacity development initiatives.	25,000	25,000	25,000	75,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	3,333	3,333	3,333	10,000	
71300 - Local Consultants Expenses								1,667	1,667	1,667	5,000		
71600 - Travel								6,667	6,667	6,667	20,000		
72100 Contractual Services								3,333	3,333	3,333	10,000		
74200 - Audio Visual Productions and Printing and Publications								1,000	1,000	1,000	3,000		
74500 - Services to Projects								1,000	1,000	1,000	3,000		
71500 - Labour cost - UN Volunteers								4,667	4,667	4,667	14,000		
71400 - Labour Cost								3,333	3,333	3,333	10,000		
Total activity 3.2								25,000	25,000	25,000	75,000		
	3.3 Organisation of periodic meetings of the ACSH P2P Learning Alliances to assess progress and update their membership on the latest developments and progress in their respective fields of expertise, e.g., on transformation and innovation in governance, including AI and new technologies, on digital government development, on	20,000	20,000	20,000	60,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	3,333	3,333	3,333	10,000	
71300 - Local Consultants Expenses								833	833	833	2,500		
71600 - Travel								7,000	7,000	7,000	21,000		
72100 Contractual Services								2,333	2,333	2,333	7,000		
74200 - Audio Visual Productions and Printing and Publications								2,000	2,000	2,000	6,000		
74500 - Services to Projects								1,000	1,000	1,000	3,000		
71500 - Labour cost - UN Volunteers								1,000	1,000	1,000	3,000		

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	public service delivery and on project management.							71400 - Labour Cost	2,500	2,500	2,500	7,500
								Total activity 3.3	20,000	20,000	20,000	60,000
	3.4. Launching and implementation of innovative initiatives related to public administration, civil service development, and public service delivery; ACSH innovative solutions scheme implementation.	25,000	25,000	25,000	75,000	UNDP / ACSH	RB	71200 - International Consultants Expenses	3,333	3,333	3,333	10,000
71300 - Local Consultants Expenses								1,667	1,667	1,667	5,000	
71600 - Travel								6,667	6,667	6,667	20,000	
72100 Contractual Services								3,333	3,333	3,333	10,000	
74200 - Audio Visual Productions and Printing and Publications								1,000	1,000	1,000	3,000	
74500 - Services to Projects								1,000	1,000	1,000	3,000	
71500 - Labour cost - UN Volunteers								4,667	4,667	4,667	14,000	
71400 - Labour Cost								3,333	3,333	3,333	10,000	
Total activity 3.4								25,000	25,000	25,000	75,000	
	3.5 Nourishment of the ACSH integrated partnerships by reinforcing interaction with international organisations, and donors, as well as with collaborating organisations in dispensing knowledge and expertise (it also involves the production of communication material, e.g., printed, audio-visual, informational, image products, etc).	14,963	14,963	14,963	44,889	UNDP / ACSH	RB	71600 - Travel	5,000	5,000	5,000	15,000
72100 Contractual Services								3,333	3,333	3,333	10,000	
74200 - Audio Visual Productions and Printing and Publications								1,667	1,667	1,667	5,000	
74500 - Services to Projects								333	333	333	1,000	
71500 - Labour cost - UN Volunteers								1,630	1,630	1,630	4,889	
71400 - Labour Cost								3,000	3,000	3,000	9,000	
Total activity 3.5	14,963	14,963	14,963	44,889								
	3.6 Continuous enrichment of the ACSH web portal as an on-line source of knowledge and information on good	1,334	1,333	1,333	4,000	UNDP / ACSH	RB	72100 Contractual Services	333	333	333	1,000
74200 - Audio Visual Productions and Printing and Publications								167	167	167	500	

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	practices in public administration, civil service development, digital transformation, AI and new technologies, public service delivery, etc.							74500 - Services to Projects	333	333	333	1,000
								71500 - Labour cost - UN Volunteers	167	167	167	500
								71400 - Labour Cost	333	333	333	1,000
								Total activity 3.6	1,333	1,333	1,333	4,000
	3.7 Provision of ad hoc technical and substantive support to the UN Centre in Almaty.	1,334	1,333	1,333	4,000	UNDP / ACSH		72100 Contractual Services	500	500	500	1,500
								74200- Audio Visual Productions and Printing and Publications	167	167	167	500
								71500 - Labour cost - UN Volunteers	333	333	333	1,000
								71400 - Labour Cost	333	333	333	1,000
								Total activity 3.7	1,333	1,333	1,333	4,000
	Sub-Total for Output 3	104,631	104,629	104,629	313,889			Sub-Total for Output 3	104,630	104,630	104,630	313,889
Output 4: Project Management	4.1 Project management team.	58,333	58,333	58,334	175,000	UNDP / ACSH	RB	71400 - Labour Cost	41,667	41,667	41,667	125,000
								71300 - Local Consultants Expenses	16,667	16,667	16,667	50,000
	4.2 Quality assurance -progress monitoring; end of term evaluation	3,333	3,333	3,334	10,000	UNDP / ACSH	RB	72100 Contractual Services	3,333	3,333	3,333	10,000
	4.3 Resource mobilisation	3,333	3,333	3,334	10,000	UNDP / ACSH	RB	71400 - Labour Cost	3,333	3,333	3,333	10,000
	4.4 Office operations and maintenance.	3,333	3,333	3,334	10,000	UNDP / ACSH	RB	73100 - Rental & Maintenance- Premises	3,333	3,333	3,333	10,000
	4.5 Telecommunications.	15,000	15,000	15,000	45,000	UNDP / ACSH	RB	72135 - Service Cost - Communications Services	15,000	15,000	15,000	45,000
	4.6 DPC Programme.	10,000	10,000	10,000	30,000	UNDP / ACSH	RB	64397 – DPC programme	10,000	10,000	10,000	30,000
	4.7 DPC Operations.	9,630	9,630	9,630	28,889	UNDP / ACSH	RB	74596 – DPC operations	9,630	9,630	9,630	28,889
	Sub-Total Output 4	102,963	102,963	102,963	308,889			Sub-Total Output 4	102,963	102,963	102,963	308,889
Total outputs	509,259	509,259	509,259	1,527,778			Total outputs	509,259	509,259	509,259	1,527,778	
	General Management Support (GMS) at 8%	40,741	40,741	40,741	122,222		RB	75100 Facilities and Administration (GMS 8%)	40,741	40,741	40,741	122,222

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<i>Total for all outputs</i>		1,650,000
<i>UNDP parallel contribution</i>		150,000
<i>Government of Kazakhstan</i>		1,500,000²⁶

²⁶ Total resources allocated by the Government of Kazakhstan are subject to change based on clarifications of the budget for the previous financial period 2021-2023.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The governing mechanism of the Project is the Steering Committee of the Astana Civil Service Hub. It comprises the Chairperson of the Steering Committee, the Head of the UNDP Country Office in Kazakhstan, the Chairperson of the Agency for Civil Service Affairs of the Republic of Kazakhstan, representatives of the founding countries, international professional associations, as well as well-known scholars and practitioners in the field of public administration and civil service management.

The Steering Committee ensures the effective strategic oversight of the project, and it provides overall direction on accomplishing its mandate. The Committee also cultivates cooperation among the participating countries in furthering their public administration transformation and civil service advancement. The Steering Committee convenes regularly – at least once per year – to discuss expected outputs and outcomes, assess progress made and results achieved, and provide recommendations, if needed.

To ensure accountability, the Steering Committee decisions adhere to the UNDP corporate policies and standards, for ensuring best value for money, fairness, transparency, and effective competition. In cases, where a consensus cannot be reached, the final decision rests with the UNDP Resident Representative in close cooperation with the Chairperson of the Steering Committee.

The Astana Civil Service Hub has also established an Advisory Board, which provides strategic recommendations to the Steering Committee for their consideration, and substantive support to the ACSH implementation team. In particular, the Advisory Board provides its guidance and expert opinions on the framework, impact, and general direction of the ACSH. Its members review strategy papers on areas relevant to the project and provide their input and advice on the priorities of the ACSH and its participating countries. Its members also review, occasionally, ACSH publications and provide their comments to the Research Team, when requested.

The Project is implemented by the Project Team, headed by the Project Coordinator – the Chairperson of the Steering Committee – who reports to the Steering Committee on project implementation matters. The Project Team also includes the Project Manager, the Advisors to the Chairperson on government and legal matter, complemented by the Research Team, and experts and specialists in partnership building, capacity development, and knowledge management, as well as on strategic communication, innovation, and digitalisation and digital transformation processes. The Project Team is also complemented with assistants on organisational, administrative, procurement, and financial matters.

The Project operations are carried out in conformity with the established UNDP policies, rules, and regulations. The Project activities are implemented according to the UNDP corporate policies and procedures for the national implementation modality (NIM), as stipulated by the Programme and Operations Policies and Procedures (POPP).

UNDP will ensure that the best available professional expertise is engaged to produce the appropriate level of substantive work required by the project in achieving its expected results. In fact, the Astana Civil Service Hub already has a seasoned project team in place, consisting of professional staff that coordinates and oversees the implementation of envisioned activities in an efficient and timely manner.

Should the ACSH activities require additional expertise from outside UNDP, other experts, public and private institutions, and organisations are invited to implement specific tasks, e.g., formulate methodologies, plans on preparedness and responsiveness, study reports, etc – as subcontractors.

External expertise may also be invited to carry out monitoring and assessment activities, trainings, and provision of specialised knowledge. Such expertise will be selected on a competitive basis to conduct time-bound work on select topics of interest and priority.

The figure below depicts the organisational structure of the project.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Kazakhstan and UNDP, signed on 4 October 1994. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Agency of Civil Service Affairs of the Republic of Kazakhstan (“Implementing Partner”) in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies, and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment, or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern

of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud, and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies, and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors', and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and

that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.

18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, sub-contractor, and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The theory of change of the project assumes that achieving good governance standards with effective and inclusive institutions is a fundamental pre-requisite to create an enabling environment that promotes human development, economic productivity, and environmental sustainability, while ensuring protection of human rights, the rule of law and participatory decision-making, and thus contribute towards the realisation of the Sustainable Development Goals. It also assumes that achieving inclusive growth requires an effective public administration and professional civil service in place to create and sustain an enabling environment to improve the lives of people. Therefore, the need to further develop the capacity of government institutions and public administration organisations and of the civil service to be empowered with knowledge, expertise, and skills to contribute to inclusive economic growth that is based on the sustainable use of resources is apparently clear.

2. Is the project aligned with the UNDP Strategic Plan?

3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)

2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project responds to the development envisioned in the SP as it is formulated to contribute to national efforts in the priority areas of the Government of Kazakhstan, and of the other participating countries, which advocates for improving the effectiveness and efficiency of the public sector. It also responds to output 2.2.1 (use of digital technologies and big data are enabled for improve public services and other government functions).

3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)

YES

NO

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is compatible with the priority areas of the CPD for Kazakhstan 2021-2025, which advocates strengthening the effectiveness and accountability of institutions, facilitating citizens' engagement in decision-making and support resilience building among its priority areas, along with the development of human capita to improve skills and productive capacities for a knowledge-based economic transformation and improved quality of public services provision, which will also address the needs of the most vulnerable and contribute to building trust between citizens and the state. It is also linked to the goal for state institutions at all levels effectively design and implement gender-sensitive, human rights and evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner (2.2). Furthermore, with CPD outputs 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); and 2.4 (triangular development initiatives are in place to support the positioning of Kazakhstan, with a focus on empowerment of women).

4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)

- 3: The LNOB target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The LNOB target groups are not clearly specified.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Target group is clearly identified. They are government officials and executive of central and local government departments and agencies, as well as employees of state organisations and institutions that are responsible for digital transformation and digital governance policies and implementation. The ultimate beneficiaries of the project outcomes are the citizens of the ACSH participating countries including the most vulnerable ones, who will benefit through the advancement of digital governance and digital transformation of their societies. This process may also facilitate improved and more effective communication between the Government and the Administration with citizens for a more inclusive policy making and implementation.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project design is informed by knowledge and lessons learnt acquired during implementation of the past three phases of the project. It has used evaluation results, and it has adopted corporate policies of UNDP in order to decide on the course of action and direction taken throughout implementation to yield the desirable results.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

UNDP has a clear advantage to engage in the role envisioned by the project. UNDP has earned a unique position and value as a trusted long-term partner of the Government in supporting national policy making, institutional capacity development and design and implementation of critical reform efforts, thanks to its convening role among partners, strong global technical capabilities, and local presence. The long and successful UNDP track record facilitates governmental buy-in and commitment, promising to make the work of UNDP more sustainable and less exposed to shifts in political priorities. UNDP is recognised by evaluations for its neutrality, discipline in utilization of government funding, effective procurement systems and transparent decision-making. It is acknowledged for its ability to mobilize cross-sectoral national and international expertise, forge strong partnerships within the UN and with other development partners, bring new modalities of implementation and leverage financing. UNDP has been effective in fostering regional, south-south and triangular cooperation modalities to enhance Kazakhstan's profile as a regional actor by sharing best practices, experience, and results. UNDP has achieved important results through the work of the ACSH and modelling Kazakhstan's ODA interventions. Both have been successful in increasing the positive image of the country and civil service among the regional and wider network of countries and civil service peers. At the same time, the ACSH has served as an important resource for domestic civil service reform efforts.

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation, and non-discrimination.

Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project focuses on strengthening the management capacity of civil service and other government institutions of the ACSH participating countries in achieving their human development goals. The project contributes to the establishment of modern, effective, and sustainable civil service systems that meet society's expectations to responsive, accountable, and transparent public institutions in the countries of the region and beyond, thus promoting a human rights-based approach to development.

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women, and men, but the gender inequalities have not been clearly identified and reflected in the project document.

The project will ensure gender balance among the participants of its learning and training activities. It will ensure that demand- and need-oriented, as well as gender-balanced learning approaches will be employed throughout the implementation period of the project. Furthermore, all on-demand capacity building, research-related and partnership events, will consider relevant gender aspects.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic, and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Sustainability is achieved by improving the quality of life of the population and modernizing the governance systems through the incorporation of digitalisation in government operations and public service delivery and the promotion of digital transformation, as well as the promotion of public administration and civil service development policies and practices. The ACSH will continue its strategic engagement and collaboration with its key national partners, specialised agencies of the participating countries, professional organisations and associations, public administration educational institutions, etc, by continually initiating and implementing a wide range of activities with them. Sustainability of the ACSH initiatives will also be ensured by the institutionalization of its P2P Learning Alliances. They will continue to function independently and provide continuous exchange of knowledge and expertise among their members from the participating countries, thus contributing to further advancement in their respective areas of interest.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

YES NO SESP not required because project consists solely of (Select all exemption criteria that apply)***Applicable only to option "SESP not required"** 1: Preparation and dissemination of reports, documents and communication materials 2: Organization of an event, workshop, training 3: Strengthening capacities of partners to participate in international negotiations and conferences 4: Partnership coordination (including UN coordination) and management of networks 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes) 6: UNDP acting as Administrative Agent 7: Development Effectiveness projects and Institutional Effectiveness projects**Evidence (Enter a short explanation or upload a document that provides evidence for your response)**

No social and environmental risks have been identified in SESP screening checklist.

11. Does the project have a strong results framework? 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)**Evidence (Enter a short explanation or upload a document that provides evidence for your response)**

See Results Framework of this project document. The project outputs and activities are at an appropriate level, based on baseline studies, collective surveys, group discussions among experts, and through regular consultations on demand-driven priorities of the participating countries.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board? 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true) 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

See Project Board [Steering Committee] Terms of Reference in this project document. The Steering Committee (SC) is the project's governing mechanism, and with the support of the Advisory Board, it provides strategic oversight and guidance for project implementation and progress monitoring. The SC convenes annually to discuss expected outputs and outcomes and assess progress made to date, as well as results achieved, and provide recommendations, if needed. Furthermore, the SC cultivates cooperation among the participating countries to further their public administration reform and development efforts. The day-to-day management of the project is performed by the Project Team in conformity with the established UNDP policies, procedures, rules, and regulations.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

See Risk Analysis Matrix included in Annex 3 of this project document. Project risks related to the achievement of results are identified in the risk log and mitigating measures are suggested if they occur. The risk log is actively maintained to keep track of changing circumstances leading to re-assessment of identified risks occurring.

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

YES

NO

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Project activities are demand driven. Thus, its resources are used as efficiently as possible in satisfying its beneficiaries demands and needs. Furthermore, the project implementation mechanism has been conceived and designed in such a way as to deliver the maximum possible results against the available financial resources throughout the duration of the project implementation period. This is partly based on the acquired knowledge and experience in running another three phases in the past. In addition, the ACSH prudent management also targets cost-sharing activities while implementing such activities jointly with government entities of its participating countries.

15. Is the budget justified and supported with valid estimates?

3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications, and security have been incorporated.

2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project budget – see MYWP in this project document – is calculated at the activity level and a funding plan is actually in place. All costs outlays are determined based on estimates using prevailing rates. The project also mobilizes additional resources from other donors and combines the implementation of some of its activities to achieve economies of scale.

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross- subsidizing the project.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The budget fully covers all project costs. UNDP is not subsidising the project.

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

2: Some evidence that key targeted groups have been consulted in the design of the project.

1: No evidence of engagement with targeted groups during project design.

Not Applicable

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project consults with its beneficiaries for preparing envisioned activities for implementation. It does this through various means. A survey conducted every two years to identify the priorities and needs of its participating countries and by including beneficiaries' representatives in the Steering Committee [Project Board].

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation YES NO**Evidence (Enter a short explanation or upload a document that provides evidence for your response)**

Yes. Since the project is demand-driven, it takes into account the needs and priorities of its participating countries captured through various means, i.e., needs-assessment surveys, direct consultations, etc.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. YES NO**Evidence (Enter a short explanation or upload a document that provides evidence for your response)**

The project has been marked as GEN2, and it considers gender aspects in all of its activities. In other words, it strives for women's empowerment and achievement of gender parity in all activities.

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)

2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.

1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.

Digital considerations are not relevant to this project.

***Applicable only to option "Digital considerations are not relevant"**

1: Societal digital transformation is not a government or contextual priority

2: A non-digital approach yields higher effectiveness and efficiency

3: Other (specify in the "Evidence" section)

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Some societal digital risks have been considered during the design of the project. The nature of activities of the project do not allow for an extensive consideration of such risks.

21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?

3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.

2: The project has been developed by UNDP in close consultation with national / regional / global partners.

1: The project has been developed by UNDP with limited or no engagement with national partners

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The demand-driven nature of the project activities dictates that it is developed in close consultation with national, regional, and international partners. The final project design is a product of UNDP in close cooperation with the Agency for Civil Service Affairs of the Republic of Kazakhstan and other key national and regional stakeholders. The Agency for Civil Service Affairs is also acting as the Implementing Partner for this project.

22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly.

2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

1: Capacity assessments have not been carried out

Not Applicable

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

This is a NIM project with the Agency for Civil Services Affairs assuming the role of the Implementing Partner. The ACSH has been assessed as fit to implement this project. Furthermore, the ACSH in reinforcing further its partnership with the Academy of Public Administration has elevated the Academy to Responsible Partner level by conducting a HACT assessment of the Academy.

23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?

YES

NO

Not Applicable

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project does not use national systems as it relies on UNDP systems and processes.

24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

YES

NO

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The core activities of the project are implemented through P2P Alliances, whose ownership will eventually be transferred to participating countries interested in their scope of work, thus ensuring their sustainability.

2. UNDP Social and Environmental Screening Template (v. July 2022)

Project Information

Project Information	
1. Project Title	Institutional Support to the Astana Civil Service Hub Phase 4
2. Project Number (i.e., Quantum project ID, PIMS+)	0102419
3. Location (Global/Region/Country)	Kazakhstan
4. Project stage (Design or Implementation)	Designed
5. Date	May 2024

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The Project focuses on strengthening the management capacity of public administration and the civil service organisations in the ACSH participating countries in achieving their human development goals. The project contributes to the establishment of modern, effective, and sustainable public administration and civil service systems that meet society's expectations for responsive, accountable, and transparent public institutions in the countries of the region and beyond, thus promoting a human-rights based approach to development.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The Project ensures gender balance among the participants of its learning and training activities, to the extent possible. It also ensures that demand- and needs-oriented, as well gender-based learning approaches are employed in most cases through the implementation period of the project. In addition, all on-demand capacity building and research-related activities and events, take into account gender aspects.

Briefly describe in the space below how the project mainstreams sustainability and resilience

Sustainability is achieved by improving quality of life of the population and through its contributions to the modernization of governance systems through innovation, and to the advancement of digital transformation, including the provision of digital public services.

Briefly describe in the space below how the project strengthens accountability to stakeholders

Accountability to stakeholders is achieved by continuous monitoring of the project implementation and progress reporting during the lifecycle of the Project.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? ²⁷	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
<i>Risk Description (Broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate Substantial, High)</i>	<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>
No risks are identified				
	QUESTION 4: What is the overall project risk categorization?			
	<i>Low Risk</i>	<input checked="" type="checkbox"/>		
	<i>Moderate Risk</i>	<input type="checkbox"/>		
	<i>Substantial Risk</i>	<input type="checkbox"/>		
	<i>High Risk</i>	<input type="checkbox"/>		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High-Risk projects – THIS IS A LOW-RISK PROJECT			
	<i>Is assessment required? (check if “yes”)</i>	<input type="checkbox"/>		<i>Status? (completed, planned)</i>
	<i>if yes, indicate overall type and status</i>		<input type="checkbox"/> Targeted assessment(s)	
			<input type="checkbox"/> ESIA (Environmental and Social Impact Assessment)	
			<input type="checkbox"/> SESA (Strategic Environmental and Social Assessment)	
<i>Are management plans required? (check if “yes”)</i>	<input type="checkbox"/>			
<i>If yes, indicate overall type</i>		<input type="checkbox"/> Targeted management plans (e.g., Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)		

²⁷ Complete SESP Attachment 1 before responding to Question 2.

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		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project- level Standards triggered?		Comments (not required)	
	Overarching Principle: Leave No One Behind			
	Human Rights	<input type="checkbox"/>		
	Gender Equality and Women's Empowerment	<input type="checkbox"/>		
	Accountability	<input type="checkbox"/>		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>		
	2. Climate Change and Disaster Risks	<input type="checkbox"/>		
	3. Community Health, Safety and Security	<input type="checkbox"/>		
	4. Cultural Heritage	<input type="checkbox"/>		
	5. Displacement and Resettlement	<input type="checkbox"/>		
	6. Indigenous Peoples	<input type="checkbox"/>		
	7. Labour and Working Conditions	<input type="checkbox"/>		
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

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Final Sign Off²⁸

Signature	Date	Description
QA Assessor	21-май-2024	Bakyt Zhexembay, Project Manager DocuSigned by: <i>Bakyt Zhexembay</i> E1ABE7F69BE44D0...
	22-май-2024	Dosbol Tursumuratov, Monitoring and Evaluations Associate DocuSigned by: <i>Dosbol Tursumuratov</i> 5F778BE6736141D...
QA Approver	22-май-2024	Sukhrob Khojimatov, Deputy Resident Representative DocuSigned by: <i>S. Khojimatov</i> 2E5B234DD9CB4DA...
PAC Chair	23-май-2024	Katarzyna Wawiernia, Resident Representative DocuSigned by: <i>K. Wawiernia</i> 15AE19A41B5A4B3...

²⁸ Final Screening at the design-stage is not complete until the following signatures are included.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind Human Rights		Answer (Yes/No)
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?	NO
P.2	Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?	NO
P.3	Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?	NO
<i>Would the project potentially involve or lead to:</i>		
P.4	Adverse impacts on enjoyment of the human rights (civil, political, economic, social, or cultural) of the affected population and particularly of marginalized groups?	NO
P.5	Inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	NO
P.6	Restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	NO
P.7	Exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g., during the stakeholder engagement process, grievance processes, public statements)?	NO
<i>Would the project potentially involve or lead to:</i>		
P.9	Adverse impacts on gender equality and/or the situation of women and girls?	NO
P.10	Reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
P.11	Limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
P.12	Exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	NO

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	Exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	NO
P.14	Grievances or objections from potentially affected stakeholders?	NO
P.15	Risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	NO
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	Adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO
1.2	Activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	Changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	Risks to endangered species (e.g., reduction, encroachment on habitat)?	NO
1.5	Exacerbation of illegal wildlife trade?	NO
1.6	Introduction of invasive alien species?	NO
1.7	Adverse impacts on soils?	NO
1.8	Harvesting of natural forests, plantation development, or reforestation?	NO
1.9	Significant agricultural production?	NO
1.10	Animal husbandry or harvesting of fish populations or other aquatic species?	NO
1.11	Significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.12	Handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	NO
1.13	Utilization of genetic resources? (e.g., collection and/or harvesting, commercial development) ¹⁸	NO
1.14	Adverse transboundary or global environmental concerns?	NO
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

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2.1	Areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	NO
2.2	Outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	NO
2.3	Increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
2.4	Increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	NO
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		NO
3.1	Construction and/or infrastructure development (e.g., roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	NO
3.2	Air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	NO
3.3	Harm or losses due to failure of structural elements of the project (e.g., collapse of buildings or infrastructure)?	NO
3.4	Risks of water-borne or other vector-borne diseases (e.g., temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	NO
3.5	Transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	NO
3.6	Adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g., food, surface water purification, natural buffers from flooding)?	NO
3.7	Influx of project workers to project areas?	NO
3.8	Engagement of security personnel to protect facilities and property or to support project activities?	NO
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	Activities adjacent to or within a Cultural Heritage site?	NO
4.2	Significant excavations, demolitions, movement of earth, flooding, or other environmental changes?	NO
4.3	Adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional, or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.4	Alterations to landscapes and natural features with cultural significance?	NO
4.5	Utilization of tangible and/or intangible forms (e.g., practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	Temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	NO

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5.2	Economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Risk of forced evictions? ¹⁹	NO
5.4	Impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	Areas where indigenous peoples are present (including project area of influence)?	NO
6.2	Activities located on lands and territories claimed by indigenous peoples?	NO
6.3	Impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.*</i>	NO
6.4	The absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories, and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	The utilisation and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	Forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	NO
6.7	Adverse impacts on the development priorities of indigenous peoples as defined by them?	NO
6.8	Risks to the physical and cultural survival of indigenous peoples?	NO
6.9	Impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	NO
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (Note: applies to project and contractor workers)</i>		
7.1	Working conditions that do not meet national labour laws and international commitments?	NO
7.2	Working conditions that may deny freedom of association and collective bargaining?	NO
7.3	Use of child labour?	NO
7.4	Use of forced labour?	NO
7.5	Discriminatory working conditions and/or lack of equal opportunity?	NO
7.6	Occupational health and safety risks due to physical, chemical, biological, and psychosocial hazards (including violence and harassment) throughout the project life cycle?	NO

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families, or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
	<i>Would the project potentially involve or lead to:</i>	NO
8.1	The release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
8.2	The generation of waste (both hazardous and non-hazardous)?	NO
8.3	The manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	NO
8.4	The use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	NO
8.5	The application of pesticides that may have a negative effect on the environment or human health?	NO
8.6	Significant consumption of raw materials, energy, and/or water?	NO

3. Risk Analysis.

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that the interest of the ACSH participating countries decreases due to the irrelevance of the activities implemented and/or low quality of capacity building initiatives and knowledge products	As a result of ACSH misinterpreting the needs and demands of its participating countries on topics related to public administration and civil service development, and to public service delivery and digitalisation	Which will impact the ACSH's reputation and its utility as a knowledge and experience exchange institutional platform	7. STRATEGIC (7.8. Innovating, piloting, experimenting) - UNDP Risk Appetite: OPEN TO SEEKING 3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 4 - Extensive Risk level: LOW (equates to a risk appetite of MINIMAL)	From: 15-Mar-24 To: 31-Dec-26	ACSH Management	Risk Treatment 1.1: Regular consultation with the ACSH participating countries' governments in determining topics of mutual interest on which the ACSH activities may focus on for the benefit of its participating countries. (This is also part of the ACSH demand-driven approach). Risk Treatment Owner: ACSH SC Chairman
2	There is a risk that the interest of the Government of Kazakhstan will decrease as a principal donor of the ACSH.	As a result of shortage of financial resources and/or shift of policy priorities with respect to international cooperation	Which will impact the continuous operation of the ACSH as a multilateral institutional platform	2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS 7. STRATEGIC (7.7. Alignment with national priorities) -	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Dec-26	ACSH Management	Risk Treatment 2.1: Regular consultation with the Government to inform them of the ACSH accomplishments highlighting the benefits for Kazakhstan vis-à-vis its foreign aid development policy. Risk Treatment Owner: ACSH SC Chairman Risk Treatment 2.2: Involve a wide range of key government institutions in the

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				UNDP Risk Appetite: OPEN TO SEEKING				ACSH initiatives, e.g., include government officials and civil servants in capacity building activities such as study tours and seminars, on demand. Risk Treatment Owner: ACSH Project Manager
								Risk Treatment 2.3: Regular consultations with key government agencies overseeing project implementation and its accomplishments. Risk Treatment Owner: ACSH Advisor to the SC Chairman
3	There is a risk that the project does not yield tangible results through its initiatives and its activities do not reach their objectives.	As a result of low-quality implementation of activities and/or not meeting the demands of the ACSH participating countries in a timely manner.	Which will impact the reputation and capacity of the ACSH to play a pivotal role in development cooperation in the region and beyond.	3. OPERATIONAL (3.2. Leadership and management) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of MINIMAL)	From: 15-Mar-24 To: 31-Dec-26	ACSH Management	Risk Treatment 3.1: Hold regular consultations with government entities responsible for implementation in the ACSH participating countries and provide technical assistance and support for timely operationalisation of initiatives. Risk Treatment Owner: ACSH Project Manager.
4	There is a risk that available funds may be reduced	As a result of currency fluctuations between the KZ Tenge and the US Dollar.	Which will impact the capacity of the ACSH to implement its planned activities adequately.	2. FINANCIAL (2.4. Fluctuation in credit rate, market, currency) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	From: 15-Mar-24 To: 31-Dec-26	ACSH Management	Risk Treatment 4.1: Hold project funds in USD and exchange into local currency at time of disbursement. Risk Treatment Owner: ACSH Project Manager

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					MODERATE (equates to a risk appetite of EXPLORATO RY)			
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4. Terms of Reference: Steering Committee [Project Board] and Key Management Positions

A. Terms of Reference (ToR) for the Steering Committee [Project Board] of the Institutional Support to the Astana Civil Service Hub – phase 4 Project.

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality of delivery of results. For the purpose of this ToR and to ensure standardisation, henceforth, as regards project documentation, such a body shall only be referred as the Steering Committee. The Steering Committee is the most senior, dedicated oversight body for a UNDP “Development Project”, which is defined in the PPM as an instrument where UNDP “delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project”.

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Steering Committee are as follows:

- a) **High-level oversight of the project:** This is the primary function of the Steering Committee.
 - It reviews evidence of project performance based on monitoring, evaluation, and reporting, including project reports, monitoring missions’ reports, evaluations, risk logs, quality assessment, and the combined delivery report (CDR).
 - It is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results.
 - Its function includes oversight of annual assessments of any major risks to the project, and related decisions / agreements on any management actions or remedial measures to address them effectively.
 - It also carries out the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role, the Steering Committee is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project’s implementation modality.
 - It reviews updates to the project risk log.
- b) **Approval of key project executive decisions:** this is the secondary – but equally important – role of the Steering Committee.
 - It approves certain adjustments above provided tolerance levels, including substantive programmatic revisions (major / minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner / donor requirements).
 - It makes management decisions by consensus when required, including the approval of project plans and revisions, and the project manager’s tolerances.
 - It approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Steering Committee as regards these two key functions is distinct from the roles of entities involved in the implementation of the project, namely the implementation partner (IP), service providers and project staff.²⁹

²⁹ The diagram of the organisational structure of the project is included in the Governance and Management Arrangements section VIII, page 28 of the project document.

In order to ensure UNDP's ultimate accountability, the Steering Committee decisions are made in accordance with the Quality Standards for Programming to ensure management for development results, best value for money, fairness, integrity, transparency, and effective national and international competition. The Steering Committee to be effective needs credible data, evidence, quality assurance and reporting to aid decision making. It also needs to be accountable to protect against conflicts of interest.

Specific responsibilities of the Steering Committee include the following:

- Provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation, and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks / audit reports, and the combined delivery report (CDR);
- Address any high-level project issues as raised by the Chairperson of the Steering Committee;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud / corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Receive and address project level grievances, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project.³⁰
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the "Low Value Grants – UNDP Operational Guide".

Additional responsibilities of the Steering Committee include, but are not limited to, the following:

- Ensure coordination between the various donors and government-funded projects and programmes;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal mechanism for stakeholders;
- Approve the Project Inception Report, Mid-Term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;

³⁰ According to the UNDP's Social and Environmental Standards (SES) codified in the PPM.

III. Composition of the Steering Committee

The members of the Steering Committee are: (1) the Executive; (2) the Development Partners / Senior Suppliers; and (3) the Beneficiary Representatives.

- The **Executive** comprises the Implementing Partner, the Agency for Civil Service Affairs under the President of the Republic of Kazakhstan represented by the Chairperson of the Agency and the Astana Civil Service Hub represented by the Steering Committee Chairperson. They are complemented by the Advisory Board, consisting of scholars and practitioners in the areas of public administration and civil service development.
- The **Development Partners** or otherwise called Senior Suppliers are the Government of Kazakhstan, and the UNDP Kazakhstan. The Government of Kazakhstan provides funding and strategic guidance whereas UNDP provides strategic oversight and technical expertise.
- The **Beneficiaries Representatives** represent the interests of the participating countries of the Astana Civil Service Hub Network, who are the ultimate beneficiaries of the project initiatives. their primary function as members of the Steering Committee is to ensure the realisation of project results from the perspective of the project beneficiaries. They are members of institutions of civil service and public administration organisations from the ACSH participating countries, including Kazakhstan.

IV. Support Functions to the Steering Committee

There are also two other entities / functions outside the Steering Committee structure whose role is to report to the Steering Committee and support board members in effectively fulfilling their roles: project assurance and project management.

- **Project Assurance:** It is the responsibility of each Steering Committee member; however, UNDP has a distinct assurance role. It performs quality assurance and supports the Steering Committee and the Project Management Unit by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. A designated representative of UNDP who assumes the project assurance role is expected to attend all Steering Committee meeting and support the Committee's processes as a non-voting representative.
- **Project Management Unit:** the Project Manager is the senior most representative of the Project Management Unit and is responsible for the day-to-day management of the project on behalf of the Steering Committee, including the mobilisation of all project inputs, supervision over project staff, responsible parties, consultants, and sub-contractors. The project manager typically presents key deliverables and documents to the Steering Committee for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

V. Standard Steering Committee Protocols

The Steering Committee must meet one time annually at a minimum. The timing of the meetings must be agreed upon in advance and they should correspond to key project reporting or work planning milestones.

The Steering Committee makes decisions by unanimous consensus. If a consensus cannot be reached among its members, the final decisions rests with the UNDP Representative on the Committee, or a UNDP staff member with delegated authority as the programme manager.

It is required that as per internationally recognised professional standards and principles of sound governance, conflicts of interest affecting the Steering Committee members in performing their duties must be formally disclosed if not avoidable.

B. Terms of Reference for Project Manager, Operations and Legal Affairs

I. Position Information

Office / Unit / Project	UNDP / Governance Unit / Institutional Support to the Astana Civil Service Hub
Functional Title	Project Manager, Operations and Legal Affairs
Duty station (City and Country)	Astana, Kazakhstan
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	May 2024
Expected Duration	12 months (with possible renewal)

II. Scope of Work

Summary of Key Functions:

The Project Manager, Operations and Legal Affairs under the guidance and day-to-day supervision of Chairman of Steering Committee of the ACSH, acts as the Head of Operations in all aspects of business processes and operations of the ACSH, including but not limited to administrative, procurement, financial support, in compliance with UNDP policies and procedures. In addition to the overall responsibility for operations of the ACSH, the Project Manager is also responsible for coordinating the Annual Work planning and delivery of the activities of the ACSH. Also, he/she is to provide organisational support to the work of the Steering Committee of the Hub.

The Project Manager coordinates the project personnel in terms of all operational issues, oversees the organisational and legal work and works in close collaboration with UNDP CO programme staff, Government officials, technical advisors and experts, multilateral and bilateral donors, and civil society to ensure successful project implementation in accordance with UNDP policies and procedures.

The key responsibility of the Project Manager is to provide full support for the implementation of all project activities and ensure smooth and uninterrupted performance of the functions described below:

a) Operations Management:

- Oversee effective provision of services to counterparts including fair and transparent procurement, efficient logistics and sound financial management, as well as consistent application of UNDP rules and regulations;
- Ensure full compliance of operations with UNDP rules, regulations and policies, implementation of corporate operational strategies, establishment of targets and monitoring achievement of results;
- Work in close collaboration with programme and project teams and operations staff in the CO and Government officials to successfully deliver services to ensure maintenance of the proper performance management;
- Coordinate effective participation of all national and international stakeholders in all phases of planning and implementation processes.

b) Legal Support:

- Provide overall organisational legal support to the project's implementation and future transition to a legal entity;
- Provide legal advice and make recommendations to the Chairman of the Steering Committee and the UNDP CO as necessary;
- In drafting and vetting of MOUs, letters of cooperation in close collaboration with the Partnerships Specialist;
- Ensure that organisational legal matters are managed properly, efficiently, and that they are shared with the relevant and respective stakeholders and are given proper advice and

guidance;

- Ensure that the Steering Committee, UNDP CO is provided with updates and reports on a regular basis, or when it is necessary.

c) Capacity development and knowledge management:

- Ensure proper implementation of the learning mechanisms such as professional immersion, regional courses, online courses, short-duration courses, scholar-in-residence, or sabbatical programmes;
- Work closely with UNDP CO to ensure that the project is contributing effectively to overall UNDP governance objective;
- Collaborate with the Research Team to package research products and findings for a variety of stakeholders;
- Guide the development of an effective database of experts in order to address the particular needs and reform efforts of participating countries.

III. Institutional Arrangement

In accordance with the project document, the Project Manager reports directly to the Chairman of the Steering Committee of the ACSH.

IV. Minimum Qualifications of the Successful NPSA

Minimum Academic Qualifications	Master's Degree or equivalent in Law, International Law, Public Administration, Business Administration, or other related fields.
Minimum years of relevant work experience	Minimum 7 years of work experience in the public sector, government institutions or international organisations; At least 3 years of experience at the national or international level in managing staff and/or establishing inter-relationships among international organisations and national governments; Experience working in the national civil service system is required; Good writing and speaking, communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors, and other stakeholders; Maturity, excellent interpersonal, negotiation and team leading skills required; Ability to work under pressure, to tight deadlines and to handle multiple tasks; Excellent computer skills with ability to use information technology as a tool and resource.
Desired additional skills and competencies	Knowledge of international organisations and/or UNDP requirements and procedures would be an asset.
Required Language(s) (at working level)	Fluency in English, Kazakh and Russian.
Professional Certificates	N/A

Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Competency:

Achieve Results	<ul style="list-style-type: none"> - Demonstrate focus on achieving quality results and impact; - Consistently strive to meet or exceed excellence standards; - Hold self and others accountable for results; - Efficiently establish appropriate plans and resources for self and others to accomplish goals.
Think Innovatively	<ul style="list-style-type: none"> - Look beyond conventional approaches and established methods; - Propose new ideas, approaches, and solutions to problems; - Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice.
Learn Continuously	<ul style="list-style-type: none"> - Actively pursue opportunities for learning and self-development professionally and personally; - Keep abreast of new developments in one's professional area; - Proactively seek feedback, demonstrate a desire to learn from others as well as from experiences, both positive and negative; - Contribute to the learning of others.
Adapt with Agility	<ul style="list-style-type: none"> - Be flexible in handling change, and adopt new ideas, approaches, and ways of working; - Seamlessly adapt to working within new situations or contexts, with new people, and in different ways; - Participate in, support, contribute to or drive meaningful change in UNDP.
Act with Determination	<ul style="list-style-type: none"> - Pursue everything with motivation and drive; - Not give up in the face of adversity and setbacks; demonstrate resilience and composure; - Demonstrate courage, self-motivation, and initiative to act on opportunities without being prompted by others; - Be authentic and modest, get things done without unnecessary noise;
Engage and Partner	<ul style="list-style-type: none"> - Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others; - Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results; - Establish and develop networks that deliver powerful collaborations; - Encourage and respect the views of others; accept views and ideas other than one's own.
Enable Diversity and Inclusion	<ul style="list-style-type: none"> - Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people; - Fully accept and value all people, creating an inclusive environment; - Understand that inclusion is multi-faceted (e.g., race, gender, age, disability, culture, etc); - Understand and appreciate issues from the perspective of others; - Treat everyone fairly and equally; - Demonstrate honesty and transparency.

C. Terms of Reference for Advisor to the Steering Committee Chairperson

I. Position Information

Office / Unit / Project	UNDP / Governance Unit / Institutional Support to the Astana Civil Service Hub
Functional Title	Advisor
Duty station (City and Country)	Astana, Kazakhstan
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	May 2024
Expected Duration	12 months (with possible renewal)

II. Scope of Work

Summary of Key Functions:

Under the guidance of the Chairman of Steering Committee, the Advisor is responsible for providing overall technical guidance and advice for promoting civil service effectiveness of ACSH's participating countries and the effective implementation of the project and achievement of the planned results. The Advisor also facilitates and promotes coordination and collaboration with other actors in the sector both at national and international levels. He/she is directly responsible to Chairman of the Steering Committee on evaluation of the project components, including regular reporting on the ACSH's progress.

The key responsibility of the Advisor is to provide full support for the implementation of all project activities and ensure smooth and uninterrupted performance of the functions described below:

a) Overall technical advice to the ACSH:

- Provide technical expertise and consultancy in the field of civil service reform, as well as convene ideas, resource persons, thought leaders, practitioners from across different sectors to promote cutting-edge knowledge production and dissemination;
- Provide technical expertise on civil service with a view to building national capacities and strengthening the GoK civil service;
- Review the project status and provide strategic advice to the Chairman to monitor progress in achieving results at the output, outcome, and impact levels.

b) Knowledge Management, Research, Capacity Building, and related activities:

- Provide advice on development of the knowledge products series that will position the Hub as a global centre of excellence in the related area;
- Monitor emerging issues, innovation strategies and cutting-edge knowledge and approaches for UNDP, GoK and participating countries;
- Ensure contributions to partnership building, capacity development of interested stakeholders including governments, academic institutions, and civil society to take advantage of best practices and lessons learned that are available in the region and globally;
- Guide quality documentation of outreach activities, including production and dissemination of knowledge products in various formats to reach a wider variety of audiences to convene high-level policy dialogue amongst leading researchers, policy makers and practitioners, civil society representatives, in the related area.

c) Sector-wide coordination and technical support:

- Liaise with and maintain regular contact with the Agency for Civil Service Affairs, the Academy of Public Administration under the President of Kazakhstan and relevant line ministries of Kazakhstan, national institutions, and development partners, and support ongoing coordination efforts in the GoK to provide technical guidance to establish and institutionalise civil service sector coordination.

III. Institutional Arrangement

The Technical Advisor reports directly to the Chairman of the Steering Committee of the ACSH and works in close day-to-day collaboration with the Project Manager. The Technical Advisor promotes a client-oriented approach consistent with UNDP rules and regulations (POPP). S/he works in close collaboration with the operations, programme and project teams in the CO and UNDP HQs staff as needed for efficient project implementation.

IV. Minimum Qualifications of the Successful NPSA

Minimum Academic Qualifications	Master's Degree or equivalent in international affairs, social sciences, public administration, or other relevant fields of education;
Minimum years of relevant work experience	Minimum 10 years of experience in the field of public administration and civil service or public organisations; Minimum 5 years of management responsibilities of similar size and complexity; Availability of research/publications in the governance and civil service reform field is an advantage; Excellent writing and speaking, communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors, and other stakeholders; Maturity, excellent inter-personal, negotiation and team leading skills required; Ability to work under pressure, to tight deadlines and to handle multiple tasks.
Desired additional skills and competencies	Knowledge of international organisations and/or UNDP requirements and procedures would be an asset.
Required Language(s) (at working level)	Fluency in English and Kazakh or Russian.
Professional Certificates	N/A

Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Competency:

Achieve Results	<ul style="list-style-type: none"> - Demonstrate focus on achieving quality results and impact; - Consistently strive to meet or exceed excellence standards; - Hold self and others accountable for results; - Efficiently establish appropriate plans and resources for self and others to accomplish goals.
Think Innovatively	<ul style="list-style-type: none"> - Look beyond conventional approaches and established methods; - Propose new ideas, approaches, and solutions to problems; - Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice.
Learn Continuously	<ul style="list-style-type: none"> - Actively pursue opportunities for learning and self-development professionally and personally; - Keep abreast of new developments in one's professional area; - Proactively seek feedback, demonstrates a desire to learn from others as well as from experiences, both positive and negative;

	<ul style="list-style-type: none"> - Contribute to the learning of others.
Adapt with Agility	<ul style="list-style-type: none"> - Be flexible in handling change, and adopt new ideas, approaches, and ways of working; - Seamlessly adapt to working within new situations or contexts, with new people, and in different ways; - Participate in, support, contribute to or drive meaningful change in UNDP.
Act with Determination	<ul style="list-style-type: none"> - Pursue everything with motivation and drive; - Not give up in the face of adversity and setbacks; demonstrate resilience and composure; - Demonstrate courage, self-motivation, and initiative to act on opportunities without being prompted by others; - Be authentic and modest, get things done without unnecessary noise.
Engage and Partner	<ul style="list-style-type: none"> - Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others; - Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results; - Establish and develop networks that deliver powerful collaborations; - Encourage and respect the views of others; accept views and ideas other than one's own.
Enable Diversity and Inclusion	<ul style="list-style-type: none"> - Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people; - Fully accept and value all people, creating an inclusive environment; - Understand that inclusion is multi-faceted (e.g., race, gender, age, disability, culture, etc) - Understand and appreciate issues from the perspective of others; - Treat everyone fairly and equally; - Demonstrate honesty and transparency.

D. Terms of Reference for Project Specialist, Finance

I. Position Information

Office / Unit / Project	UNDP / Governance Unit / Institutional Support to the Astana Civil Service Hub
Functional Title	Project Specialist, Finance
Duty station (City and Country)	Astana, Kazakhstan
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	May 2024
Expected Duration	12 months (with possible renewal)

II. Scope of Work

Summary of Key Functions:

The Project Specialist in Finance is responsible for ensuring the highest efficiency in financial resources management and the provision of accurate, thoroughly researched and documented financial information, effective delivery of financial services and transparent utilization of financial resources and management of the ACSH. The incumbent analyses and interprets the financial rules and regulations and provides solutions to a wide spectrum of complex financial issues. The Project Specialist promotes a collaborative, client-oriented approach consistent with UNDP rules and regulations.

The Project Specialist works in close collaboration with the Finance Unit, Operations in the CO and Government officials ensuring successful performance in Finance in compliance with UNDP policies and procedures.

The key responsibility of the Project Specialist is to provide full support for the implementation of all project activities and ensure smooth and uninterrupted performance of the functions described below:

a) Ensure effective and accurate financial resources management and oversight, focusing on achievement of the following results:

- Financial analysis and oversight for all resources managed by the ACSH and provision of high-quality professional advice to the ACSH's management;
- Proper planning, expenditure tracking and audit of financial resources, including extra-budgetary income in accordance with UNDP rules and regulations;
- Organisation of ACSH cash management processes, including liquidity management, risk assessment, bank relationship management, timely accounting and reconciliation of all transactions, security for cash assets on site;
- Monitoring of financial exception reports for unusual activities, transactions and investigation of anomalies or unusual transactions.

b) Ensure implementation of operational and financial strategies and procedures, focusing on achievement of the following results:

- Full compliance of financial activities, financial recording/reporting system and audit follow up with UN/UNDP rules, regulations, policies, and strategies; implementation of the effective internal control, proper design and functioning of the financial resources management system, planning, guiding, monitoring, and controlling of the resources;
- Continuous analysis and monitoring of the financial situation, presentation of forecasts for development and management projects;
- Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions;
- Regular analysis and reporting on the budget approvals and the delivery situation of management projects, as well as ensuring that cost-sharing contributions are properly transferred to UNDP on a timely basis.

c) Ensure proper control of ACSH's accounts, focusing on achievement of the following results:

- Elaboration of the internal expenditures' control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Quantum; payrolls are duly prepared; monthly payment orders (MPOs), travel claims and other entitlements are duly processed;
- Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, and unapproved vouchers;
- Timely review of cash position for local accounts to ensure sufficient funds on hand for disbursements.

III. Institutional Arrangement

The overall goal for the Project Specialist work is the successful implementation of the project in accordance with the goals, work plans and budgets set forth in the project document. The Project Specialist reports to the Project Manager and the Chairman of the Steering Committee of the ACSH.

IV. Minimum Qualifications of the Successful NPSA

Minimum Academic Qualifications	University Degree in Finance/Accounting, Business, or Public Administration, or a professional accounting qualification from an internationally recognised institute of accountancy. Professionally qualified accountants from an internationally recognized institute of accountancy will have a distinct advantage;
Minimum years of relevant work experience	5 years of relevant experience in providing financial management advisory services and/or managing staff and operational systems; Experience in the usage of computers and office software packages and advance knowledge of spreadsheet and database packages.
Desired additional skills and competencies	Knowledge of international organisations and/or UNDP requirements and procedures would be an asset.
Required Language(s) (at working level)	Fluency in English, Kazakh and/or Russian.
Professional Certificates	N/A

Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Competency:

Achieve Results	<ul style="list-style-type: none"> - Demonstrate focus on achieving quality results and impact; - Consistently strive to meet or exceed excellence standards; - Hold self and others accountable for results; - Efficiently establish appropriate plans and resources for self and others to accomplish goals.
Think Innovatively	<ul style="list-style-type: none"> - Look beyond conventional approaches and established methods; - Propose new ideas, approaches, and solutions to problems; - Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice;
Learn Continuously	<ul style="list-style-type: none"> - Actively pursue opportunities for learning and self-development professionally and personally; - Keep abreast of new developments in one's professional area; - Proactively seek feedback, demonstrates a desire to learn from others as well as from experiences, both positive and negative;

	<ul style="list-style-type: none"> - Contribute to the learning of others.
Adapt with Agility	<ul style="list-style-type: none"> - Be flexible in handling change, and adopt new ideas, approaches, and ways of working; - Seamlessly adapt to working within new situations or contexts, with new people, and in different ways; - Participate in, support, contribute to or drive meaningful change in UNDP.
Act with Determination	<ul style="list-style-type: none"> - Pursue everything with motivation and drive; - Not give up in the face of adversity and setbacks; demonstrate resilience and composure; - Demonstrate courage, self-motivation, and initiative to act on opportunities without being prompted by others; - Be authentic and modest, get things done without unnecessary noise.
Engage and Partner	<ul style="list-style-type: none"> - Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others; - Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results; - Establish and develop networks that deliver powerful collaborations; - Encourage and respect the views of others; accept views and ideas other than one's own.
Enable Diversity and Inclusion	<ul style="list-style-type: none"> - Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people; - Fully accept and value all people, creating an inclusive environment; - Understand that inclusion is multi-faceted (e.g., race, gender, age, disability, culture, etc); - Understand and appreciate issues from the perspective of others; - Treat everyone fairly and equally; - Demonstrate honesty and transparency.

E. Terms of Reference for Project Assistant

I. Position Information

Office / Unit / Project	UNDP / Governance Unit / Institutional Support to the Astana Civil Service Hub
Title	Project Assistant
Level	NPSA5
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	May 2024
Expected Duration	12 months (with possible renewal)

II. Scope of Work

The Project Assistant is responsible for the provision of administrative functions to the ACSH. The key responsibility of the Project Assistant is to provide full support for the implementation of the ACSH activities and ensure smooth and uninterrupted performance of the functions described below.

- Provide effective financial services and assist in project budget management;
- Provide logistical services and event arrangement and management;
- Provide support to procurement services;
- Provide administrative services;

a) Ensure provision of effective financial services and assistance in project budget management, focusing on achievement of the following results:

- Create requests for payments in the finance management system; ensure submission of the supporting documentation required for the payment requests, provide timely feedback, and follow up on the status of submitted payments;
- Check that vouchers processed, matched, and completed, transactions are correctly recorded and posted in Quantum;
- Ensure timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, and unapproved vouchers;
- Create requests for vendors and travel profiles; ensure provision of the required supporting documentation; provide timely feedback and follow up on the status of submitted requests;
- Ensure duly submission of the VAT return documents to and follow up with the Finance unit;
- Provide support with the cost-recovery processing as per established processes;
- Prepare cash advance requests and securing of reporting in accordance with UNDP procedures;
- Assist in developing detailed project budgets for all activities and outputs;
- Monitor project budget in terms of expenditures according to the work plan as per donor requirements;
- Assist in preparing monthly / quarterly / yearly expenditure reports;
- Provide detailed information on finance issues during project audit exercise;
- Support in monitoring the project compliance with financial requirements, such as reporting deadlines, formats, purchasing procedures, audits, transmission of documentary evidence, spending eligibility periods, etc;
- Prepare budget revisions jointly with the Project Manager of the project, at least once a year;
- Provide full support with entering new/updated figures of the project Approved Spending Limit (ASL) into the system as per Pro Doc /approved budget revision;
- Ensure timely actions on the recharge of improperly charged expenses, preparation of recharge, receipt of approval, and providing support to Programme/Operations and CO staff to be correctly processed in the system;
- Perform other related duties as necessary and in line with the Internal Control Framework of the Country Office and related Standard Operating Procedures (SOP).

b) Provide effective logistical services to project, focusing on achievement of the

following results:

- Assist project personnel and national/ international consultants to arrange travel within and outside Kazakhstan; more specifically support in development of itinerary, booking/purchasing the tickets;
- In coordination with the Project Manager(s) of the assigned projects and PIU Head arrange preparation of visas for and timely registration of coming visitors making sure that visitors are aware of visas and registration procedures;
- Arrange foreign visas for project personnel for travel outside Kazakhstan as per request, preparation of information/request official letters to consular departments of corresponding Embassies;
- Perform travel arrangement functions in the Travel and Expense management module as per provided profiles;
- In coordination with the Project Manager draft and compile necessary documentation such as agenda, list of participants for seminars, workshops, trainings, and other project related events;
- As per provided draft from the Project/Programme staff preparation /signing / sending of Invitation letters to participants;
- Make logistical arrangements for on-line and off-line seminars, workshops, trainings, and other project related events, including generating the links to the on-line events; for the off-line events deals with venue reservation, arrangements of meals, translation/interpretation services, and required equipment, office supplies, arrangement of printing handouts materials;
- Create links for the on-line events in Zoom/Microsoft Teams or any other communications platform;
- Ensure arrangement of transfers for participants of Project, Programme and CO staff, including booking and contracting with local logistics companies;
- Assist in customs clearance procedures for packages by preparation of necessary documents;
- Make necessary arrangements for registration of participants, delivery of publications and other printing materials to the project events' venues;
- Arrange translation of documents when required;
- Perform other related duties as necessary and in line with the Internal Control Framework of the Country Office and related SOPs.

c) Ensure provision of effective support services to projects in procurement and other programmatic instruments under the HACT modality focusing on achievement of the following results:

- In close collaboration with the project personnel assist in the development of a procurement plan for the project and submit procurement cases in PROMPT;
- Create e-requisitions in Quantum and ensure correct use of chart of accounts (COA);
- Ensure timely requests for PO creation to newly signed contracts or update existing PO as per amendment;
- Support Project Managers to create receipts of goods, services, and works in upon delivery of goods and signing goods received note (GRN or Act of acceptance) and upload all authorized GRNs in the system as required by POPP;
- Arrange translation of procurement documents when required;
- Prepare procurement related meeting minutes in coordination with the Procurement Specialist when required;
- As per request and jointly with Project Managers draft the Note to files, Request for Signing of contracts;
- Provision of ToR templates as per required procurement method excluding the content (background, scope and deliverables).
- Undertake cost estimates and preparation of market research as per provided data / information from project / procurement department if information is duly available;
- Coordinate with the Project Manager to complete performance evaluation forms for vendors;
- Assist the Project Manager in preparing the set of documents as required by the POPP for

engaging partners in delivering services through other programmatic instruments, such as Responsible Party Agreements, low value grants, and others;

- Collect and systematize the information on potential suppliers of goods and services;
- Perform other related duties for procurement support as necessary and in line with the Internal Control Framework of the Country Office and related SOPs.

d) Ensure provision of administrative services, focusing on achievement of the following results:

- Provide support to periodic inventory verification exercise; create matrix for project inventories, such as publication materials, visibility items and monitor in/out flow;
- Provide support to asset verification exercise and keep an updated list of project assets;
- Arrange translation of documents when required;
- Preparation of unofficial translations of the documents in urgent cases;
- Arrangement of the office vehicle and securing regular record-keeping on its use;
- Maintain a document filing system;
- Prepare minutes of meetings and translate various documents;
- Collect, compile, and provide information when required as well as assist and support programme staff in the preparation of different presentations, reports, and programme profiles;
- Keep directories of names, addresses, and contact numbers of government officials, international and national NGOs, and other relevant organisations inside and outside Kazakhstan;
- Keep a catalogue of archived data, including all data on contracts, reports, etc; revise and update these in an established format for subsequent use;
- Develop a catalogue of materials on monitoring of the project and project activities (correspondence, reports, budget, and financial expenses) in accordance with UNDP requirements;
- Serve as a custodian for stationary supplies, distribute stationary and keep a log of distribution;
- Assist the Project Manager with HR and ICT related matters when needed;
- Assist the Project Managers in keeping close contacts with the Implementing Partner, UNDP, the project partners and other organisations by means of collecting the information and proposals, registration of incoming and outgoing correspondence, preparation of draft letters and organization of meetings;
- Perform other related duties as necessary and in accordance with the Internal Control Framework of the Country Office and related SOPs.

III. Institutional Arrangement

The incumbent reports directly and works under the guidance and day-to-day supervision of the Project Manager. The Project Assistant promotes a client-oriented approach consistent with UNDP rules and regulations (POPP). S/he works in close collaboration with the operations, programme and project teams in the CO and UNDP HQs staff as needed for efficient project implementation.

IV. Minimum Qualifications of the Successful NPSA

Minimum Education qualifications	Secondary education. Bachelor's degree in accounting, financial management, business administration or a related field will be given due consideration, but this is not a requirement.
Minimum years of relevant work experience	5 years (with secondary education) or 2 years (for bachelor's degree holders) of relevant work experience in administrative and/or financial support of office operations with international or national projects or organisations;
Desired skills in addition to the competencies	Experience with international organisations including the UN System would be an asset;

covered in the Competencies section	Experience in the organisation of joint events with the Government and/or subordinate organisations, as well as with international organisations, would be an asset; Additional years of relevant work experience in administrative and/or financial support of office would be desired.
Required Language(s)	Fluency in English and Kazakh and/or Russian.
Professional Certificates	N/A

Core competencies:***Cross-Functional & Technical competencies***

Thematic Area	Name	Definition
Ethics	UN policy knowledge - ethics	– Knowledge and understanding of the UN Staff Regulations and Rules and other policies relating to ethics and integrity.
Business Management	Communication	– Ability to communicate in a clear, concise, and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience; – Ability to manage communications internally and externally, through media, social media, and other appropriate channels.
Business Management	Monitoring	– Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results.
Business Management	Customer Satisfaction / Client Management	– Ability to respond timely and appropriately with a sense of urgency, provide consistent solutions, and deliver timely and quality results and/or solutions to fulfil and understand the real customers' needs. provide inputs to the development of customer service strategy. Look for ways to add value beyond clients' immediate requests. Ability to anticipate client's upcoming needs and concerns.

5. Standard Letter of Agreement on the Provision of Support Services

STANDARD LETTER OF AGREEMENT BETWEEN UNITED NATIONS DEVELOPMENT PROGRAMME AND THE GOVERNMENT OF THE REPUBLIC OF KAZAKHSTAN ON THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between officials of the Government of the Republic of Kazakhstan (hereinafter referred to as Government) under the Agency of the Republic of Kazakhstan for Civil Service Affairs (hereinafter referred to as the Agency) and officials of United Nations Development Programme (hereinafter referred to as UNDP) with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes and projects. UNDP and the Agency hereby agree that the UNDP Country Office may provide such support services at the request of the Agency through its institution designated in the relevant project document of the joint project of UNDP and the Agency “Institutional Support to the Astana Civil Service Hub. Phase 4”.
2. UNDP Country Office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, UNDP Country Office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by UNDP Country Office in providing such support services shall be recovered from the administrative budget of the office.
3. UNDP Country Office may provide, at the request of the designated institution, the following support services for the implementation of the project:
 - (a) Recruitment of project personnel; handling administrative issues related to the project personnel.
 - (b) Facilitation of training activities and seminars;
 - (c) Procurement of goods and services.
 - (d) Processing of direct payments.
4. The procurement of goods and services and the recruitment of project personnel by UNDP Country Office shall be in accordance with UNDP regulations, rules, policies, and procedures. If the requirements for support services by the country office change during the life of the project, the annex to the project document is revised with the approval of UNDP Resident Representative and the designated institution.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Kazakhstan and the UNDP, signed by the Parties on 4 October 1994, including the provisions on liability and privileges, and immunities, shall apply to the provision of such support services. The Government of Kazakhstan shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services.
6. Any claim or dispute arising under or about the provision of support services by UNDP Country Office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by UNDP Country Office in providing the support services are determined by UNDP policies and procedures.
8. Any modification of the present arrangements shall be effected, by mutual written agreement of the parties hereto.