



PROJECT DOCUMENT

Turkmenistan

Project Title Capacity Building of the Academy of Civil Service under the President of Turkmenistan

Project number:

Implementing partner: Academy of Civil Service under the President of Turkmenistan

Start date: 1 May 2021

End date: 30 April 2024

Project appraisal committee meeting date:

Brief Description		
<p><i>The goal of this project is to strengthen the potential of the Academy of Civil Service under the President of Turkmenistan to improve the professional qualifications and retraining of civil servants in accordance with principles that take into account merit and performance, as well as to promote young specialists (including women) in leadership positions.</i></p> <p><i>The project will include the following components:</i></p> <ol style="list-style-type: none"> <i>1. Development and implementation of certification programs for professional development of civil servants, including women, in line with the primary objectives of development of digital economy.</i> <i>2. Establishment of targeted international cooperation in line with priority areas of development of public administration (civil service) and local self-regulation entities in the context of digital transformation.</i> <i>3. Strengthening ICT infrastructure of education system of the Academy in accordance with objectives of civil service during the transition to digital economy.</i> 		
<p>Contributing Outcome 1 of the SDCF UN-TKM 2021-2025: By 2025, the people of Turkmenistan have access to a more efficient, innovative and transparent public administration system based on the rule of law, respect for human rights, gender equality and labor rights, and quality data.</p> <p>CPD Output 1.2: State institutions have improved public administration system with electronic government systems and digital public services for the population, with special focus on services for vulnerable groups.</p> <p>Gender marker: GEN 1</p>	Total funds required 2021-2024:	439,773 USD
	<p>Government of Turkmenistan (Academy of Civil Service under the President of Turkmenistan)</p>	Total: 424,773 USD
		2021: 57,903 USD
		2022: 214,809 USD
		2023: 152,061 USD
UNDP	15,000 USD	

Agreed (signatures):

Academy of Civil Service under the President of Turkmenistan	United Nations Development Programme
 Aym Annamuradov Rector	 Natia Natsvlshvili Resident Representative a.i.
Date: 11.12.2020	Date: 11.12.2020

I. DEVELOPMENT CHALLENGE

The Academy of Civil Service under the President of Turkmenistan (hereinafter referred to as the Academy or ACS) was established by the Decree of the President in September 2008. The strategic goal of the Academy is to create an educational, research and organizational and methodological base that provides training and selection of top-quality management personnel for state authorities and local governments.

The Academy is an educational institution in Turkmenistan, which implements a two-year retraining course for civil servants, as well as provides short-term advanced training courses for civil servants with the issuance of certificates of the appropriate form, based on applications from ministries, departments, local executive authorities and local governments.

The development of the digital economy and the ongoing institutional transformations in this area require a consistent build-up of the practical skills of civil servants.

To organize the educational process, the Academy, in addition to the main teaching staff, attracts highly qualified specialists and experts from the ministries and departments of the country, as well as representatives of partner higher educational institutions, specialized academies, research institutes and analytical centres, including foreign ones. The training course programs provide for holding of practical classes and industrial practice for the students of the Academy in the Mejlis (Parliament), ministries and sectoral departments, as well as local executive authorities and local self-government bodies.

In 2017-2020 The Academy, together with the United Nations Development Program, has successfully implemented the project "Assisting the Academy of Civil Service under the President of Turkmenistan". The main results of this project were:

- development of a strategic vision and development plans for the Academy;
- updating existing / developing new curricula of the Academy;
- creating partnerships with foreign target schools of government and other resource institutions of the civil service;
- strengthening the educational and informational potential of the academy.

As a result of Project evaluation, a high level of achievement of results in the above areas was noted. Within the framework of the Project, the following disciplines were included in the educational process of the Academy: "Anti-corruption policy in the civil service system", "Electronic government and information technology", and "Strategic management and state planning". The capacity of the teaching staff of the Academy was increased in such areas as: e-government, digital governance, ethics of civil servants and the fight against corruption; strategic planning and others.

One of the results of the Project is the development of a Master's degree course in Digital Management that meets the requirements of the digital economy. The training course was developed and piloted with the participation of specialists from the Academy of Management under the President of the Republic of Belarus.

The main goal of the Master's course "Digital Governance" is to increase the potential, level of awareness and knowledge of leading specialists of a number of ministries and departments in the field of preparation and decision-making using elements of innovation management and digitalization.

The short-term master's course, which involved national and international teachers, was successfully piloted with the participation of 20 mid-level civil servants from various ministries and departments of Turkmenistan. In connection with the global pandemic of the COVID 19 virus, a short-term course with

the participation of a group of teachers from the Academy of Management under the President of the Republic of Belarus was transferred to an online format, which allowed students to apply their skills in using modern information technologies in practice. This initiative will serve as a stimulus for introduction of online education in academia in general.

Within the framework of international cooperation, existing contacts with such regional centers and partner organizations as the Astana Civil Service Hub have been significantly improved, and new, mutually beneficial ties have been established with similar academies in the CIS countries.

The subsequent development of the Academy's potential and strengthening its role as the main link in the training of highly qualified civil servants is inextricably linked with the strategic vision of the state priorities formulated by the President of Turkmenistan, which also contribute to the achievement of the Sustainable Development Goals (SDGs).

II. STRATEGY

This Project is strategically important for both the United Nations Development Program and the Government of Turkmenistan, as it consolidates already existing constructive relations in the implementation of the global Agenda for Sustainable Development until 2030 (Agenda 2030) and the corresponding Sustainable Development Goals adopted by Turkmenistan at government level in September 2016.

The long-term goal of this Project is to improve the efficiency of the public service in Turkmenistan in line with global trends and innovations.

The strategic vision of the Project corresponds to the priority areas of the Presidential Program of Socio-Economic Development of Turkmenistan for 2019-2025, the Concept for the Development of the Digital Economy in Turkmenistan for 2019-2025, the Concept for the Development of the Digital Education System in Turkmenistan, the laws of Turkmenistan "On state service", "On ethics and official conduct of a civil servant", "On education", "On combating corruption", "National program to reduce the effect of the difficult world economy circumstances on the country's economy and sustainable development of the national economy for 2020-2021", as well as the "Plan of operational socio-economic measures in Turkmenistan to counter an acute infectious disease pandemic."

The project will contribute to the achievement of Goal 9 of the Concept for the Development of the Digital Economy in Turkmenistan "Increasing the efficiency of state and local self-government systems."

The main goal of the Concept for the Development of the Digital Economy in Turkmenistan is the effective formation of digital systems to achieve sustainable economic growth, increase the competitiveness of the economy, improve the quality of life of the population, as well as improve the sphere of state and local governance.

This Concept sets before the civil service the task of adapting to modern trends in economic management policy planning, which implies the accelerated development of training and retraining systems for civil servants, both in form and content.

The project is designed to support the Academy and develop, in close cooperation with it, modern training programs, as well as improve the methodology and material and technical base for further improving the training of civil service personnel.

In turn, the Project is directly aimed at achieving Goal 16 of the United Nations Sustainable Development Goals (SDGs) «To help build a peaceful and inclusive society for sustainable development, ensure access to justice for all and create effective, accountable and inclusive institutions at all levels». By strengthening the Academy's capacity to build a corps of highly qualified, motivated, impartial civil servants who design, plan and implement evidence-based and people-centered public policies.

This Project is indirectly aimed at achieving Goal 5 of the Sustainable Development Goals "Gender Equality" by promoting women in leadership positions. The project contributes to achieving the objectives of Sustainable Development Goal 17 "Partnerships for Sustainable Development" by concluding mutually beneficial agreements with other civil service academies and international consortia of civil service institutions.

This Project is also in line with the goals and objectives outlined in the Framework for Cooperation on Sustainable Development between Turkmenistan and the United Nations for 2021-2025. In particular, the project contributes to the achievement of Outcome 1 "By 2025, the people of Turkmenistan have access to a more efficient, innovative and transparent system of public administration based on the rule of law, respect for human rights, gender equality and labor rights, and quality data".

The project is in line with the implementation of the Country Program Document between the Government of Turkmenistan and the United Nations Development Program for 2021-2025 (CPD). In particular, the project contributes to the achievement of Outcome 1.2 "State institutions have improved public administration system with electronic government systems and digital public services for the population, with special focus on services for vulnerable groups".

III.RESULTS AND PARTNERSHIPS

Expected results

The Project is expected to achieve three outcomes that will help create the conditions for highly qualified, motivated civil servants to design, plan and implement evidence-based and people-centered public policies.

The long-term goal of this Project is to improve the efficiency of civil service and public administration in the context of digitalization in Turkmenistan.

The Project will achieve the following end results:

Result 1:

Certification programs for advanced training in accordance with the primary goals of the development of the digital economy and with a focus on empowering women have been formulated and implemented at the Academy.

As part of this Outcome, assistance will be provided in the development of specific retraining programs aimed at improving the level of qualifications of management personnel, including empowering women in key areas of the Concept for the Development of the Digital Economy, such as (a) the analysis of business processes with an emphasis on the provision of electronic government services; (b) introduction of innovative methods of personnel management using electronic technologies; (c) needs assessment when developing a development strategy using digital platforms; (d) development and decision making based on digital analysis of the database; (e) the use of research methods and tools in the design and management of information systems.

The achievement of this result will be measured by the following indicators:

1.1. Number of men and women who have increased capacity through participation in an information workshop on key areas of digitalization in public services with the participation of international experts.

1.2. A methodological manual on the methodology of training civil servants using distance technologies has been prepared, tested and published.

1.3. Number of short-term curricula and methodological materials developed for selected new certification courses.

1.4. *Number of master trainers / trainers (men and women) trained in specific certification programs and their methodology.*

1.5. *Number of certification courses implemented, including short-term courses for high-level executives with the participation of international experts.*

1.6. *Number of prepared test programs to determine the theoretical knowledge and practical skills of civil servants in the field of digital economy and management.*

1.7. *The digital economy certification centre (certification courses) has been created and the regulations for the centre have been developed.*

Result 2:

Targeted international cooperation in priority areas of development of public administration (public service) and local governments in the context of digital transformation has been established

Within the framework of this section, priority will be given to establishing contacts with higher schools of public administration in European and Central Asian countries. UNDP also aims to foster long-term cooperation between the ACS of Turkmenistan and at least two similar institutions in neighbouring countries such as Azerbaijan and Kazakhstan, with support from the Centre (Hub) for Civil Service (Astana, Kazakhstan). UNDP will facilitate the organization of events and visits of international experts, and, if necessary, will facilitate the preparation of draft agreements/memoranda of cooperation. As part of this Outcome, UNDP will also assist in the organization of separate courses for students of the Academy and/or civil servants of various levels on such priority topics for the Government as: providing services to the public through e-government, optimizing decision-making processes, etc. For this purpose, UNDP will engage international experts and practitioners in their respective fields.

Partnerships with consortia of institutions from specific countries are also possible, which combine the areas of competence required by the Academy (training, practice, expertise). With the assistance of UNDP, a Partnership Proposal will be prepared and the selection of respondents (consortia and / or institutions) will be carried out according to the criteria agreed with the Academy.

The achievement of this result will be measured by the following indicators:

2.1 *Number of signed partnership agreements between the Academy and international institutions in the areas of digital transformation (including in the direction of South-South cooperation).*

2.2 *Number of men and women who have built capacity through participation in internships and study visits to share experiences in public administration and digitalization.*

2.3 *Number of men and women who have built capacity through participation in international conferences to share experiences in public administration and public service.*

Result 3: *The Academy's ICT infrastructure for training in line with civil service objectives during the transition to digital economy has been strengthened.*

The digital transformation of educational processes, carried out with the technical support of UNDP, will prepare the faculty of the Academy to manage educational processes in the existing or emerging digital educational environment. The lecturers of the Academy, with the participation of international experts, will master new methodologies arising from the use of digital technologies. New opportunities and the digital environment of the Academy will allow students and undergraduates to study and try on new forms and methods of teaching and learning. While mastering the curriculum, students and undergraduates will learn to design a digital management environment using innovative teaching methods.

The Project will conduct an expert assessment of existing resources and provide recommendations for adapting pilot e-learning courses, spaces / auditoriums for training and retraining programs for civil servants.

The achievement of this result will be measured by the following indicators:

3.1. Number of e-courses developed in public administration, digital economy, human resources management and civil servant ethics.

3.2. Electronic educational resources are created through the purchase, installation and implementation of the necessary software and hardware for the learning management system.

Resources, required to achieve expected results

In order to achieve the above Project results, the main resources required to achieve the expected results will mainly consist of the cost of international and national experts and consultants who will provide analytical and technical support to the Project, data acquisition, travel costs, meeting costs and seminars, study visits and contractual services to support project activities.

Also, significant expenditure items of the Project budget will be the costs of providing material and technical resources and equipment.

Partners

Academy of Civil Service under the President of Turkmenistan will be the national partner for the project.

Risks and assumptions

EXPECTATIONS:

- Commitment of the management of the academy and other involved ministries and sectoral departments in the implementation of the project.
- Timely procurement of appropriate equipment, ICT infrastructure and software.
- Trained teaching staff and a team of master trainers of the academy remain in their positions during the implementation of the entire project.
- Effective coordination of all parties involved in the implementation of the project.

RISKS:

Among the risks that may affect the achievement of the objectives of this Project, the most significant are:

- Lack of coordination between UNDP and the national partner to ensure timely implementation of key Project activities.
- Delays in procurement of necessary ICT equipment, software and services, or procurement of ICT equipment and software that does not meet the minimum technical requirements provided by the national partner.
- Limitations related to the COVID-19 pandemic.

Knowledge management

The knowledge and experience acquired by the Project beneficiaries as a result of the Project implementation will be transformed into action plans to develop the capacity of the Academy staff. Within the framework of the Project, training sessions on the operation, administration and maintenance of the system will be prepared and conducted. UNDP experts will prepare training programs for the training and retraining of personnel, modules, e-courses for various categories of

civil servants and will conduct training for the Academy lecturers and a certain number of civil servants involved in the pilot phase.

Sustainable development and scaling

The sustainability of the results after the completion of the Project, taking into account the content of the Project, partnerships and the implementation of project activities, is ensured by joint activities to implement the results of project activities in certain areas through:

- Interest and coordinated activities of the involved structures
- State support (dissemination of information on the results of the Project implementation at meetings and thematic seminars in all regions of the country, among the staff of the Academy, websites of the Project partners) and budget funding.
- Integration of the Project results into the existing system of training civil servants in the country and strengthening the capacity of government institutions to provide digital services to the population.
- Integration of the Project results and introduction of a number of e-learning components will contribute to the implementation of the Concept for the development of the digital education system in Turkmenistan as a whole.

IV. PROJECT MANAGEMENT

Cost effectiveness and efficiency

In order to ensure the efficiency and effectiveness of the project, a number of approaches were used, in particular:

- The logic of both the Project as a whole and its individual components is based on the principles of results-based management. The mechanisms for managing the implementation of the Project, including resource provision, monitoring and evaluation, are consistent with the expected results at all levels of the Project and constitute a single holistic structure;
- The key result of the Project is strengthening the academic and technical potential of the Academy in the preparation of highly qualified specialists with knowledge in the field of economics, information technology and digitalization
- Activities under the Project will be synchronized with relevant state programs and national development strategies, in particular with the Concept for the Development of the Digital Economy in Turkmenistan for 2019-2025, the Concept for the Development of the Digital Education System in Turkmenistan and the Law on the "Civil Service of Turkmenistan", implemented during the implementation period project, and their results.

Project management

The project will be implemented through the National Implementation Modality (NIM). The Academy will act as the national partner of the Project.

The project management system consists of three levels:

1. Strategic management; Operational management and coordination;
2. Monitoring and Evaluation System (Section VI of the Project Document).

Since support for the implementation of the Project, carried out in the national implementation modality, can be provided by UNDP only at the request of the National Implementing Partner, the parties agreed that the Project Document will be registered in the prescribed manner with the Ministry of Finance and Economy of Turkmenistan.

In this Project, in addition to the project team and the National Project Coordinator, operational control over the implementation of the Project and ensuring the relationship of the Project with other similar initiatives and projects will be carried out by program officers of the UNDP Country Office: UNDP Assistant Resident Representative and Program Analyst on Governance, Economic Diversification and Inclusive Growth.

In addition to the services of program officers, the UNDP country office will also provide administrative services.

The cost of performing the above work for the program staff, as well as the administrative services of the UNDP country office, will be reimbursed in an amount not exceeding the budget limit for this category of expenditure (section VII).

UNDP Turkmenistan will oversee and manage the overall project budget, as well as be responsible for monitoring project implementation and timely reporting to the donor. In addition, UNDP will maintain coordination and networking with other ongoing initiatives and organizations in the country.

V. RESULTS FRAMEWORK

<p>The expected result in the formulation of the United Nations Sustainable Development Cooperation Framework (UNSCDF) between Turkmenistan and the UN 2021-2025:</p> <p>Outcome 1. Effective governance and the rule of law By 2025, the population of Turkmenistan has access to a more efficient, innovative, and transparent public administration system based on the rule of law, respect for human rights, gender equality and labour rights, and quality data.</p> <p>Output 1.2 as stated in the Country Programme Document for Turkmenistan 2021-2025: State institutions have improved public administration system with electronic government systems and digital public services for the population, with special focus on services for vulnerable groups.</p> <p>Indicator 1.2.2: Number of women and men who participated in capacity building activities in public administration and digitalization Baseline: 0 (zero) Target: at least 600 (at least 30% women) (2025)</p>									
<p>Applicable Immediate Outcome from the UNDP Strategic Plan: Accelerating structural transformation for sustainable development</p>									
<p>Name and number of the project: « Capacity building of the Academy of Civil Service under the President of Turkmenistan»</p>									
EXPECTED SHORT TERM RESULTS	SHORT TERM RESULTS INDICATORS	DATA SOURCE	INITIAL DATA	TARGETS				DATA COLLECTION METHODS AND RISKS	
				2021	2022	2023	FINAL		
<p>Output 1: Certification programs for advanced training in accordance with the primary goals of the development of the digital economy and with a focus on empowering women have been formulated and implemented at the Academy</p>	<p>1.1 Number of men and women who have increased capacity through participation in an information workshop on key areas of digitalization in public services with the participation of international experts</p>	<p>CSAPT</p>	<p>Level</p>	<p>15 (women at least 30%)</p>	<p>15 (women at least 30%)</p>			<p>Project reports</p>	
	<p>1.2. A methodological manual on the methodology of training civil servants using distance technologies has been prepared, tested and published</p>	<p>CSAPT</p>	<p>No</p>		<p>Yes</p>	<p>Yes</p>		<p>Project reports</p>	
	<p>1.3. Number of short-term curricula and methodological materials developed for selected new certification courses</p>	<p>CSAPT, UNDP expert(s)</p>	<p>0</p>		<p>3</p>		<p>3</p>	<p>Report overview Reports of international experts and national consultants</p>	

	1.4. Number of master trainers / trainers (men and women) trained in specific certification programs and their methodology	CSAPT, UNDP expert(s)	0			15 (women at least 30%)	15 (women at least 30%)	Report overview Attendance lists	
	1.5. Number of certification courses implemented, including short-term courses for high-level executives with the participation of international experts	CSAPT, UNDP expert(s)	0		3		3	Report overview Attendance lists	
	1.6. Number of prepared test programs to determine the theoretical knowledge and practical skills of civil servants in the field of digital economy and management	CSAPT, UNDP	0	2	2		4	Communication with Academy Project reports	
	1.7. The digital economy certification centre (certification courses) has been created and the regulations for the centre have been developed.	CSAPT, UNDP	No	Yes			Yes	Project reports Reports of international experts and national consultants	
	2.1 Number of signed partnership agreements between the Academy and international institutions in the areas of digital transformation (including in the direction of South-South cooperation).	CSAPT, UNDP, partners	1	1	1	1	4	Communication with Academy	
	2.2 Number of men and women who have built capacity through participation in internships and study visits to share experiences in public administration and digitalization.	CSAPT, UNDP	0			5 (women at least 30%)	5 (women at least 30%)	10 (women at least 30%)	Project reports Communication with Academy
	Output 2: Targeted international cooperation in priority areas of development of public administration (public service) and local governments in the context of digital transformation has been established								

	2.3 Number of men and women who have built capacity through participation in international conferences to share experiences in public administration and public service.	UNDP, CSAPT	0		2 (women at least 30%)	2 (women at least 30%)	4 (women at least 30%)	Project reports Travel Participant Lists;
Output 3: The Academy's ICT infrastructure for training in line with civil service objectives during the transition to digital economy has been strengthened.	3.1. Number of e-courses developed in public administration, digital economy, human resources management and civil servant ethics.	CSAPT, UNDP expert(s)	0		2	2	4	Project team analysis Interview with partners Official correspondence
	3.2. Electronic educational resources are created through the purchase, installation and implementation of the necessary software and hardware for the learning management system.	CSAPT, UNDP	No		Yes		Yes	Communication with Academy Participant survey results Reports of international experts and national consultants

VI. MONITORING AND EVALUATION

Monitoring activities	TARGET	Periodicity	Expected action
Track progress towards results	Project progress data against the results indicators in the Result and Resource Framework (RRF) will be collected and analysed to assess the project's progress towards the agreed outcomes.	Ежеквартально, или с периодичностью, требуемой для каждого индикатора.	If progress is slower than anticipated, this issue will be reviewed by the project management.
Monitor and manage risks	Identify specific risks that may threaten the achievement of intended results.	Quarterly	Risks are determined by project management and actions are taken to manage the risks. A risk log is actively maintained to track identified risks and actions taken.

	Define and monitor risk management actions using a risk log. This includes monitoring measures and plans that may be required according to UNDP Social and Environmental Standards. The audits will be conducted in accordance with UNDP procedures for auditing to manage financial risk.		
Explore	Knowledge, best practices and lessons will be covered regularly. In addition, they will be adopted from other projects and partners and included in this project.	At least annually	Relevant lessons are captured by the project team and used to make informed management decisions.
Annual quality assurance of work on the project	The quality of the Project will be assessed against the UNDP quality standards to identify the strengths and weaknesses of the Project, and to make informed management decisions to improve the project.	Annually	Strengths and weaknesses will be considered by the project management and used to make informed decisions to improve project performance.
Review and adjust the direction of activity	Internal review of data and facts on all monitoring activities to make informed decisions.	At least annually	Project performance data, risks, lessons and quality will be discussed by the Project Board and will be used to adjust activities
Project progress report	A progress report will be presented to the Project Board and key stakeholders, and will include progress data showing progress against predetermined annual milestones at the output level, a summary of the annual project quality rating, an updated risk log with mitigation measures impacts, and any assessment or review reports prepared during that period.	Annually, and at the end of the project (final report)	The project progress report, achievements, results, financial report and recommendations for the further perspective of its development are discussed by the Project Board and will be used to develop (if necessary) a project document for the next cycle of work in accordance with the goals and objectives of UNDP and AGSPA
Project Overview (Project Board)	The Project Management Mechanism (ie, the Project Board) will conduct regular project reviews to assess project performance and review the Annual Work Plan to ensure realistic budgeting throughout the life of the project. In the final year of the project, the Project Board should conduct a project completion review to capture the lessons learned and discuss opportunities for scaling up, and to nationalize the project results and lessons learned with the appropriate audience.	Twice a year	All quality issues, or slower than expected progress, should be discussed by the Project Board, and management actions should be coordinated to address the issues identified.

VII. MULTI-YEAR WORK PLAN

2021 YEAR

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMING				PLANNED BUDGET			
		Q2	Q3	Q4	Responsible agency	Source of financing	Budget description	Amount (USD)	
<p>Output 1: <i>Certification programs for advanced training in accordance with the primary goals of the development of the digital economy and with a focus on empowering women have been formulated and implemented at the Academy</i></p>	1.1. Information workshop on key areas of digitalization in public services with the participation of international experts				UNDP	Government of Turkmenistan	71200 International experts (1 expert x 12 days) 75700 Trainings, workshops (15 persons x 5 days)	9,600 7,535	
	1.6. Engaging an international expert to prepare test programs to determine the theoretical knowledge and practical skills of civil servants in the field of digital economy and management				UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days)	8,000	
	1.7. Supporting the creation of a digital economy certification center (certification courses). Develop a regulation on the certification center for civil servants.				UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days) 74500 Operation expenses	8,000 645	
	Total, Output 1							33,780	
	GMS, 7%					Government of Turkmenistan	75100 Services and administration	2,365	

Total for Output 1, including GMS, 7 %:							36,145	
Output 2: Targeted international cooperation in priority areas of development of public administration (public service) and local governments in the context of digital transformation has been established	2.1 Establishing targeted partnerships between the Academy and international institutions in the areas of digital transformation (including in the direction of South-South cooperation).				UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days)	8,000
	Total, Output 2:							8,000
	GMS,7%						75100 Facilitation and administration	560
Total for Output 2, including GMS, 7 %:							8,560	
PROJECT MANAGEMENT	Project staff salary				UNDP	Government of Turkmenistan	71400 Salary (Project manager-50%, Project assistant-30%*8 months)	9,584
	Office expenses				UNDP	UNDP	71400 Salary (Project manager)	5,000
						Government of Turkmenistan	72500 Office supplies	300
						Government of Turkmenistan	72400 Communication and Internet	2,048
						Government of Turkmenistan	74500 Operating expenses	403
	Total project management, UNDP					UNDP		5,000
	Total project management, Government of Turkmenistan					Government of Turkmenistan		12,335

	GMS, 7%						Government of Turkmenistan	75100 Facilitation and administration	863
	Total for Project Management								
	Government of Turkmenistan								
									57,903
									5,000
									62,903

2022 YEAR

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMING				PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Responsible agency	Source of financing	Budget description
<p>Output 1: <i>Certification programs for advanced training in accordance with the primary goals of the development of the digital economy and with a focus on empowering women have been formulated and implemented at the Academy</i></p>	<p>1.1. Information workshop on key areas of digitalization in public services with the participation of international experts</p>					<p>UNDP</p> <p>Government of Turkmenistan</p>	71200 International experts (1 expert x 12 days)	9,600
							71600 Travel expenses (1 expert x 5 days)	2,717
							75700 Trainings, workshops (15 persons x 5 days)	7,535
	<p>1.2. Preparation, testing and publication of a methodological manual on the methodology of training civil servants using distance technologies</p>					<p>UNDP</p> <p>Government of Turkmenistan</p>	71200 International experts (1 expert x 15 days)	12,000
							71600 Travel expenses (1 expert x 10 days)	3,967
							75700 Trainings, workshops (15 persons x 5 days)	7,535
	<p>1.3. Development of short-term curricula and methodological materials for</p>					<p>UNDP</p> <p>Government of Turkmenistan</p>	71200 International experts (1 expert x 10 days)	8,000

<p>Output 2: Targeted international cooperation in priority areas of development of public administration (public service) and local governments in the context of digital transformation has been established</p>	2.1 Establishing targeted partnerships between the Academy and international institutions in the areas of digital transformation (including in the direction of South-South cooperation).					UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days)	8,000	
	2.2 Organization of internships and study visits to exchange experience in the field of public administration and digitalization					UNDP	Government of Turkmenistan	71600 Travel expenses (5 specialists x 5 days)	16,990	
	2.3 Participation in international conferences for the exchange of experience in the field of public administration and civil service					UNDP	Government of Turkmenistan	71600 Travel expenses (2 specialists x 3 days)	5,276	
	Total, Output 2:							74500 Operating expenses	766	
	GMS, 7%								31,032	
	Total for Output 2, including GMS, 7%:									33,204
<p>Output 3: The Academy's ICT infrastructure for training in line with civil service</p>	3.1 Development of electronic courses in the field of public administration, digital economy, personnel					UNDP	Government of Turkmenistan	71200 International experts (2 experts x 10 days)	16,000	

Objectives during the transition to digital economy has been strengthened.	management and civil servant ethics								71300 Local experts (2 experts x 2 months)	4,000
									74200 – Audio/ Video products (design company for video content)	8,000
	3.2. Purchase, installation and implementation of the necessary software and hardware for the learning management system. Creation of electronic educational resources.	UNDP	Government of Turkmenistan						71200 International experts (1 expert x 10 days)	8,000
								74200 – Audio/ Video products (design company for video content)	12,000	
								71300 Local experts (1 expert x 3 months)	3,000	
								74500 Operating expenses	1,696	
	Total, Output 3:								52,696	
	GMS,7%									3,689
	Total for Output 3, including GMS, 7 %:									
	PROJECT MANAGEMENT	Project staff salary	UNDP	Government of Turkmenistan						71400 Salary (Project manager-50%, Project assistant-30%*12 months)

										71400 Salary (Project manager)	5,000
	Office expenses									72500 Office supplies	500
										72400 Communication and Internet	3,072
										74500 Operating expenses	937
	Total for Project Management UNDP								UNDP		5,000
	Total for Project Management Government of Turkmenistan								Government of Turkmenistan		21,385
	GMS, 7%								Government of Turkmenistan	75100 Facilitation and administration	1,497
	Total for Project Management										27,882
	Government of Turkmenistan										214,809
	UNDP										5,000
	TOTAL										219,809

2023 - 2024 YEARS

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMING					PLANNED BUDGET			
		Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Responsible agency	Source of financing	Budget description	Amount (USD)
<p>Output 1: <i>Certification programs for advanced training in accordance with the primary goals of the development of the digital economy and with a focus on empowering women have been formulated and implemented at the Academy</i></p>	<p>1.2 Preparation, testing and publication of a methodological manual on the methodology of training civil servants using distance technologies</p>						UNDP	Government of Turkmenistan	71200 International experts (1 expert x 15 days)	12,000
									71600 Travel expenses (1 expert x 5 days)	2,717
									71300 Local experts (1 expert x 6 months)	6,000
									75700 Trainings, workshops (15 persons x 5 days)	7,535
	<p>1.4. Training of training personnel for specific certification programs and their methodology</p>						UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days)	8,000
									71600 Travel expenses (1 expert x 5 days)	2,717

governments in the context of digital transformation has been established	2.2 Organization of internships and study visits to exchange experience in the field of public administration and digitalization	UNDP	Government of Turkmenistan	71600 Travel expenses (5 specialists x 6 days)	16,990
				71600 Travel expenses (2 specialists x 3 days)	5,276
	2.3 Participation in international conferences for the exchange of experience in the field of public administration and civil service	UNDP	Government of Turkmenistan	74500 Operating expenses	1,056
	Total, Output 2:				31,322
	GMS,7%			75100 Facilitation and administration	2,193
Total for Output 2, including GMS, 7 %:					
Output 3: The Academy's ICT infrastructure for training in line with civil service objectives during the transition to digital economy has been strengthened.	3.1 Development of electronic courses in the field of public administration, digital economy, personnel management and civil servant ethics	UNDP	Government of Turkmenistan	71200 International experts (1 expert x 10 days)	8,000
				71300 Local experts (1 expert x 3 months)	3,000

										UNDP	71400 Salary (Project manager)	5,000
Office expenses									UNDP	Government of Turkmenistan	72500 Office supplies	500
										Government of Turkmenistan	72400 Communication and Internet	3,072
										Government of Turkmenistan	74500 Operating expenses	937
Total for Project Management UNDP									UNDP			5,000
Total for Project Management Government of Turkmenistan									Government of Turkmenistan			21,385
GMS,7%									Government of Turkmenistan		75100 Facilitation and administration	1,497
Total for Project Management												27,882
												152,061
												5,000
TOTAL												157,061

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented in national implementation modality with the support of the UNDP Country Office in accordance with UNDP rules and procedures. The Academy of Civil Service under the President of Turkmenistan is the National Implementing Partner. The Academy of Civil Service under the President of Turkmenistan will be responsible for the successful implementation of project activities, the sustainability of the results achieved, and also report on the results of the project to other state bodies of Turkmenistan. In particular, the National Implementing Partner is responsible for ensuring that the long-term results of the project are in line with the development goals described in the strategic documents of Turkmenistan.

The Academy of Civil Service under the President of Turkmenistan will appoint a senior official as the National Project Coordinator (NPC) who will be responsible for the implementation of the project on behalf of the Implementing Partner.

At the initial stage of the project, UNDP and the Academy jointly develop the regulatory documents of the Project Board (PB), including the list of members and the rules of work. The NCP is the chairman of the Project Board. The Project Board is responsible for making management decisions on the project based on consensus. Project Board is the main subject of strategic project management. The Project Board will meet at least twice a year to discuss issues related to the implementation of the project. Additional meetings may be called by the NPC as required.

Representatives of other interested parties may be invited to participate in the Project Board as observers.

The Project Manager is the Executive Secretary of the Project Board, participates in meetings as a non-voting member of the Project Board, and is responsible for preparing the Project Board meeting and keeping minutes of the meetings.

To ensure UNDP's unconditional accountability for project results, Project Board decisions will be made in accordance with standards that ensure good governance for development results, including the best value for money, fairness, integrity, transparency and effective competition.

The strategic level of project management by UNDP is provided by the UNDP Country Office in Turkmenistan. At this level, the long-term results of the project are consistent with the United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2021-2025, the Sustainable Development Goals (SDGs) and the UNDP Country Program Document for Turkmenistan (2021-2025).

The main level of operational management is the Project Manager. The project team consists of a Project Manager and a Project Assistant.

To perform highly specialized tasks and provide the necessary expertise, international and national experts will be involved to increase the effectiveness of the project. The recruitment of short-term consultants will be carried out in accordance with UNDP procedures, taking into account the requirements of the national partner.

The transfer of property acquired under the project will be carried out after the completion of the project in accordance with the decision of the Project Board under the rules and procedures of UNDP.

ORGANIZATIONAL STRUCTURE OF THE PROJECT

PROJECT BOARD
(Governanace mechanism)

Beneficiary
Academy of Civil Service under
the President of Turkmenistan

UNDP
(implementing agency)

Project Manager

Project assistant

**Consultants and
experts**

IX. LEGAL CONTEXT

This project document will be the instrument referred to in Article 1 of the Standard Basic Assistance Agreement signed between the Government of Turkmenistan and UNDP on October 5, 1993 (the "Agreement"). Any references in this agreement to an Implementing Agency will be deemed to be references to an Implementing Partner.

This project will be implemented by the Civil Service Academy under the President of Turkmenistan - "Implementing Partner", in accordance with its financial regulations, rules and procedures only to the extent that they do not contradict the principles of the UNDP Financial Regulations and Rules. Where the Implementing Partner's financial management does not provide the required leadership to ensure maximum cost-effectiveness, fairness, integrity, transparency and effective international competition, UNDP's financial management will 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, taking into account 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 and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
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.

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. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. 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.
11. 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.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption 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.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under 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 or corruption, 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.

14. 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.

15. 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.
16. 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, subcontractor 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. SPECIAL PROVISIONS

1. The Academy of Civil Service under the President of Turkmenistan, in accordance with the provisions of the Agreement between the Government of Turkmenistan and the United Nations Development Program on co-financing will provide a contribution for the implementation of this project in the amount of **424,773** (four hundred and twenty four thousand seven hundred seventy three US dollars), which will be credited to the UNDP account as follows.

a. The Academy of Civil Service under the President of Turkmenistan, in accordance with the following payment schedule, will transfer a contribution in the manat equivalent in the amount of **84,955** (eighty four thousand nine hundred fifty five US dollars) US dollars to the Turkmen-Turkish Commercial Bank, to the account 23203934273168502583000.

Payment date	Amount
i. 20.06.2021	USD 11,581
ii. 20.01.2022	USD 42,962
iii. 20.01.2023	USD 30,412

b. The Academy of Civil Service under the President of Turkmenistan, in accordance with the payment schedule below, will transfer a USD equivalent contribution of **339,818** (three hundred thirty nine thousand eight hundred eighteen US dollars) US dollars to Citibank NA, 111 Wallstreet New York, NY 10043, account number 36349562 and details: SWIFT no.CITIUS33, ABA no. 021000089.

Payment date	Amount
iv. 20.06.2021	USD 46,322
v. 20.01.2022	USD 171,847
vi. 20.01.2023	USD 121,649

c. The value of the Contribution when it is made in a currency other than the US dollar should be determined using the UN¹ exchange rate, a. effective on the date the deposit was accepted. If the UN exchange rate changes before the UNDP Contribution is fully disbursed, the value of the remaining funds will be revalued accordingly. When determining losses of the remaining funds in the balance, UNDP informs the Government about the possibility of additional funding from the Government. If additional funding is not possible, support for the Action Plan under this project document may be reduced, postponed or terminated by UNDP.

d. The above payment schedule is based on the requirement that the Contribution must be made prior to the commencement of planned activities. This schedule is subject to change in accordance with the progress of the project.

e. UNDP shall receive, administer and use the Project Contribution in accordance with its applicable UNDP rules, regulations, policies, procedures and directives, including in particular the Financial Rules issued by the UNDP Executive Board.

2. UNDP undertakes to provide the Civil Service Academy under the President of Turkmenistan with reports on the implementation of activities and the use of the project's financial resources in accordance with co-financing Agreement. All financial accounts and reports must be denominated in US dollars.

3. In the event that unexpected increases in costs or liabilities are expected or realized (either due to inflationary factors, fluctuations in exchange rates or unforeseen circumstances), UNDP should provide the government with additional cost estimates in a timely manner reflecting the further funding that will be required. The government should take all possible measures to obtain the required additional funds.

¹The UN exchange rate for Turkmenistan is determined based on the official exchange rate of the Central Bank of Turkmenistan.

4. All unspent funds of the Contribution remaining after the preparation of the final balance sheet will be used for the purchase of additional services and (or) equipment, in agreement with the Academy of Civil Service under the President of Turkmenistan.
5. If the payments mentioned above are not received in accordance with the payment schedule and the additional deadline during the implementation of the project is not received from the Government or other sources, UNDP may reduce, suspend or terminate the assistance provided to the project under this project document.
6. All interest income attributable to the contribution must be credited to the UNDP account and must be used in accordance with established UNDP procedures.
7. The following costs must be attributed to the contribution:
 - (a) 7% reimbursement of indirect costs associated with the provision of general management support from UNDP headquarters and country office
 - (b) Direct costs of implementation support services provided by UNDP.
8. Ownership of equipment, materials and other property financed from the contribution proceeds shall be held by UNDP prior to delivery and installation of the equipment. Ownership of the equipment purchased from the donated funds will be transferred from UNDP to the Academy of Civil Service under the President of Turkmenistan upon completion of the equipment installation in accordance with UNDP rules and procedures.