



**PROJECT DOCUMENT**  
**REPUBLIC OF KAZAKHSTAN**

**Project Title:** Institutional Support to the Astana Civil Service Hub, Phase 3  
**Project Number:** 00123513  
**Implementing Partner:** Agency of the Republic of Kazakhstan for Civil Service Affairs  
**Responsible Partners:** UNDP, Academy of Public Administration under the President of the Republic of Kazakhstan, National ICT Holding "Zerde", Nazarbayev University

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

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**LPAC Meeting date:** 30/09/2021

**Brief Description**

Governments around the world are constantly seeking solutions to advance human development even as they pursue innovative mechanisms to ensure equitable, effective, and efficient delivery of public services to all citizens. Conversely, professional, and transformative civil service systems are increasingly considered a crucial imperative to creating and sustaining human development solutions. However, as the pace and scope of reforms and development of public administration and the civil service has been rather different among countries, including those in the CIS and Central Asia regions, there is a need for acceleration of efforts towards this end. In other words, there is a need for sharing knowledge-based and evidence-informed solutions and practical tools, as well as focusing on emerging and innovative public administration management models and thinking. In addressing these concerns, the Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub in 2013, supported by 25 participating countries and five international development organisations. The ACSH is an institutional framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. Since its inception, the ACSH has become a significant example of multilateral cooperation and a networking platform promoting and supporting public service excellence, by assisting the efforts of governments of the participating countries – particularly those in the immediate region - in building institutional and human capacity through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge management. It is worth noting that all ACSH activities are determined by a flexible demand-driven agenda, which has proved its relevance over the year. The growing demand for the ACSH initiatives is evident by the increasing number of its participating countries rising from 25 to 42 and its institutional partners rising from 5 to 70 during the past seven years. The quality of its work has also been highly acclaimed by the United Nations and its sister Agencies, the European Union (EU) and the Organisation for Economic Cooperation and Development (OECD) and by many participating countries. The vision of the third phase of this project is to further contribute to the establishment of modern, effective, and sustainable governance, public administration and civil service systems that meet society's expectations for responsive, accountable, and transparent public institutions in its participating countries and beyond.

<p><b>Contributing Outcome (UNSDCF):</b> 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).</p> <p><b>Indicative Outputs (CPD):</b> 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. <b>Gender marker:</b> GEN2</p>	<b>Total resources required (in USD):</b>	4,660,000	
	<b>Total resources allocated (in USD):</b>	<b>Government of Kazakhstan:</b>	4,300,000 <sup>1</sup>
		<b>UNDP parallel:</b>	360,000

**Agreed by (signatures):**

United Nations Development Programme (UNDP)	Implementing Partner - Agency of the Republic of Kazakhstan for Civil Service Affairs
Print Name: Yakup Beris, Resident Representative	Print Name: Mukhametkaliyev Rinat, Chief of Staff
Date: <u>Yakup Beris</u>	Date:

<sup>1</sup> Including 3,600,000 US dollars in accordance with the Resolution of the Government of the Republic of Kazakhstan dated 14 July 2021, No. 490

## I. DEVELOPMENT CHALLENGE

Research shows that the role of the civil service and of public administration with respect to human development is critical. In fact, recent global and regional civil service development trends indicate that for the civil service to be able to contribute to the achievement of national development objectives, there is a need to acquire new competencies and skills, internalise a new corporate culture and ethical values, as well as operational systems; if it is to become a vehicle that functions effectively and fairly in its exercise of authority, it delivers public services efficiently, promotes the public interest and it gains the trust of the public at large.<sup>2</sup> Actually, it has been documented that the existence, of a merit-based, competent, ethical, and professional public service is a nation's most competitive advantage in the 21<sup>st</sup> Century.<sup>3</sup>

Furthermore, as the challenges governments around the world face nowadays require increasingly complex responses – the COVID-19 pandemic is a good example - the role of a well-functioning public administration has grown immensely in importance. In this context, governments are eager to always introduce new ideas, adopt evidence-based policies and undertake innovative initiatives aimed at transforming their public administration and civil service structures into more flexible, more creative, more resilient, more tech savvy and more focused on performance organisations to be able to serve the public good single-mindedly, unequivocally, and efficiently.

In achieving these aspirations, governments need to groom a different type of civil servants. These new civil servants need to be able to take initiatives in a multitude of policy areas 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 transforming the operational modalities not only of the public service but also of the way economies and societies interact and operate. In this new setting, civil servants will need to be competent, professional and above all service-oriented. They also need to possess a set of high-level skills and competencies to actively engage and effectively interact in this new and demanding environment with a multitude of stakeholders, as well as be able and willing to continually acquire enhanced capacities to ensure that they can always perform their expected tasks well.

Equally, a primary goal of the national development agenda of Kazakhstan is to become a model member state of the global community through the adoption of international standards in its pursuit to further develop its human capital in the public service to become more productive and efficient. The President of the Republic has emphasised this point saying that "*successful economic reforms are no longer possible without the modernisation of the country's social and political life*".<sup>4</sup> To this end, he introduced the concept of the "listening state", which promptly and efficiently responds to all citizens' requests and he stressed the need to maintain a constant dialogue between the government and society, as a means to build a harmonious state.<sup>5</sup> Furthermore, the national development priorities outlined in the visionary Kazakhstan 2050 Strategy, the "100 Concrete Steps",<sup>6</sup> and the Strategic Plan 2025 contain important initiatives that also aim at modernising the state institutions and society including achieving gender equality.

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<sup>2</sup> 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](https://www.astanacivilservicehub.org/uploads/research_and_km/Global-and-Regional-Trends_Executive-Summary.pdf)

<sup>3</sup> Baimenov, Alikhan, M. and Panos Liverakos (2019) Public Service Excellence in the 21<sup>st</sup> Century. Singapore: Palgrave MacMillan.

<sup>4</sup> The President's State of the Nation Address, 2 September 2019;

[http://www.akorda.kz/en/addresses/address\\_of\\_president/president-of-Kazakhstan-kassym-jomart-tokayevs-state-of-the-nation-address-september-2-2019](http://www.akorda.kz/en/addresses/address_of_president/president-of-Kazakhstan-kassym-jomart-tokayevs-state-of-the-nation-address-september-2-2019)

<sup>5</sup> Establishment of public dialogue mechanisms provides more opportunities under the new Cooperation Framework to promote a multi-stakeholder cooperation on nationalisation of the SDGs and better alignment of implementation of the ambitious national agenda with achievement of sustainable development, which depends on ensuring the empowerment, inclusion, and equality of all people, most closely associated with human rights.

<sup>6</sup> The five institutional reforms described in the "100 Concrete Steps" policy document are: (i) New Modern State Apparatus; (ii) Rule of Law; (iii) Industrialisation and Economic Growth; (iv) Nation of Shared Future; and (v) Transparent and Accountable Government; <http://www.kisi.kz/index.php/en/100-steps-national-plan>

Additionally, the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 for Kazakhstan - formulated to contribute to national efforts in the priority areas of the Government of Kazakhstan – advocates for improving the effectiveness and efficiency of the public sector.<sup>7</sup> The Framework, based on the multifaceted agenda of the SDGs, is well-suited to address the challenges 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). Furthermore, strengthening the effectiveness and accountability of institutions, facilitating citizens’ engagement in decision-making and supporting resilience building are among the priority areas of the Country Programme Document (CPD) for Kazakhstan 2021-2025;<sup>8</sup> 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 address the needs of the most vulnerable and contribute to building trust between citizens and the state.

In this context, the Astana Civil Service Hub - a recognised platform for effective development cooperation – is in a position to contribute to achieving the Sustainable Development Goals – particularly Goals 16 and 17 – by providing its support to government organisations, both in Kazakhstan and in its participating countries and beyond to accomplish their SDG objectives, in partnership with the Government of Kazakhstan.<sup>9</sup> In other words, the Astana Civil Service Hub can greatly contribute to tackling the challenges in the areas of governance (including local governance), public administration, civil service and public service delivery modernisation and transformation, prevention of corruption, enhancement of human resource management in the judicial system faced by most, if not all of its participating countries and beyond in accomplishing their vision for prosperity to all.

The ACSH is well-placed – as its past record and accomplishments indicate – to provide adequate support to improving public administration, civil service systems and public service delivery in the participating countries in several different ways: (i) capacity building of public servants and other practitioners, by strengthening, at the same time constant cooperation through the establishment of professional partnerships; (ii) implementation of demand-driven joint activities in close collaboration with its key national partners and specialised agencies of its participating countries and beyond; (iii) serve as a platform for the exchange of information and knowledge, with an emphasis on lessons learnt and good practices in governance, public administration, civil service development and public service delivery transformation, prevention of corruption, enhancement of human resource management in judicial system;<sup>10</sup> and (iv) preparation and publication of evidence-based comparative analyses of policy making across several policy areas, e.g., governance, public administration, and civil service modernisation and transformation, as well as delivery of public services including digitalisation and adoption of innovation in government among other.

The Astana Civil Service Hub is capable to support 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.<sup>11</sup> It has already founded and continually supports three peer-to-peer

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<sup>7</sup> 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.

<sup>8</sup> Country Programme Document for Kazakhstan (2021-2025), Executive Board of the UNDP, UNPF, and UNOPS; DP/DCP/KAZ/4 (05.07.2020).

<sup>9</sup> 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.

<sup>10</sup> 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>

<sup>11</sup> The ACSH has built fruitful cooperation with over 80 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 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),

(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,<sup>12</sup> along with the Virtual Alliance on Government and COVID19-related responses. The Hub 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. Last, but not least, 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.<sup>13</sup> Furthermore, it is currently in the process of publishing two additional knowledge products, i.e. a book: "Public service evolution in the 15 post-Soviet countries: Diversity in Transformation" and a global research study: "Public Sector Compensation Systems: A Comparative Review"; both due to be published in the latter part of the year 2021.

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## 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. The theory of change also assumes that achieving inclusive growth requires a 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 of the civil service to be empowered with knowledge 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 the civil service to contribute to inclusive growth that is

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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 Information and Security (MOIS) of the Republic of Korea, among other. Furthermore, 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. Conversely, the OECD actively uses the ACSH platform to promote its standards and principles throughout the region. Moreover, the ACSH is active in triangular cooperation, for which it was awarded a special prize by the United Nations South-South Cooperation Organisation, as recognition for its work in effectively promoting regional and inter-regional cooperation.

<sup>12</sup> The ACSH currently coordinates three P2P Alliances: (i) on "Public Service Delivery", launched in 2016, between Azerbaijan, Georgia and Kazakhstan; (ii) on "E-government development", launched in 2018, by Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kyrgyzstan, and Uzbekistan; and (iii) on "Transformation and Innovation in Governance", launched in 2019 by Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, and Ukraine in cooperation with AAPA and OGC. 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 (<https://www.astanacivilservicehub.org/page/capacity-building-and-peer-learning>). The ACSH recently launched Virtual Alliance of practitioners on "Government responses to the COVID-19 pandemic";

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

<sup>13</sup> For an exhaustive list of ACSH knowledge products, see: <https://www.astanacivilservicehub.org/page/research-and-knowledge-management>.

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 development, which function effectively and fairly, i.e. deliver public services efficiently, promote the public interest, are ethical, and gain the trust of the people at large.

Thus, governance and public administration systems need to adapt to a new reality utilising digital technologies to transform their operational capacities and civil servants need to be equipped with new attributes that will allow them to adapt to a new corporate culture, take initiative 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 may interact with society. In this new setting, government organisations and civil servants will need to be agile, resilient, and service-oriented. Civil servants will need to possess a set of high-level skills and competencies to actively engage and effectively interact with a multitude of stakeholders in the demanding and rapidly changing environment of the 21<sup>st</sup> Century. Civil servants should also be able and willing to continuously update and upgrade their capacities to ensure that they can always perform their tasks impeccably.

In this context, this project aspires to continue playing a pivotal role in contributing to the development 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 and information, through the study and dissemination of good practices and other relevant research, and through capacity building activities targeting practitioners and experts from its participating countries. 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.

The ACSH development approach, employing research and knowledge management, capacity building initiatives and partnership creation means, is well suited to contribute to the establishment 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 building initiatives, which in turn ensures the maximisation of its effectiveness.

The ACSH work is based on three main pillars:

**(i) *Partnerships and Networking***

The Astana Civil Service Hub utilises approaches to partnerships, cooperation and networking that are globally supported by UNDP and the UN system, e.g., UNDESA, UNPAN, etc, and the OECD, e.g., EIP, principles and standards for public administration and other development partners. It also draws on exchange of expertise from the countries of Europe, ASEAN countries, the Commonwealth of Independent States, the Caucasus and beyond. Through such initiatives, the ACSH actively cultivates the establishment of partnerships and networks of policy makers, government practitioners, Academies of Public Administration, and other higher education institutions, as well as think tanks and research institutes, who share their knowledge, insights, expertise, and experience through the ACSH platform. The establishment of such partnerships provides opportunities for exchange of knowledge

and experience, for joint research and capacity development activities that foster a collaborative relationship among the ACSH participating countries.<sup>14</sup>

**(ii) Capacity building and peer learning**

Learning and capacity building activities are organised, facilitated, and supported for enhancing knowledge, skills, competencies, and attitudes using the P2P learning approach and another wide range of methodologies and modalities, and tools and practices.<sup>15</sup> Such activities contribute 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.<sup>16</sup> 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.<sup>17</sup>

**(iii) Research and knowledge management**

Research focuses on comparing efforts for the professionalisation of civil service systems and analysing good practices and existing gaps in this area or on strategic human resources management planning and tools for enhancing the role of human resources management in government organisations. It also focuses on evidence-based research studies, usually implemented in collaboration with relevant government and academic institutions, covering a multitude of topics that are usually determined by the demand of the ACSH participating countries, ranging from public governance, public administration, civil service development and public service delivery to ethics, values, corporate culture, leadership, gender equality and women empowerment, etc. At the same time, much attention will be focused on analysis of trends in civil service and governance related reforms implemented in post-Soviet and Eastern European countries through exchange of knowledge and experience. Research results are presented in the form of comparative analyses, books, case studies highlighting what has worked and what has not, policy briefs, methodological guides, etc. Such research work is then made available to policy makers and practitioners alike through a variety of knowledge products that the ACSH publishes and disseminates widely. 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. 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.

In sum, 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

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<sup>14</sup> Collaborative partnerships and networks are built at various levels: (i) between specialised civil service agencies or similar structures in the participating countries; (ii) between line ministries and other segments of the government; and (iii) between various stakeholders, including aid donor countries, international organisations, civil service agencies, and academic institutions and think tanks involved in public administration transformation and civil service professionalisation activities.

<sup>15</sup> A good example of the ACSHs specialised capacity building and knowledge exchange activities is the implementation of a separate project in cooperation with, and financed by, the Ministry of 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.

<sup>16</sup> Some of these activities focus specifically on gender equality and women empowerment in the civil service.

<sup>17</sup> More information on the ACSH innovative solutions scheme may be found at <https://www.astanacivilservicehub.org/page/innovative-solution-scheme>

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.<sup>18</sup> For this purpose, the ACSH will collaborate with the Ministry of Digital Development, Innovation and Aerospace Industry of Kazakhstan in the areas of digitalisation, public service delivery and innovation,<sup>19</sup> and with JSC "National ICT Holding "Zerde",<sup>20</sup> 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. In this context, the project will also play 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.

In sum, the ACSH offers technical assistance and advisory services based on its accumulated substantive expertise and expert knowledge regarding development of public administration, the civil service, innovations in government and in public service delivery. In this regard, the ACSH collaborates with government and non-government organisations around the globe to develop projects for testing and applying new models. 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.

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<sup>18</sup>[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Innovation\\_%20OE-tendering%20and%20CSO%20engagement\\_Innovation%20Challenge.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Innovation_%20OE-tendering%20and%20CSO%20engagement_Innovation%20Challenge.docx&action=default)

<sup>19</sup> The United Nations Development Programme (UNDP) and the Ministry of Digital Development, Innovation and Aerospace Industry of Kazakhstan signed a Statement of Intent to cooperate in the areas of digitalization, public service delivery and innovation; <https://www.kz.undp.org/content/kazakhstan/en/home/presscenter/announcements/2020/december/ministry-of-digital-development--innovation-and-aerospace-indust.html>

<sup>20</sup> Zerde National Info Communication Holding is a state company, established in July 2008 in accordance with a Government Resolution of the Republic of Kazakhstan to develop modern info communication technologies in Kazakhstan. Zerde is also officially defined as a state service integrator and carries out the development and implementation of digital strategy and e-governance architecture. Zerde is also a member of the ACSH P2P Learning Alliance on e-government development.

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### **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, prevention of corruption, enhancement of human resource management in judicial system among other. It accomplishes its mandate through the development and nourishment of partnerships and networks in enhancing the levels of cooperation among its participating countries and beyond, and for bringing together policy makers and practitioners aimed at learning from each other for the benefit of all through its capacity building initiatives. It complements its work with the development and publication of numerous research and knowledge products on a multitude of topics that are of interest to its participating countries.

#### ***Partnerships and Networking***

The Astana Civil Service Hub maintains and nurtures partnerships and networks of policy makers, practitioners, and other relevant partners in the fields of public administration and civil service reform and development, as well as on innovation and public service delivery enhancement and digitalisation. These partnerships and networks are manifested through triangular cooperation schemes, e.g., South-South, East-East, 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, and in facilitating the introduction of innovative practices and internationally acclaimed principles and standards for public administration. It is expected that such partnerships and networks will result to sharing knowledge, experience, and insights in a systematic and structured manner. It is also expected they will result to opportunities for joint research for mutual learning and understanding of pertinent issues and capacity-building activities, thus complementing the other pillars of the ACSH work.

Additionally, active involvement of the ACSH in partnerships and networks building will increase its visibility and sustainability in the areas of innovation in public administration and civil service development, and for public service delivery enhancement. 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. Moreover, to this end, the ACSH regularly produces visibility material that is directly aligned with its mandate for a range of audiences.

#### ***Capacity building and peer learning***

The Astana Civil Service Hub organises, facilitates, and supports – on a demand-driven basis – capacity building and mutual learning activities for the enhancement of knowledge, skills, and competencies 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, forums, seminars, workshops, trainings – off-line or on-line - study visits, joint research, benchmarking international and regional standards, etc.

Capacity building activities also encompass the creation and continuous nurturing of the ACSH Peer-to-Peer Alliances modelled on the Effective Institutions Platforms (EIP), which aim at capturing knowledge of practitioners, e.g., “best-fit” solutions, and share it among reformers in the participating countries;<sup>21</sup> as well as the “Innovative Solutions Scheme”, an activity that allows for testing and replicating innovative ideas in the field, before their potential scaling up. The ACSH also maintains a Roster of Experts – whose members provide technical assistance and advisory services, when requested by the participating countries. In all its capacity building activities, the ACSH ensures that gender-based learning approaches are employed.

These initiatives enhance policy makers and practitioners understanding of key issues in governance, public administration, civil service development and change and in public service delivery, as well as in prevention of corruption, enhancement of human resource management in judicial system. They also facilitate testing

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<sup>21</sup> <https://www.astanacivilservicehub.org/page/capacity-building-and-peer-learning>



and eventual adaptation of new practices across the civil service and different levels of public administration in the participating countries. Furthermore, capacity building activities yield hands-on experience that civil servants may use to implement innovative practices in their work and interaction with citizens, as well as result to positive changes in the provision of public services.

### ***Research and knowledge management***

The Astana Civil Service Hub develops, publishes, and disseminates a series of knowledge products on public administration and civil service development, on innovation in the provision of public services, and women empowerment in the civil service among other topics in accomplishing its expected result for promoting knowledge and experience sharing. Specific topics are selected based on the results of the ACSH needs assessment survey periodically conducted among the participating countries, and subsequent consultations among the countries and the Steering Committee and the Advisory Board of the ASCH.

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 all sorts of formats, e.g., books, research papers, analyses reports, case studies, position papers, policy briefs, etc.<sup>22</sup> The work involved is not only carried by utilising internal resources but also through joint research activities engaging practitioners and scholars from the ACSH participating countries, as well as international organisations, academic institutions and think tanks from around the world.

### ***Resources Required to Achieve the Expected Results***

The Project is primarily financed by the Government of the Republic of Kazakhstan, and by UNDP. Project implementation will require operational support by the ACSH project team that will ensure the seamless and timely implementation of envisioned activities. A Project team is already in place, consisting of professional staff and specialists devoted to advancing the substantive component; and project manager(s), and assistants to manage organisational, administrative, procurement, human resources, and financial aspects of project implementation, in accordance with UNDP's corporate Programme and Operations Policies and Procedures (POPP). The Country Office supports the project team in project oversight ensuring the high quality and timeliness of the project results and target achievements. Last but not least, the ACSH Steering Committee ensures the effective strategic oversight of the project and provides overall direction on accomplishing its mandate.<sup>23</sup>

### ***Partnerships***

Building partnerships is one of the key pillars among the Hub's activities. The ACSH will continue the employment of 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 - in accomplishing its goals. Furthermore, given Kazakhstan's unique position as a bridge between two continents – Europe and Asia – partnerships and triangular cooperation schemes already forged will be utilised in the implementation of its activities and the accomplishment of the project's goals. In this effort, the ACSH will also utilise approaches to cooperation that are globally supported by UNDP and draw additional expertise and support from other UN Member States, as well as from other international and regional organisations, e.g., OECD, ASPA, ASEAN, etc.<sup>24</sup>

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<sup>22</sup> The knowledge management output of the ACSH is complemented by the publication of an international open access electronic journal, twice-a-year, that hosts articles based on novel research in public administration, public service delivery, and civil service reform; <https://www.astanahubjournal.org/index.php/ijcsrp>

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

<sup>24</sup> The ACSH cooperates with more than 80 institutional partners around the globe, including, and not limited to, the UN Office for South-South Cooperation, the Organisation for Economic Cooperation and Development, the UNDP Istanbul Regional Hub, the American and Asian Societies for Public Administration, the Asian Association for Public Administration, the NISPAcee for exchange of knowledge and experience, research, and capacity development that will foster a collaborative relationship, through joint research activities; participation in seminars and other meetings; exchange of academic materials, publications, etc.

The partnership relations of the ACSH with various stakeholders vary in terms of their goal, scope, size, and level of engagement (domestic or international). For example, between the specialised civil service agencies or similar structures in participating countries; or academia, universities, think-tanks and research institutions; or other various stakeholders, including international organisations, and other government institutions involved in public administration transformation and the civil service professionalisation processes; UN/UNDP Offices and knowledge centres globally; the Government and non-profit agencies of the Republic of Kazakhstan; and interregional cooperation via South-South Network. Nevertheless, the ACSH – through its continuous partnership building - enables collaboration, finds, and promotes “best-fit” solutions to tackle common issues based on international experience. Over the recent years, the ACSH has become one of the centres of knowledge and expertise in the field of public sector reform with a flexible and demand-driven agenda.

The ACSH will further reinforce its existing partnerships with the Academy of Public Administration under the President of Kazakhstan (APA) and the Nazarbayev University (NU), actively engaging them into project activities’ as responsible parties 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 and the NU will serve as key “responsible partners” of the ACSH, in carrying out joint studies, as well as implementing other activities in research, learning and capacity building. These institutions are empowered and specifically designated by the laws of the Republic of Kazakhstan as research and education centres of excellence, including those in the field of public administration and civil service.<sup>25</sup> Furthermore, these partnerships also provide opportunities for civil servants from the participating countries to enhance their qualifications by enrolling to master’s degree programmes offered by the APA on an annual basis. Moreover, involvement of the APA and NU 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. Furthermore, the “National ICT Holding Zerde” has also been designated as a “responsible partner” through the Collaborative Advantage model based on the HACT assessments completed as required, in line with UNDP HACT rules and regulations for implementing activities in the areas of innovations in governance and digitalisation of public services including the launch of accelerator labs.<sup>26</sup>

The ACSH partnerships will be further expanded by including 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.

At the same time, the ACSH will continue and build on its long-standing strategic partnership and cooperation with key government bodies of the Republic of Kazakhstan as Administration of the President, Prime Minister’s Office the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of Economy, the Anti-corruption Agency, High Judicial Council, the Ministry of Information and Social Development and

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<sup>25</sup> Presidential Decree No 1457 (11.10.2014) “On Rules of training and capacity building of civil servants of the Republic of Kazakhstan”; Law of the Republic of Kazakhstan No 394-IV (19.01.2011) “On Legal status of Nazarbayev University, Nazarbayev Intellectual Schools, Nazarbayev Fund”; Government Decree No 1306 (31.12.2008) “On Reorganisation of the SE Academy of Public Administration under the President of Kazakhstan”.

<sup>26</sup> The “National ICT Holding Zerde” is a state company, established in July 2008 in accordance with a [Government Resolution of the Republic of Kazakhstan](#) to develop modern info communication technologies in Kazakhstan; officially defined as a state service integrator that carries out the development and implementation of the country’s digital strategy and e-governance architecture. The experience of Zerde is exclusively focused on such areas as e-governance, digitalization, public service delivery tools and systems, reengineering, development, and implementation of digital and innovative programmes / projects with incubation and acceleration in public sector. At the same time, Zerde has proven experience in providing training and capacity building activities for ICT professionals and development of ICT resources, standards, and providing analytical and consulting services to state bodies of the Republic of Kazakhstan.

others to contribute to development and implementation of national development reforms, programmes and other significant initiatives.

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.

### ***Risks and Assumptions***

Project implementation involves three crucial risks that are taken into consideration, the following:

First, the ACSH activities may not elicit sufficient interest by its participating countries due to their irrelevance and/or low quality of its capacity building activities and knowledge products. However, this risk is not likely to occur as the priority areas that the ACSH will continue to focus on are demand-driven, and thus determined and confirmed by the participating countries themselves in two ways. First, through a periodic needs assessment survey administered among the government institutions in the ACSH participating countries to determine their priority areas.<sup>27</sup> Second, through regular consultations with the governments of the ACSH participating countries to further refine and validate topics of mutual interest on which the ACSH will focus on for the benefit of its participating countries. Hence, it may be safely assumed that ACSH demand-driven activities are relevant to the interests of the ACSH participating countries.

Second, the ACSH may not attain sufficient interest and support by the Government of the Republic of Kazakhstan in providing its financial support in the long-run, given omnipotent budgetary constraints, further exacerbated by the on-going pandemic. To minimise this, the ACSH will continue to hold regular consultations with the Government for informing them of its accomplishments and highlighting the benefits for Kazakhstan vis-à-vis its foreign aid development policy. Additionally, the ACSH will continue involving key government institutions as participants in its capacity building activities, e.g., seminars, workshops, study tours, etc, as well as accommodate their technical assistance needs on a demand-basis, e.g., research and studies on topics of their immediate interest, etc. Furthermore, the ACSH plans to devote some of its efforts in resource mobilisation activities aspiring to attract development funds from international donors and/or other development organisations from its participating countries.

The third area of concern is whether the experience and knowledge exchange activities will yield tangible among the participating countries, e.g., witness the initiation of some innovative practices in the public sector or observe significant changes in public service delivery and the extent to which public services have been digitalised. It is assumed that in alleviating any adverse outcomes in this area, the ACSH will pay particular attention to ensuring that activities proposed for implementation by the participating countries are viable and could be completed – or at least be well under way – within the project cycle, as well as being sustainable beyond the completion of this project.

Another risk involved in project implementation is fluctuations in currency exchange levels. Thus, project funds will be held in USD and be exchanged into local currency at the time close to disbursement.

### ***Stakeholder Engagement***

The key stakeholders of this project include participating countries, and their government institutions and agencies responsible for civil service development and public service delivery, as well as public administration educational institutions engaged in public administration and civil service professionalisation, e.g., public administration academies 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 provision of capacity building initiatives. The level of engagement between the ACSH and the project stakeholders vary in terms of their goals, scope, size, and level of engagement.

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<sup>27</sup> The most recent survey is currently underway. Its findings will be soon made available to the ACSH Steering Committee and will eventually become part of the ACSH programme of activities.

The target group of the project are government officials and executives of central and local agencies and government departments, as well as employees of state organisations and institutions that are responsible for civil service policy formulation and implementation and for public service delivery and digitalisation of public services. Furthermore, policy makers and experts, who play a role in advancing the adaptation and implementation of reform and development initiatives in these areas. 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 building activities on various demand-driven topics, and in congruence with the strategic objectives of the Government of Kazakhstan.

The key beneficiaries of the ACSH capacity building and learning programmes will be the public sector personnel, as well as from other sectors (e.g., private, academia, civil society organisations), who may also contribute to - and/or partner with - national institutions in public sector development, effectiveness, and efficiency efforts. The ACSH will ensure gender balance among the participants in all its learning and training activities.

The ultimate beneficiaries of the project's outcomes are the citizens of the participating countries, who will benefit through the introduction of innovative policies and practices as a result of collaborative work of the ACSH participating countries, or through improved and more effective communication between the Government and Administration and the citizens, or through further digitalisation of public services and their provision through differentiated channels of delivery. To this end, the Astana Civil Service Hub - on many occasions in cooperation with international, regional, and national organisations involved in public administration transformation, civil service professionalisation and public service delivery digitalisation processes, prevention of corruption, enhancement of human resource management in the judicial system - facilitates exchange of relevant experience, knowledge and latest innovations in the field and supports their eventual implementation through capacity building and other activities to advance the mandate of the project.

The project is also a 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 recently renewed its collaboration with the United Nations Office for South-South Cooperation (SSC) to strengthen their cooperation activities. The ACSH has cooperated with the South-South Network on numerous occasions in the past. 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 Kazakhstan Foreign Affairs Ministry 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.<sup>28</sup>

### **Knowledge**

One of the three core pillars of the ACSH is research and knowledge management, explicitly indicating its contribution in this area. The ACSH carries out research and analysis on public administration, civil service, public service delivery, prevention of corruption, enhancement of human resource management in judicial system issues that are of interest to its participating countries. The findings, conclusions and recommendations stemming from such research and analysis work are published and widely disseminated in many forms and formats, e.g., books, case studies, thematic research papers, comparative analyses, and an open access journal; all in printed and electronic formats. The ACSH web portal serves as an electronic gateway to accessing the knowledge products it produces. These knowledge products provide useful information, advice and guidance to policy makers and practitioners involved in innovation in government, public administration transformation, civil service reform and development, and public service delivery enhancement in the participating countries and beyond.

### **Sustainability and Scaling Up**

The ACSH continues 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 with them. Their positive feedback demonstrates that the ACSH's initiatives remain in high demand. Furthermore, the ACSH is continually exploring other sustainability opportunities by expanding its partnerships and networks with other international and regional organisations, and with potential donors.

Sustainability of initiatives - culminating through the work of the ACSH - may also be ensured through their institutionalisation in the participating countries. For example, through the institutionalisation of the Peer-to-Peer Learning Alliances that the ACSH has established and the expansion of their membership. In this context, the ACSH will work towards establishing permanent structures that will continue advancing the knowledge and expertise on pertinent issues in the participating countries and beyond in the future.

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## **IV. PROJECT MANAGEMENT**

### **Cost Effectiveness and Efficiency**

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 learnt during the previous phase of the project. Furthermore, cost effectiveness will be ensured during implementation of this project by fully complying with the standards and rules and procedures of the UNDP system in place. Cost efficiency will be ensured by adhering to UNDP's procurement and financial policies and procedures.

Furthermore, the ACSH's prudent management and targeted interaction based on cost-sharing principles while conducting joint activities with the governments of participating countries and international partners in the period 2014-2020, has allowed it to utilise Government-provided funds effectively and efficiently. This approach will continue to be practiced for this phase also.

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

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<sup>28</sup> <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-astaninskiy-haba-gossluzhby-uglublyayut-sotrudnichestvo-po-linii-yug-yug>;

empowered with knowledge and skills to advance inclusive economic growth and sustainable development for all, including women's empowerment and achieving gender equality.

***Project Management***

The project will be managed by UNDP out of Nur-Sultan in Kazakhstan and operationalised within the UN common premises in Nur-Sultan (14, Azerbaizhan Mambetov street, Z11D8T7, Nur-Sultan) 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, which is also a Project Board 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 will collaborate with other UNDP projects to achieve common goals, by jointly organising various activities, e.g., conferences, seminars, and workshops for civil servants.

## V. RESULTS FRAMEWORK

### Intended Outcome as stated in the UNSCDF Results and Resource Framework:

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).

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

Outcome: Institutions and systems enabled to develop and implement institutional reforms towards more effective, transparent, and inclusive governance and service provision at the national and regional levels (2.2); Outcome: triangular development initiatives are in place to support the positioning of the participating countries, with a focus on empowerment of women (2.4).

**Applicable Output(s) from the UNDP Strategic Plan:** Accelerate structural transformations for sustainable development (2).

**Project title and Atlas Project Number:** Institutional Support to the Astana Civil Service Hub Phase 3 / 000123513

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 1 - Research and Knowledge Management</b> ACSH participating countries are better informed about civil service and public service delivery latest developments and trends	1.1 – Number of public administration and civil service development related books published and disseminated	Publishing records	1	2020	1		1	3	Internet search for knowledge products publication points
	1.2 – Number of demand-driven and evidence-based research papers, comparative analyses and case studies published and disseminated		17	2020	2	2	2	23	
	1.3 – Number of demand-driven and evidence-based position papers and policy briefs developed and disseminated		2	2020	1	1	1	5	
	1.4 – Number of the International Journal of civil service editions prepared, published, and disseminated		14	2020	2	2	2	20	
<b>Output 2 - Capacity Building and peer learning</b> Civil service and public service delivery related institutions in ACSH participating countries are enabled to apply gained knowledge, experience, and skills	2.1 - Number of capacity development events - conferences, workshops, seminars, trainings, and study visits - coordinated by ACSH to support civil service modernisation and innovation in government in ACSH participating countries	Event reports	140	2020	12	12	12	86	Events organisational records analysis
	2.2 – Number of capacity development events – conferences, workshops, seminars, trainings, and study visits - coordinated by ACSH to support public service delivery, and digitalisation of public services in ACSH countries		>10	2020	1	2	2	15	

to advance their public administrations	2.3 – Number of participants in capacity development events - conferences, workshops, seminars, trainings, study visits, etc, disaggregated by gender	Participants' statistical information	7,300 50% women	2020	1,000 50% women	1,000 50% women	1,000 50% women	10,300 50% women	
	2.4 – Number of scholarships granted to civil servants of the ACSH participating countries to study at the Academy of Public Administration under the President of Kazakhstan	APA attendance records	10	2020	3	10	2	25	APA records analysis
	2.5 - Number of P2P Learning Alliances created and functioning within ACSH activities taking place in the framework of the P2P Learning Alliances	Events reports Information and records of Mass Media	4	2020	1	1	1	7	Events organisational records analysis Agreements depository
	2.6 - Number of activities taking place within the framework of the P2P Learning Alliances		11	2020	2	2	2	17	
<b>Output 3 - Partnerships and Networking</b> ACSH participating countries benefit from peer-to-peer learning and TrC exchanges and adapting innovations in civil service and public service delivery	3.1 – Number of triangular cooperation exchanges including South-South, East-East, Europe-Asia, East-West and others are taking place involving ACSH participating countries	Events reports Information in and records of Mass Media, bilateral and multilateral agreements	40	2020	5	5	5	55	Events organisational records analysis
	3.2 – Number of ACSH countries participating for exchange of knowledge and experience in the field of civil service excellence and public administration development	Events reports, information in and records of Mass Media, project records,	42	2020	1	1	1	45	Review of legislative documents, review of practices adopted
	3.3 - Number of experts in ACSH roster who provide expert advice to civil servants of the participating countries	ACSH Roster of experts	130	2020	3	3	4	140	ACSH Roster of experts



## 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)
<b>Track results progress</b>	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	
<b>Monitor and Manage Risk</b>	Updated Risk Log in Atlas 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 considerate risk arises.	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	
<b>Learn</b>	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	
<b>Annual Project Quality Assurance</b>	Annual 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 Monitoring and Evaluation Unit, Steering Committee	
<b>Review and Make Course Corrections</b>	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	

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Project Report</b>	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; the annual project quality rating summary; an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Following completion of each major activity and at the end of the project (final report)	Consideration and approval of project progress reports by the Steering Committee	ACSH Steering Committee	
<b>Project Review</b>	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	

### Evaluation Plan

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output ( )</b>	<b>UNSDCF/CPD Outcome (2.2)</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Mid Term Project Evaluation	N/A	Accelerate structural transformation for sustainable development (2)	2.2. 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	September 2022	Selective government organisations and agencies from the ACSH participating countries	USD 30,000 Project allocated funds

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
<b>Output 1 - Research and Knowledge Management:</b> ACSH participating countries are better informed about governance, public administration, civil service and public service delivery latest developments and trends <i>Gender marker: GEN1</i>	<b>Activity 1.1.</b> Preparation, publication and dissemination of evidence-based research studies jointly with ACSA, and/or other civil service agencies and/or PA Academies and higher education institutions from the ACSH participating countries including - but not limited to - any of the following topics: effect of COVID-19 pandemic on governance, public administration, civil service and public service delivery; strategic HRM planning and tools for enhancing the role of HRM departments; improvements in the competitive selection system; strengthening meritocratic principles in selection and promotion of civil servants; contemporary civil service models; talent management systems; customer-oriented state organisations and human-centred models of service; enhancement of institutional frameworks and legal mechanisms; improving management in government; improving civil servants' appraisal systems; development of measures for prevention of conflicts of interest; crises communication strategies; state control	97 500	142 700	144 191	UNDP / APA	RB	71200	30 000	60 000	60 000
							71300	15 000	30 000	20 000
							72100	10 000	10 000	10 000
							71400	30 200	30 200	41 891
							71500	5 800	6 000	5 800
							74200	6 000	6 000	6 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	of public service delivery quality; ethics and values in the public sector; corporate culture in government; regional trends and good practices in gender equality and women empowerment; development of Data Strategies in the public sector; effectiveness of government agencies; guidebooks on strategic forecasting tools, methods and techniques, etc; all for the benefit of the ACSH participating countries						74500	500	500	500
	<b>Activity 1.2</b> International Journal of Civil Service preparation and periodic publication; maintenance of journal's online platform	21 500	21 500	21 500	UNDP	RB	72100	2 500	2 500	2 500
71400							15 050	15 050	15 050	
71500							1 450	1 450	1 450	
74200							2 500	2 500	2 500	
	<b>Activity 1.3</b> Case studies prepared, published, disseminated on topics determined by demand of ACSH participating countries in public service delivery, e-government, transformation, and innovation and on government responses to the COVID19 pandemic in cooperation with the ACSH P2P Alliances on Public Service Delivery & E-government, Transformation & Innovation, and the Virtual Platform of practitioners on COVID19 Responses respectively	87 000	96 200	102 000	UNDP	RB	71200	20 000	30 000	30 000
71300							20 000	25 000	25 000	
72100							5 000	-	5 000	
71400							30 200	30 200	30 200	
71500							5 800	6 000	5 800	
74200							6 000	5 000	6 000	
	<b>Activity 1.4</b> Implementation of the "innovative solutions scheme" in the field of civil service and public administration, once or twice per year of operation	29 450	29 450	29 450	UNDP	RB	72100	10 000	10 000	10 000
71400							15 050	15 050	15 050	
71500							2 900	2 900	2 900	
74200							1 500	1 500	1 500	
		28 950	37 425	35 400	UNDP	RB	71300	5 000	10 000	10 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	<b>Activity 1.5</b> Preparation of policy briefs for central governments bodies in Kazakhstan, upon request						71400	20 500	23 025	20 500
							71500	1 450	2 400	2 900
							74200	2 000	2 000	2 000
	<b>Activity 1.6</b> Production and dissemination of a quarterly newsletter informing target audiences of ACSH completed activities as well as forthcoming ones	30 400	32 925	27 400	UNDP	RB	72100	3 000	3 000	-
							71400	20 500	23 025	20 500
							71500	2 900	2 900	2 900
							74200	4 000	4 000	4 000
	<b>Activity 1.7</b> Development and maintenance of a dedicated knowledge management portal, as an integral part of the existing ACSH web portal providing up to date knowledge products on governance, public administration, civil service development and public service delivery	25 400	27 925	25 400	UNDP	RB	71400	20 500	23 025	20 500
							71500	2 900	2 900	2 900
							74200	2 000	2 000	2 000
	<b>Activity 1.8</b> Research on current benchmarking practices in governance and public service delivery in the ACSH participating countries vis-à-vis the OECD principles and standards, in cooperation with the OECD Public Governance Directorate and development of toolkits for utilising such principles and standards in governance and public service delivery in the ACSH participating countries	68 950	76 381	79 165	UNDP	RB	71200	30 000	28 315	20 000
							71300	15 000	20 000	20 000
							72100	-	-	15 000
							71400	20 500	24 616	20 500
							71500	1 450	1 450	1 350
							74200	2 000	2 000	2 315
<b>Activity 1.9</b> Development of tools (tests) for assessing the abilities of candidates entering the civil service	75 355	0	0	UNDP	RB	72100	60 000	-	-	
						71400	11 690	-	-	
						71500	1 350	-	-	
						74200	2 315	-	-	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	Indirect costs related to the contribution's administration – GMS (8%)	37 161	37 161	37 161	UNDP	RB	75100	37 161	37 161	37 161
<b>Sub-Total Output 1</b>										<b>1 505 000</b>
<b>Output 2 - Capacity Building and peer learning</b> Public administration and civil service institutions, public administration academies and other higher education institutions and think tanks in ACSH participating countries are enabled to apply knowledge, experience, and skills acquired to advance their missions	<b>Activity 2.1</b> International conferences organised in Nur-Sultan for central and local government officials of the Republic of Kazakhstan on a civil service-related topic determined according to the priorities of the Government of Kazakhstan	500	35 131	34 206	UNDP / APA / NU	RB	72100	-	10 000	10 000
							71400	-	8 551	9 406
							71500	-	1 080	1 300
							71600	-	12 000	10 000
							74200	-	3 000	3 000
							74500	500	500	500
	<b>Activity 2.2</b> Development and delivery of gender-balanced demand-driven capacity building seminars, workshops and trainings involving government officials and civil servants of the central and local governments from the ACSH participating countries, including Kazakhstan, on any - but not limited to - of the following topics: project management; risk management; leadership; ethics and integrity; innovation in government operations; evidence-based research design and	36 358	42 631	48 706	UNDP	RB	72100	20 000	15 000	20 000
							71400	7 758	8 551	9 406
							71500	2 600	1 080	1 300
							71600		12 000	12 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
<i>Gender marker: GEN2</i>	development of knowledge products; civil servants' motivation; HRM practices; performance evaluation and appraisal systems; remuneration systems; gender equality and women's participation in government and decision-making processes; in several cases in cooperation with international organisations for sharing knowledge, e.g., Istanbul Regional Hub, Seoul Policy Centre, ASPA, OECD, etc						74200	6 000	6 000	6 000
	<b>Activity 2.3</b> Allocation of scholarships (grants) for training of civil servants of the ACSH participating countries at the Academy of Public Administration and/or in its regional centres in Kazakhstan	105 300	99 631	110 706	UNDP / APA	RB	72100	100 000	90 000	100 000
							71400	4 000	8 551	9 406
							71500	1 300	1 080	1 300
	<b>Activity 2.4</b> Development and delivery of gender-balanced trainings, seminars and master classes for civil servants and specialists - especially young civil servants - from the ACSH participating countries, including Kazakhstan in leading research centres to develop and/or upgrade their research skills; in several cases in cooperation with the Academy of Public Administration and partner universities	34 058	26 631	32 706	UNDP / APA	RB	72100	15 000	15 000	20 000
							71400	11 758	8 551	9 406
							71500	1 300	1 080	1 300
							74200	6 000	2 000	2 000
	<b>Activity 2.5</b> Organisation of study visits for civil servants of Kazakhstan (including President's Young Personnel Reserve) to be exposed to good practices in other countries on topics related to public administration and civil service organisation and public service	0	25 631	26 706	UNDP	RB	71400	-	8 551	9 406
							71500	-	1 080	1 300
							71600	-	14 000	14 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	delivery; and on demand study visits to Kazakhstan for ACSH participating countries' representatives						74200	-	2 000	2 000
	<b>Activity 2.6</b> Capacity building activities to enhance the capacity of Public Administration Academies, higher education institutions and think tanks from the ACSH participating countries on conducting evidence-based research and producing knowledge products based on such research; as well as to improve their info-analytical techniques and methods	30 058	26 731	42 706	UNDP / APA / NU	RB	72100	15 000	15 000	30 000
71400							11 758	8 551	9 406	
71500							1 300	1 180	1 300	
74200							2 000	2 000	2 000	
	<b>Activity 2.7</b> Maintenance and further development of the P2P Alliances on Public Service Delivery & E-government, Transformation & Innovation, and the Virtual Platform of practitioners on COVID19 Responses respectively; as well as the launch of a other P2P Learning Alliances and/or Innovation Accelerator Labs in areas determined by demand of the ACSH participating countries	14 358	9 621	0	UNDP	RB	71400	11 758	8 551	-
71500							2 600	1 070	-	
	<b>Activity 2.8</b> Development of IT architecture for ACSA	86 758	34 621	0	UNDP	RB	72100	75 000	25 000	-
71400							11 758	8 551	-	
71500							-	1 070	-	
	<b>Activity 2.9</b> Build and/or enhance the technical capacity of key national government institutions in developing and introducing innovative solutions to ensure business continuity and effective telecommuting measures, organization of workspace, development of ICT infrastructure and platforms; as well as in	34 642	31 121	39 706	UNDP / ZERDE	RB	72100	19 584	20 000	25 000
71400							11 758	8 551	9 406	



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	supporting the digital transformation in the public sector through the creation and maintenance of the Public Service Innovations Accelerator Lab - and/or hubs, alliances, etc - for capacity building activities on change management, design thinking for IT personnel in public agencies, generation of new ideas, exchange of good practices in the fields of public administration and public service delivery in cooperation with ZERDE, the Ministry of Digitalisation, the ACSA and other relevant government partners from the ACSH participating countries						71500	1 300	1 070	1 300
							74200	2 000	1 500	4 000
	<b>Activity 2.10</b> HR certification of civil servants from central and regional state bodies, public sector representatives	37 300	31 070	0	UNDP	RB	72100	30 000	30 000	-
							71400	6 000	-	-
							71500	1 300	1 070	-
	<b>Activity 2.11</b> Introduction of innovative learning tools (video lectures, webinars, etc and other materials in multimedia format)	0	15 551	25 706	UNDP	RB	71300	-	-	5 000
							72100	-	10 000	10 000
							71400	-	5 551	9 406
							71500	-	-	1 300
	<b>Activity 2.12</b> Capacity development of public administration academies and higher education institutions in the ACSH participating countries through trainings to enhance their ability to devise curricula and study programmes attuned to contemporary needs and demands in governance and public	11 758	10 821	24 206	UNDP	RB	71300	-	2 500	7 500
							72100	-	-	4 000
							71400	11 758	5 551	9 406
							71500	-	1 070	1 300

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	administration management; as well as the promoting the development of scientific schools of public governance in the ACSH participating countries; and the engagement of guest lecturers from the ACSH participating countries and organisations						74200	-	1 700	2 000
	<b>Activity 2.13</b> Capacity building activities in cooperation with the OECD Public Governance Directorate in aligning benchmarking practices in governance and public service in the ACSH participating countries with the OECD principles and standards	7 058	8 957	12 794	UNDP	RB	71400	5 758	6 003	9 406
71500							1 300	1 070	1 300	
74200							-	1 884	2 088	
	Indirect costs related to the contribution's administration – GMS (8%)	31 852	31 852	31 852	UNDP	RB	75100	31 852	31 852	31 852
<b>Sub-Total Output 2</b>										<b>1 290 000</b>
<b>Output 3 - Partnerships and Networking:</b> ACSH participating countries benefit from peer-to-peer learning and TrC exchanges and adapting innovations in	<b>Activity 3.1</b> Development and production of various printed, audio-visual, informational, image products for promotional activities, partnerships, image events and events for the media	12 860	12 860	12 860	UNDP	RB	71400	8 000	8 000	8 000
							71500	2 360	2 360	2 360
							74200	2 000	2 000	2 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
governance, public administration, civil service and public service delivery							74500	500	500	500
	<b>Activity 3.2</b> Organisation and/or participation in events dedicated to strengthening knowledge exchange and networking, and/or dissemination of good practices, lessons learnt, innovative solutions in government and to promote public dialogue; as well as hold thematic side events in the international fora and conferences, e.g. ASPA, AAPA, NISPAcee, World Government Summit, South-South Cooperation, TrC, etc inviting representatives of the ACSH participating countries and national partners to present their experience on topics related to public administration and civil service development and public service delivery	12 360	12 360	12 360	UNDP	RB	71400	8 000	8 000	8 000
71500							2 360	2 360	2 360	
74200							2 000	2 000	2 000	
	<b>Activity 3.3</b> Organisation of ACSH annual conferences / reporting events for representatives from participating countries and institutional partners, to discuss overall progress of the ACSH, as well as research findings, results of capacity building activities and lessons learnt through the ACSH work	13 860	15 582	22 360	UNDP	RB	71400	8 000	8 000	8 000
71500							2 360	2 360	2 360	
71600							-	2 222	8 000	
74200							3 500	3 000	4 000	
		11 860	10 360	10 360	UNDP	RB	71400	8 000	8 000	8 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	<b>Activity 3.4</b> Participation in thematic events in Nur-Sultan and abroad to raise awareness and visibility of the Astana Civil Service Hub as a brand						71500	2 360	2 360	2 360
							74200	1 500	-	-
	<b>Activity 3.5</b> Further development and promotion of the ACSH Network in governance matters, public administration, and the civil service (Roster of Experts)	10 360	10 360	2 360	UNDP	RB	71400	8 000	8 000	-
							71500	2 360	2 360	2 360
	<b>Activity 3.6</b> Organisation of joint activities with the Ministry of Foreign Affairs of Kazakhstan to promote the ACSH Network abroad (diplomatic events)	12 360	12 360	13 360	UNDP	RB	71400	8 000	8 000	8 000
							71500	2 360	2 360	2 360
							74200	2 000	2 000	3 000
	<b>Activity 3.7</b> Implementation of the ACSH integrated partnership and communications strategy in alignment with its mission; while at the same time strengthening interaction with international organisations and donors and with other UN entities	11 360	11 360	11 360	UNDP	RB	71400	9 000	9 000	9 000
							71500	2 360	2 360	2 360
	<b>Activity 3.8</b> Promotion of the ACSH web portal as an online source for training and sharing best practices in public administration and civil service development	10 360	10 360	10 360	UNDP	RB	71400	8 000	8 000	8 000
71500							2 360	2 360	2 360	
<b>Activity 3.9</b> Cooperation enhancement activities with EIP aiming at attracting attention to the ACSH work in network and alliance building and for resource mobilisation	12 360	12 360	12 360	UNDP	RB	71400	8 000	8 000	8 000	
						71500	2 360	2 360	2 360	
						74200	2 000	2 000	2 000	
<b>Activity 3.10</b> Organisation of a series of events for systematic dialogue between representatives of the ACSH participating countries and OECD	12 400	12 400	12 600	UNDP	RB	71400	8 000	8 000	8 000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	experts to make better use of international standards and identify barriers to implementation; as well as discuss research findings, results of capacity building activities and lessons learnt in the application of international standards in the ACSH participating countries						71500	2 400	2 400	2 400
							74200	2 000	2 000	2 200
	<b>Activity 3.11</b> Support to the ACSH Steering Committee and Advisory Board						71400	8 000	8 000	8 000
		12 577	12 354	12 376	UNDP	RB	71500	2 360	2 360	2 360
							74200	2 217	1 994	2 016
	Indirect costs related to the contribution's administration – GMS (8%)	10 617	10 617	10 617	UNDP	RB	75100	10 617	10 617	10 617
<b>Sub-Total Output 3</b>										<b>430 000</b>
<b>Output 4 – Project Management</b>	<b>Activity 4.1</b> Project management team	158 065	158 064	158 064	UNDP	RB	71400	145 065	145 064	145 064
							71500	13 000	13 000	13 000
	<b>Activity 4.2</b> Quality assurance, Monitoring and Evaluation	8 000	30 000	22 000	UNDP	RB	72100	-	22 000	14 000
							71400	8 000	8 000	8 000
	<b>Activity 4.3</b> Resource mobilisation activities	14 000	14 000	14 000	UNDP	RB	71400	14 000	14 000	14 000
	<b>Activity 4.4</b> Office operations and maintenance	56 000	36 500	52 000	UNDP	RB	72100	35 000	13 000	31 000
							71400	16 000	16 000	16 000
							74500	5 000	7 500	5 000
	<b>Activity 4.5</b> Office supplies	17 500	15 000	7 500	UNDP	RB	72100	7 500	5 000	-
							72500	10 000	10 000	7 500
<b>Activity 4.6</b> Telecommunications	18 226	18 226	18 226	UNDP	RB	72100	18 226	18 226	18 226	
<b>Activity 4.7</b> DPC - Programme	30 000	30 000	30 000	UNDP	RB	64300	30 000	30 000	30 000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		2021	2022	2023		Funding Source	Budget Line	2021	2022	2023
	Activity 4.8 DPC - Operations	30 000	30 000	30 000	UNDP	RB	64300	30 000	30 000	30 000
	Indirect costs related with general administration of contribution (8%)	26 543	26 543	26 543	UNDP	RB	75100	26 543	26 543	26 543
<b>Sub-total output 4</b>										<b>1 075 000</b>
<b>Total for all outputs</b>										<b>4 300 000</b>
<b>UNDP parallel contribution</b>										<b>360 000</b>
<b>Grand total project budget</b>										<b>4 660 000</b>

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## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project's governing mechanism will be Steering Committee of the Astana Civil Service Hub, which comprises of its Chairperson, the Heads of UNDP Kazakhstan and of the Agency for Civil Service Affairs, representatives of the founding countries and of international organisations, and international professional associations, as well as scholars and practitioners in the field of public administration and civil service management. The Steering Committee will convene regularly – annually – to discuss expected outputs and outcomes and assess progress made, as well as results achieved, and provide recommendations, if needed. The Steering Committee is the governing body of the Project.

The Steering Committee will ensure the effective strategic oversight and will provide overall direction on accomplishing the ACSH's mandate. Furthermore, the Steering Committee will cultivate cooperation among the participating countries to further their public administration reform and development efforts. In a similar manner, the ACSH established Advisory Board will also continue to provide strategic recommendations to the Steering Committee and substantive support to the ACSH implementation team.

In order to ensure UNDP's ultimate accountability, Steering Committee decisions should be made in accordance with 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 shall rest with the UNDP Resident Representative in close cooperation with the Chairperson of the Steering Committee.

The Advisory Board provides the Steering Committee with strategic recommendations and substantive support on the programmatic work of the ACSH. In particular, the Advisory Board provides its guidance and expert opinions on the framework, impact, and general direction of the ACSH. Its members also occasionally review strategy papers on areas relevant to the project in order to provide their input and advice on public administration reform priorities in the ACSH participating countries. Moreover, the Advisory Board members review and provide their input to the ACSH publications, when requested by the Research Team.

The Project is implemented by the Project team, headed by the Project Coordinator, in this case the Chairperson of the Steering Committee, who reports to the Steering Committee on project implementation. The Project team also includes the Project Manager, the Advisors to the Chairperson on government and legal matters, the research team, experts and specialists in capacity-building, strategic communications, and partnerships, as well as on innovation and digitalisation, and assistants on organisational, administrative, and financial matters.

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

As this project is considered rather important in advancing innovation practices and digitalisation of public services in the participating countries, UNDP will ensure that the best available professional expertise will be engaged to produce the substantive work required by the project in achieving its expected results. UNDP/ACSH already has a seasoned project team in place, consisting of professional staff that coordinates and oversees the day-to-day work involved for implementing 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 may be 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.



## ACSH Organisational Structure

### Steering Committee (CHAIRPERSON) (Project Governance Mechanism)

#### Beneficiary Representatives

Institutions of civil service and public administration from the ACSH participating countries, including Kazakhstan

#### Executives

Agency of the Republic of Kazakhstan for Civil Service Affairs;  
Steering Committee Advisory Board

#### Senior Suppliers

Government of Kazakhstan; Agency of the Republic of Kazakhstan for Civil Service Affairs; UNDP

#### Project Assurance

UNDP CO

#### Project Management

1. Project Manager
2. Advisor to the SC Chairperson
3. Legal Advisor to the SC Chairperson

#### Project Support (Operations)

1. Project Admin - Travel Specialist
2. Project Procurement Specialist
3. Project Finance Specialist
4. Volunteer - Admin & logistics
5. Project Driver

#### TEAM A

##### Research and Knowledge Management

1. International Consultant
2. Project Research Expert
3. Project Research Expert
4. Volunteer - Research & knowledge management
5. Volunteer - Information and Knowledge products development specialist
6. Project Expert on Governance
7. Project Expert on Digitalization in governance

#### TEAM B

##### Capacity building and Learning

1. Project Capacity Building Specialist
2. Project Learning and Innovation Specialist
3. Volunteer - Research and Capacity Building
4. Volunteer - Programme and Operations

#### TEAM C

##### Partnerships, networking, and communication

1. Project Partnership Specialist
2. Volunteer - Partnership & communication
3. Project Assistant, Partnership and Communication
4. Project Specialist in Communications

## 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 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 nationally implemented in accordance with UNDP regulations, rules, and procedures. The Agency for Civil Service Affairs will be the Implementing Partner, while UNDP will provide services to support the implementation of the project in accordance with its rules and procedures on the basis of the Standard Letter of Agreement between the Government and UNDP on the provision of services to support project implementation by the UNDP Country Office.

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], 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](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](http://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. 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 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.

## **X. ANNEXES**

- 1.** Social and Environmental Screening
- 2.** Risk Analysis
- 3.** Standard Letter of Agreement on the Provision of Support Services
- 4.** Terms of Reference for Steering Committee and Key Project Personnel

## Annex 1: Social and Environmental Screening Template

### Project Information

<b>Project Information</b>	
<b>1. Project Title</b>	Institutional Support to the Astana Civil Service Hub Phase 3
<b>2. Project Number</b>	00123513
<b>3. Location (Global/Region/Country)</b>	Kazakhstan
<b>4. Project stage</b>	Design
<b>5. Date</b>	3 November 2021

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

<b>QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?</b>
<b><i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i></b>
The project focuses on strengthening the management capacity of civil services and other government institutions from 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 human rights-based approach to development.
<b><i>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</i></b>
The project will ensure gender balance among the participants of its learning and training activities. It will also ensure that demand- and need-oriented, as well as gender-based learning approaches will be employed throughout the implementation timeline of the project. Furthermore, all on-demand capacity building, research-related and partnership events, gender aspects will be taken into consideration.
<b><i>Briefly describe in the space below how the project mainstreams sustainability and resilience</i></b>
Sustainability is achieved by improving the quality of life of the population and modernizing the governance system through innovation and introduction of digital public service provision through differentiated channels of delivery.
<b><i>Briefly describe in the space below how the project strengthens accountability to stakeholders</i></b>
Accountability to stakeholders is achieved by continuous monitoring and progress reporting during the lifecycle of the Project.

### Part B. Identifying and Managing Social and Environmental Risks

<b>QUESTION 2: What are the Potential Social and Environmental Risks? Note: Complete SESP Attachment 1 before responding to Question 2</b>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 6</b>			<b>QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High</b>
<b>Risk Description (broken down by event, cause, impact)</b>	<b>Impact and Likelihood (1-5)</b>	<b>Significance (Low, Moderate, Substantial, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures for risks rated as Moderate, Substantial or High</b>
No risks identified				
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
Low Risk				<input checked="" type="checkbox"/>
Moderate Risk				<input type="checkbox"/>
High Risk				<input type="checkbox"/>
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)</b>				
Question only required for Moderate, Substantial and High Risk projects				

	<b>Is assessment required? (check if "yes")</b>	<input type="checkbox"/>		<b>Status? (completed, planned)</b>
	<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)	
	<b>Are management plans required (check if "yes")</b>	<input type="checkbox"/>		
	<i>If yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted management plans (e.g., Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<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)	
	<b>Based on identified risks, which Principles/Project-level Standards triggered?</b>	<b>Comments (not required)</b>		
	<b>Overarching Principle: Leave No One Behind</b>			
	<b>Human Rights</b>	<input type="checkbox"/>		
	<b>Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>		
	<b>Accountability</b>	<input type="checkbox"/>		
	<b>1. Biodiversity Conservation and Sustainable Natural Resource Management</b>	<input type="checkbox"/>		
	<b>2. Climate Change and Disaster Risks</b>	<input type="checkbox"/>		
	<b>3. Community Health, Safety and Security</b>	<input type="checkbox"/>		
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>		
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>		
	<b>6. Indigenous People</b>	<input type="checkbox"/>		
	<b>7. Labour and Working Conditions</b>	<input type="checkbox"/>		
	<b>8. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>		

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
<b>QA Assessor</b> <i>Dosbol Tursumuratov</i>	03-Nov-2021	<b>Dosbol Tursumuratov, Monitoring and Evaluations Associate</b>
<b>QA Approver</b> <i>[Signature]</i>	04-Nov-2021	<b>Vitalie Vremis, Deputy Resident Representative</b>
<b>PAC Chair</b> <i>Konstantin Sokulskiy</i>	03-Nov-2021	<b>Konstantin Sokulskiy, Assistant Resident Representative</b>

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Overarching Principle: Leave No One Behind</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
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 marginalised groups?	NO
P.5	Inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalised or excluded individuals or groups including persons with disabilities? <sup>29</sup>	NO
P.6	Restrictions in availability, quality and/or access to resources or basic services, in particular to marginalised 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
<b>Gender Equality and Women's Empowerment</b>		
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 have involved 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? 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	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
<b>Sustainability and Resilience:</b> Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
<b>Accountability</b>		
<i>Would the project potentially involve or lead to</i>		
P.13	Exclusion of any potentially affected stakeholders, in particular marginalised 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
<b>Project-Level Standards</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<i>Would the project potentially involve or lead to</i>		
1.1	Adverse effects 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

<sup>29</sup> Prohibited grounds of discrimination include race, ethnicity, gender, 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 people and transsexual people.



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 recognised 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 no 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 utilisation of genetically modified organisms/living modified organisms? <sup>30</sup>	NO
1.13	Utilisation of genetic resources (e.g., collection and/or harvesting commercial development) <sup>31</sup>	NO
1.14	Adverse transboundary or global environmental concerns?	NO
<b>Standard 2: Climate Change and Disaster Risks</b>		
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 temperatures, 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 many encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
2.4	Increased of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	NO
<b>Standard 3: Community Health, Safety and Security</b>		
<i>Would the project potentially involve or lead to</i>		
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 complex dams)	NO
3.2	Air pollution, noise, vibration, traffic, injury, 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 non-communicable 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
<b>Standard 4: Cultural Heritage</b>		
<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:	NO

<sup>30</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>31</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

projects intended to protect and conserve Cultural Heritage many also have inadvertent adverse impacts)	
4.4 Alterations to landscapes and natural features with cultural significance?	NO
4.5 Utilisation of tangible and/or intangible forms (e.g., practices, traditional knowledge) or Cultural Heritage for commercial or other purposes?	NO
<b>Standard 5: Displacement and Resettlement</b>	
<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 recognisable claims to land)?	NO
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 eviction? <sup>32</sup>	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
<b>Standard 6: Indigenous Peoples</b>	
<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 locate on lands and territories claimed by indigenous people?	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 on outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognised as indigenous peoples by the country in question)?	NO
6.4 The absence of culturally appropriate consultations carried out with the objective to 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 land, territories, and resources?	NO
6.7 Adverse impacts on the development priorities of indigenous peoples as defined by them?	NO
6.8 Risk to the physical and cultural survival of indigenous peoples?	NO
6.9 Impacts on the Cultural Heritage of indigenous peoples, including through the commercialisation or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	NO
<b>Standard 7: Labour and Working Conditions</b>	
<i>Would the project potentially involve or lead to (note: applies to project and contract 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 psychological hazards (including violence and harassment) through the project life-cycle?	NO
<b>Standard 8: Pollution Prevention and Resource Efficiency</b>	
<i>Would the project potentially involve or lead to</i>	
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?	NO

<sup>32</sup> 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.

	<i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Montreal Protocol</a>, <a href="#">Minamata Convention</a>, <a href="#">Basel Convention</a>, <a href="#">Rotterdam Convention</a>, <a href="#">Stockholm Convention</a></i>	
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

**Annex 2: Risk Analysis**

<b>Project title:</b> Institutional Support to the Astana Civil Service Hub – Phase 3				<b>Project No:</b> 00123513	<b>Date:</b>
<b>#</b>	<b>Description</b>	<b>Risk category<sup>33</sup></b>	<b>Likelihood, Impact &amp; Risk level<sup>34</sup></b>	<b>Risk treatment / Management measures</b>	<b>Risk owner</b>
1	Decreasing interest of the ACSH participating countries' governments due to irrelevance of its activities, low quality of knowledge products and of capacity building initiatives	Political Organisational	P = 1 I = 5 Low	Regular consultation with the ACSH participating countries' governments in determining topics of mutual interest on which the Hub's activities may focus for the benefit of its participating countries (demand-driven approach)	ACSH / UNDP CO
2	Decreasing interest of the Government of Kazakhstan as principal donor of the project	Political Financial	P = 3 I = 5 Low	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. Involve a wide range of key government institutions in the ACSH initiatives, e.g., include government officials and civil servants in capacity building activities such as study tours and seminars, on demand. Regular consultations with key government agencies overseeing project implementation and its accomplishments.	ACSH / UNDP CO
3	Yielding tangible results through ACSH initiatives and activities	Strategic Organisational	P = 2 I = 5 Moderate	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.	ACSH / UNDP CO
4	Fluctuations in currency exchange levels	Financial	P = 3 I = 1 Low	Hold project funds in USD and exchange into local currency at time of disbursement.	ACSH / UNDP CO

<sup>33</sup> Eight risk categories: Financial, Political, Regulatory, Operational, Organisational, Safety and Security, Social and Environmental, Strategic.

<sup>34</sup> P – likelihood level on a scale of 1 (=not likely) to 5 (=expected). I – impact level on a scale of 1 (=negligible) to 5 (=critical). Risk levels: Low, Moderate, Substantial, High.

### **Annex 3: Standard Letter of Agreement on the Provision of Support Services**

#### **STANDARD LETTER OF AGREEMENT BETWEEN UNITED NATIONS DEVELOPMENT PROGRAMME AND THE AGENCY OF THE REPUBLIC OF KAZAKHSTAN FOR CIVIL SERVICE AFFAIRS 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 3".
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.

## **Annex 4: Terms of Reference for the Steering Committee and Key Project Personnel**

### ***Terms of Reference for the Steering Committee***

#### ***Overall Responsibilities***

The Steering Committee is the main consultation and executive body to coordinate and oversee the activities and to form the strategic vision for further development of the Astana Civil Service Hub. In other words, it delineates the strategic direction of the ACSH, while taking into consideration the needs of the participating countries.

The Steering Committee is ultimately responsible for making sure that the project remains on course to deliver the desired results. It is responsible for making by consensus management decisions for the project, at designated decision points during the implementation of the project

In more detail, the Steering Committee:

- Provides guidance to the Project Manager and advice when project tolerances (normally in terms of time and budget) are exceeded;
- Reviews and approves the annual work plans (AWP) and authorises any major deviation from these plans;
- Reviews annually project progress and makes managerial and financial recommendations as appropriate, including recruitment for the Project Management Unit, review and approval of annual reports, budgets and workplans.
- Ensures that the required resources are available;
- Arbitrates on any conflicts within the project and negotiates solutions to any problems between the project and external actors;
- Facilitate cooperation among the national establishments participating in the implementation of the Project;
- Establishes, maintains, and cultivates contacts with countries and international organisations;
- Approves the appointment and responsibilities of the Project Manager;
- Monitors and controls the progress of the project activities at a strategic level considering the changes influenced by the project on any baseline investments;<sup>35</sup>
- Ensures that risks are being tracked and mitigated as effectively as possible;
- Organises meetings of the Steering Committee on a regular basis – to be defined by the Steering Committee Chairman in cooperation with the Implementing Partner;
- Reviews and assesses progress towards achieving the outputs in a consistently from a project supplier perspective;
- Ensures that resources from the project supplier are readily available;
- Promotes and maintains focus to deliver the outputs of the project in a timely and cost-efficient manner;
- Ensures that the expected project outputs and related activities of the project remains consistent with the perspective of project beneficiaries;
- Is informed of meetings relevant to overall national project implementation, including any regional activities conducted in partnership;
- Encourages and facilitates cooperation with other current initiatives, programmes and projects that are relevant with its mandate;
- Facilitates national policy and institutional changes necessary to engender success in project activities;
- Attract additional financial assets to support the results of the Project and activities, beyond the current period of its funding.

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<sup>35</sup> It may also decide to delegate its Project Assurance responsibilities to a staff of UNDP and/or the Implementing Partner.

## ***Specific responsibilities***

### Implementation Stage:

- Provides overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Coordinates research, capacity building and communication activities taking into consideration the advice and recommendations provided by the ACSH participating countries;
- Addresses project issues as raised by the Chairman of the Steering Committee;
- Provides guidance and agrees on possible countermeasures/management actions to address specific risks;
- Conducts regular meetings to review the Project Quarterly Progress Report and provides direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Reviews Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraises the Project Annual Review Reports, makes recommendations for the next Annual Work Plan, and informs the Outcome Board about the results of the review;
- Reviews and approves end project report, makes recommendations for follow-on actions;
- Assesses and decides on project changes through revisions.

### Closing the project

- Assures that all Project deliverables have been produced satisfactorily;
- Reviews and approves the Final Project Review Report, including lessons learned;
- Makes recommendations for follow-on actions to be submitted to the Outcome Board;
- Commissions project evaluation (only when required by partnership agreement);
- Notifies operational completion of the project to the Outcome Board.

### ***Specific Responsibilities of the Executive*** (as part of the above responsibilities for the Steering Committee)

- Ensures that there is a coherent project organisation structure and logical set of plans;
- Sets tolerances in the Annual Work Plan and other plans as required for the Project Manager;
- Monitors and controls the progress of the project at a strategic level;
- Ensures that risks are being tracked and mitigated as effectively as possible;
- Briefs Outcome Board and relevant stakeholders about project progress;
- Organises and chairs Steering Committee meetings.

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

### ***Specific Responsibilities of the Senior Supplier*** (as part of the above responsibilities for the SC)

- Makes sure that progress towards the outputs remains consistent from the supplier perspective;
- Promotes and maintains focus on the expected project output(s) from the point of view of supplier management;
- Ensures that the supplier resources required for the project are made available;
- Contributes supplier opinions on Steering Committee decisions on whether to implement recommendations on proposed changes;
- Arbitrates on, and ensures resolution of, any supplier priority or resource conflicts.

### ***Specific Responsibilities of the Senior Beneficiary*** (as part of the above responsibilities for the SC)

- Ensures the expected output(s) and related activities of the project are well defined;
- Makes sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective;
- Promotes and maintains focus on the expected project output(s);
- Prioritises and contributes beneficiaries' opinions on Steering Committee decisions on whether to implement recommendations on proposed changes;
- Resolves priority conflicts.

**Assurance responsibilities of the Senior Beneficiary** are to check that:

- Specification of the Beneficiary's needs is accurate, complete, and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

**Supplier assurance role responsibilities** are to:

- Advise on the selection of strategy, design, and methods to carry out project activities;
- Ensure that any standards defined for the project are met and used to good effect;
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective;
- Monitor any risks in the implementation aspects of the project.

**The Chairperson of the Steering Committee**, appointed by the Government of Kazakhstan, coordinates, directs, and supervises the Project Team, in close cooperation with the UNDP Resident Representative.

The Chairperson is also responsible for making consensual management decisions for the project when guidance is required by the Project Manager, including recommendations for approval by UNDP and the Implementing Partner with respect to projects plans and their possible revision.

Furthermore, the Chairperson of the Steering Committee is also authorised to:

- Approve the Annual Work Plan (AWP) of the Astana Civil Service Hub;
- Check and confirm the annual project plans and their financing;
- Sign documents targeted to promote implementation of the strategic aims and objectives of the ACSH;
- Lead relations and official correspondence with the senior supplier, the Government of the Republic of Kazakhstan, state agencies, partners, and participating countries on the implementation of activities related to its strategic aims and objectives;
- Coordinate the preparation of annual reports on the progress made in different directions of the ACSH in consultation with its participating countries' institutions;
- Provide maximum accessibility to all documents and the information which are available in various official bodies, necessary for the Project monitoring and implementation;
- Promote and encourage participation of various state and non-state stakeholders in the Project;
- Provide organisational support to the Project team while carrying out project activities.



**Terms of Reference for Project Manager, Operations and Legal Affairs**
**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**
**I. Position Information**

Job Title:	<b>Project Manager, Operations and Legal Affairs</b>
Project:	"Institutional Support to the Astana Civil Service Hub, Phase 3".
Type of Contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time

**I. Project Information**

The Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub in 2013, supported by 25 participating countries and five international development organisations. The ACSH is an institutional framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. Since its inception, the ACSH has become a significant example of multilateral cooperation and a networking platform promoting and supporting public service excellence, by assisting the efforts of governments of the participating countries – particularly those in the immediate region - in building institutional and human capacity through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge management. It is worth noting that all ACSH activities are determined by a flexible demand-driven agenda, which has proved its relevance over the year. The growing demand for the ACSH initiatives is evident by the increasing number of its participating countries rising from 25 to 42 and its institutional partners rising from 5 to 70 during the past seven years.

**II. ORGANIZATIONAL CONTEXT**

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

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

### III. FUNCTIONS / KEY RESULTS EXPECTED

#### 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, 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.

#### Legal support:

- Provide overall organizational legal support to the project's implementation and future transition to a legal entity;
- Provide legal advice and make recommendations to Chairman and UNDP CO as necessary;
- Drafting and vetting of MOUs, letters of cooperation in close collaboration with the Partnerships Specialist;
- Ensure that organizational legal matters are managed properly, efficiently and that the relevant and respective stakeholders are shared and given proper advice and guidance.
- Ensure that the Steering Committee, UNDP CO provided updates and reports on a regular basis, where necessary.

#### 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 programs;
- 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;

### IV. IMPACT OF RESULTS

The general impact of this post will be reflected in the results achieved by Project as defined in the project document. Specific impact should be created through active dialogue and coordination with the national stakeholders and on project activities implemented.

### V. Competencies

#### Functional Competencies:

Building Partnerships

#### Level 2: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build alliances

- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments

Promoting Organizational Learning and Knowledge Sharing

**Level 2: Developing tools and mechanisms**

- Participates in the development of mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge/Technical Expertise

**Level 2: In-depth knowledge of own discipline**

- Understands advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines (financial resources and human resources management, contract, asset and procurement, information and communication technology, general administration)
- Adept knowledge of laws and regulations of the country
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Continually looking for ways to enhance financial performance in the office

Promoting Organizational Change and Development

**Level 2: Assisting the individuals to cope with change**

- Performs appropriate work analysis and assists in redesign to establish clear standards for implementation

Design And Implementation of Management Systems

**Level 2: Designing and implementing management system**

- Makes recommendations regarding operation of systems within organizational units
- Identifies and recommends remedial measures to address problems in systems design or implementation

Client Orientation

**Level 2: Contributing to positive outcomes for the client**

- Anticipates client needs
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

Promoting Accountability and Results-Based Management

**Level 2: Input to the development of standards and policies**

- Provides inputs to the development of organizational standards for accountability

**Core Competencies:**

- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning

- Fair and transparent decision making; calculated risk-taking

<b>VI. Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>▪ Master's Degree or equivalent in Law, International Law, Public Administration, Business Administration, or other related fields.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>▪ Minimum 7 years of work experience in the public sector, government institutions or international organizations.</li> <li>▪ At least 3 years of experience at the national or international level in managing staff and/or establishing inter-relationships among international organizations and national governments;</li> <li>▪ Experience working in national civil service system is required;</li> <li>▪ 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;</li> <li>▪ Maturity, excellent inter-personal, negotiation and team leading skills required;</li> <li>▪ Ability to work under pressure, to tight deadlines and to handle multiple tasks;</li> <li>▪ Excellent computer skills with ability to use information technology as a tool and resource.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>▪ Fluency in English, Kazakh and Russian languages</li> </ul>

**Terms of Reference for Technical Advisor**



<b>I. Position Information</b>	
Job Title:	<b>Technical Advisor</b>
Project:	"Institutional Support to the Astana Civil Service Hub. Phase 3".
Type of Contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
<b>I. Project Information</b>	
<p>The Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub in 2013, supported by 25 participating countries and five international development organisations. The ACSH is an institutional framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. Since its inception, the ACSH has become a significant example of multilateral cooperation and a networking platform promoting and supporting public service excellence, by assisting the efforts of governments of the participating countries – particularly those in the immediate region - in building institutional and human capacity through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge management. It is worth noting that all ACSH activities are determined by a flexible demand-driven agenda, which has proved its relevance over</p>	

the year. The growing demand for the ACSH initiatives is evident by the increasing number of its participating countries rising from 25 to 42 and its institutional partners rising from 5 to 70 during the past seven years.

## II. ORGANIZATIONAL CONTEXT

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

TA provides advisory and suggestions for effective planning and timely implementation of the project activities is essential, together with flexibility to adjust to changing circumstances, which will enhance UNDP's credibility and create trusted and effective partnership with civil society, and donors.

## III. FUNCTIONS / KEY RESULTS EXPECTED

### 1. Overall technical advice to the Hub:

- 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.

### 2. 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 center 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.

### 3. Sector-wide coordination and technical support:

Liaise with and maintain regular contact with Agency for Civil Service Affairs and Anti-corruption, 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 institutionalize civil service sector coordination.

**IV. IMPACT OF RESULTS**

Through the project TA will contribute to overall modernization and effective functioning of civil service practices in Kazakhstan and participating countries of the Hub. The results of the work of the Technical Advisor greatly influences the standing and reputation of the Hub and the perception of the Hub's comparative strengths in the area of Democracy and Good Governance, as well as promotion of best practices in civil service, public service and administration. Technical Advisor liaises and interacts on behalf of the Hub with external clients and partners including government, media, civil society as well as other international organizations. The Technical Advisor is accountable to the Chairman for timely delivery of his/her written suggestions on improving the Hub's work.

**V. Competencies****Core Competencies:**

- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

**Corporate**

- Demonstrates integrity and fairness, by modelling the UN/UNDP'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;
- Strong ability to apply various governance related development theories to the specific context, including translating democratic governance principles into effective policy and research agendas
- Capacity to interact with senior officials and credibly influence senior decision makers about UNDP's leading role in advancing democratic governance and human rights
- Strong analytical, negotiation and communication skills
- Professional and senior-level managerial experience in civil service sphere governance.

**Design and Implementation of Management**

- Makes recommendations regarding design or operation of systems or programmes within organizational units;
- Identifies and recommends remedial measures to address problems in systems design or implementation.
- Strong managerial/leadership experience and decision-making skills;
- Ability to conceptualize and convey strategic vision from the spectrum of public administration experience;
- Sound knowledge of functioning mechanisms of the national state apparatus and civil service HR policy
- Proven ability to lead a practice area and drive for results with a strong knowledge of operations, results-based management, and budgeting
- Provides inputs to the development of organizational standards for accountability and results-based management.

**Job Knowledge/Technical Expertise**

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
- Serves as internal consultant in the area of expertise and shares knowledge with staff;
- Continues to seek new and improved methods and systems for accomplishing the work of the unit;
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments.

#### **Promoting Organizational Learning and Knowledge Sharing**

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms;
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies.

#### **Promoting Organizational Change and Development**

- Provides counselling and coaching to colleagues who are dealing with change;
- Assists in the development of policies, communications, and change strategies;
- Performs appropriate work analysis and assists in redesign to establish clear standards for implementation.

#### **Building Strategic Partnerships**

Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments;

- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved.
- Makes effective use of UNDP's resources and comparative advantage to strengthen partnerships
- Creates networks and promotes initiatives with partner organisations.

### **VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>▪ Master's Degree or equivalent in international affairs, social sciences, public administration, or other relevant fields of education.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• Minimum 10 years of experience in the field of public administration and civil service or public organizations;</li> <li>• Minimum 5 years of management responsibilities of similar size and complexity;</li> <li>• Availability of research/publications in the governance and civil service reform field is an advantage;</li> <li>• 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;</li> <li>• Maturity, excellent inter-personal, negotiation and team leading skills required; <ul style="list-style-type: none"> <li>▪ Ability to work under pressure, to tight deadlines and to handle multiple tasks.</li> </ul> </li> </ul>

Language Requirements:	<ul style="list-style-type: none"> <li>▪ Fluency in Russian and Kazakh is required; proficiency in written and spoken English is an advantage.</li> </ul>
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### **Terms of Reference for Project Expert, Research**



<b>I. Position Information</b>	
Job Title:	Project Expert, Research
Project:	"Institutional Support to the Astana Civil Service Hub. Phase 3".
Type of Contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time

<b>II. Project Information</b>
<p>The Government of the Republic of Kazakhstan, together with UNDP created the Astana Civil Service Hub in 2013, supported by 25 participating countries and five international development organisations. The ACSH is an institutional framework and a platform for exchange of knowledge and experience in the field of civil service and public administration development. Since its inception, the ACSH has become a significant example of multilateral cooperation and a networking platform promoting and supporting public service excellence, by assisting the efforts of governments of the participating countries – particularly those in the immediate region - in building institutional and human capacity through three main pillars: (i) partnerships and networking; (ii) capacity building and peer-to-peer learning; and (iii) research and knowledge management. It is worth noting that all ACSH activities are determined by a flexible demand-driven agenda, which has proved its relevance over the year. The growing demand for the ACSH initiatives is evident by the increasing number of its participating countries rising from 25 to 42 and its institutional partners rising from 5 to 70 during the past seven years.</p>

<b>III. ORGANIZATIONAL CONTEXT</b>
<p>Under the guidance of the Chairman of Steering Committee/Project Manager, the incumbent is responsible for responsible for coordinating and conducting specific research projects on priority topics identified by the Government of Kazakhstan, as well as participating countries. Incumbent is also responsible for overall coordination of the work of other Project Experts, Research, and implementation of the research agenda of the Hub according to the AWP. She/he works in close collaboration with other Research Team members, the Secretariat staff and UNDP CO ensuring successful completion of specific research tasks.</p> <p>The Project Expert in Research is responsible for the timely delivery and quality of studies specified in the relevant terms of reference and ensures effective implementation of daily activities according to her/his work plan and assignments from the supervisor. Project Expert in Research simultaneously manages and conducts multiple research projects, as well as national and international researchers/academicians and coordinates the efforts of project experts, research, in ensuring quality research outputs.</p>



<b>IV. FUNCTIONS / KEY RESULTS EXPECTED</b>
<p>The Project Expert in Research works within overall development, policy, and knowledge objectives of the Hub, and is primarily responsible for setting the overall research framework on the assigned specific area according to the terms of reference in close consultation with and under the direct supervision of the Project Manager</p> <p>The specific tasks of the Project Expert include the following:</p> <ul style="list-style-type: none"> <li>- Contribute to the formulation of the innovative research proposals in the assigned research area;</li> <li>- Produce and disseminate research materials and studies on the subject as needed;</li> <li>- Promote and undertake collaboration, cooperation and networking arrangements with the Hub participating countries towards fulfilment of the assigned tasks;</li> <li>- Share information and knowledge management practices towards better understanding of the challenges, issues, and solutions in civil service modernization in Europe and the Commonwealth of Independent States (ECIS) countries and beyond;</li> <li>- Make available to all the Hub participating countries, development partners and other partner research institutions, publications, knowledge materials, research results and studies to benefit civil service development in participating countries;</li> <li>- Establish relevant research information and database systems in publications, data, research materials, and other relevant information on the assigned area;</li> <li>- Ensure timely and quality implementation and delivery of research publications and other products based on a specific research task;</li> <li>- Perform other tasks that may be needed to ensure effective implementation of the research functions of the ACSH;</li> </ul>

<b>V. IMPACT OF RESULTS</b>
<p>The key result is production and dissemination of quality, peer-reviewed research products for the Government of Kazakhstan and participation. Effective utilization of modern and innovative research practices is key.</p> <p>Research and knowledge products will significantly contribute to the reputation and visibility of the ACSH and UNDP in the area of civil service and good governance.</p>

<b>VI. COMPETENCIES AND CRITICAL SUCCESS FACTORS</b>
<b>CORPORATE COMPETENCIES</b>
<ul style="list-style-type: none"> <li>- Demonstrates integrity by modelling the UN's values and ethical standards</li> <li>- Promotes the vision, mission, and strategic goals of UNDP</li> <li>- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> </ul>
<b>FUNCTIONAL COMPETENCIES</b>
<p>Knowledge Management and Learning</p> <ul style="list-style-type: none"> <li>- Shares knowledge and experience</li> <li>- Provides helpful feedback and advice to others in the office</li> <li>- Proven networking, team-building, organizational and communication skills</li> </ul> <p>Leadership and Self-Management</p> <ul style="list-style-type: none"> <li>- Consistently approaches work with energy and a positive, constructive attitude</li> <li>- Remains calm, in control and good humoured even under pressure</li> <li>- Responds positively to critical feedback and different points of view</li> </ul>
<b>MANAGING CORRESPONDENCE AND REPORTS</b>

<ul style="list-style-type: none"> <li>- Edits, formats, and provides inputs to correspondence, reports, documents and/or presentations using work processing, spreadsheets and databases meeting quality standards and requiring minimal correction</li> <li>- Shows sound grasp of grammar, spelling and structure in the required language</li> <li>- Ensures correspondence, reports and documents comply with established UN standards</li> <li>- Ability to produce accurate and well documented records conforming to the required standard</li> </ul>
<b>OPERATIONAL EFFECTIVENESS, PLANNING, ORGANIZING AND MULTI-TASKING</b>
<ul style="list-style-type: none"> <li>- Ability to handle a large volume of work possibly under time constraints</li> <li>- Ability to operate and maintain a variety of computerized business machines and office equipment in order to provide efficient delivery of service</li> <li>- Ability to organize and complete multiple tasks by establishing priorities</li> <li>- Plans, coordinates and organizes workload while remaining aware of changing priorities and competing deadlines</li> <li>- Demonstrates ability to quickly shift from one task to another to meet multiple support needs</li> </ul>
<b>RESPONSIBILITIES</b>
<ul style="list-style-type: none"> <li>- Provide on-time and quality performance of the requirements under ToR.;</li> <li>- Provide absolute fulfilment of the requirements stated in the Service Contract;</li> <li>- Provide all the materials of accomplished work for Project Management Committee (addressed to Project Manager) for comments and agreements</li> </ul>

<b>VII. Recruitment Qualifications</b>	
Education:	Master's degree in public administration/public policy, social sciences or related fields.
Experience:	<ul style="list-style-type: none"> <li>- 6 years of experience in research, academia, consultancy to government entities;</li> <li>- Experience in conducting research with various methodologies, establishing professional links with research centres/institutes and training institutions for collaboration, and publishing articles on public administration related issues; experience in handing multiple research activities would be an asset;</li> <li>- Proven 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;</li> <li>- Good computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource.</li> </ul>
Language requirements:	<ul style="list-style-type: none"> <li>• Fluency in English, Kazakh and Russian.</li> </ul>