

PROJECT DOCUMENT
Republic of Kazakhstan

Project Title: Institutional Support to the Regional Hub of Civil Service in Astana. Phase 2

Project Number:

Implementing Partner: Agency for Civil Service Affairs and Anti-Corruption of the Republic of Kazakhstan

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Brief Description

Worldwide, governments are 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. Increasingly, a modernized, professional and transformative civil service is seen as a crucial imperative to creating and sustaining such human development solutions. On the other hand, the pace of reform in, and the level of, civil service development has rather been unequal, and still needs to gain momentum in a number of countries, including in some countries in the Central Asia and the CIS region. Inadequate knowledge base, evidence-informed solutions, practical tools and guidance, and attention to emerging and innovative public administration and management models and thinking, as well as 'champions' to lead this important effort, inter alia, are all contributing to a rather low level of cooperation between the countries of the region on civil service development.

Towards addressing these concerns, the Government of the Republic of Kazakhstan together with UNDP had initiated the creation of the Regional Hub of Civil Service in Astana in 2013.

The Regional Hub for Civil Service in Astana is an institutional framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 38 participating countries and 5 international organizations. Through the Regional Hub for Civil Service in Astana, participating countries are engaged in exchanging and testing up-to-date knowledge, which will build capacity, generate innovative solutions and contribute to global agendas on civil service excellence. As a result of the project, civil service institutions in participating countries will be strengthened and capacitated to enable the effective implementation of national development plans and achieve their human development goals. The project employs knowledge management based on peer-to-peer learning concept, Europe-Asia (South-South), and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and sustainable civil service systems that meet society's expectations for responsive and transparent public institutions.

Contributing Outcome (UNDAF/CPD)

UNDAF OUTCOME: Outcome 3.1. The Government, together with partners, promotes achievement of sustainable development goals in the region, and leads in promotion and implementation of United Nations principles, standards and conventions.

Indicative Output(s):

Total resources required:		\$ 6 962 180
Total resources allocated:	Donor: Government of Kazakhstan	\$ 6 962 180

Agreed by (signatures):

Agency for Civil Service Affairs and Anti-Corruption of the Republic of Kazakhstan	UNDP
	Vitalie Vremis Deputy Resident Representative
Date:	Date:

I. Development Challenge

Human development envisages governments that ensure the effective provision and equitable access to public services by women and men, particularly improving opportunities for the poorest and most vulnerable, and thus addressing poverty and inequity. Several studies exist considering the civil service as a critical area for research and analyses with respect to further human development. Indeed, recent global and regional civil service development trends show that, in order for the civil service to contribute to the achievement of national development objectives, new skills, responsibilities and systems are needed, which would transform the public service into one that promotes the public interest, functions effectively and fairly in the exercise of public authority, delivers public services efficiently, and gains the confidence of the public.

A primary goal of the national development agenda of Kazakhstan is to become a model member of the global community through the adoption of international standards for its productive, financial and public sectors and for the development of its human capital. The 2016-2020 United Nations Partnership Framework for Development (PFD)¹ was formulated to contribute to national efforts - in the priority areas of the Government of Kazakhstan (hereafter the GoK), which are among others: improving the economic and social well-being of the population, and increasing public sector effectiveness and efficiency.

Since 1997, when significant public administration reforms were launched in Kazakhstan, the GoK has taken steps to improve the efficiency and effectiveness of the public service. In 1998, the Agency for Civil Service Affairs was established to enhance the legal framework for the civil service and improve civil service management.² In the period 2005-2007, UNDP supported the GoK in the elaboration of standards for public service delivery, design of a personnel policy for the civil service, improvement of human resource management, functional analysis and training. In 2011, a new model for the modernization of the civil service was adopted as the basis for reforms grounded in the principles of accountability to the public, transparency and meritocracy. The reforms to be introduced included competitive recruitment, career planning, and effective personnel management.³ In May 2015, the President of Kazakhstan announced the Plan of the Nation "100 concrete steps" to join the top 30 developed countries and further enhance the country's competitiveness. The plan consists of five national institutional reforms, including the first, in order of priority, the reform of the formation of the modern (professional) state apparatus.

While the GoK has clearly expressed its intention, and has taken certain steps to establish an effective and modern corps of civil servants, it recognizes that inequalities in access to quality services persist, presenting major challenges to the country's competitiveness and its human development trajectory. Accordingly, the PFD prioritizes the enhancement of national capacity and increased access to social services. It does so through the prism of human rights, culture, and gender and diversity mainstreaming to enable state actors to be more capable of - and accountable for - ensuring the rights and needs of the population. To emphasize this goal, President Nazarbayev has stated, "*Civil service development and bringing [the civil service] in line with rising citizen expectations are important priorities of any government activity.*"⁴ In order to adjust to critical challenges in this and other areas, the GoK has strongly encouraged the continuation of its cooperation with the United Nations.⁵

The Regional Hub of Civil Service was established in March 2013, when 25 countries, as well as 5 international organisations, unanimously adopted the Declaration on the Hub's founding (attached). President Nazarbayev in his address to the Founding Conference participants (attached) stating that Kazakhstan "intends to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional hub's capacity". The Declaration and President's address were

¹ Outcome 3.1: The Government, together with partners, promotes Sustainable Development Goals (SDGs) in the region, and leads in promoting and implementing United Nations principles, standards and Conventions

² Kazakhstan Continues History of Civil Service Reform, The Astana Times, October 23, 2013

³ Kazakhstan embarks on civil service reform, Central Asia Online June 7, 2012

⁴ Regional Hub of Civil Service in Astana Electronic Journal, Issue 1, October 1, 2013, p.10

⁵ In remarks to the United Nations General Assembly, on September 26, 2014, Kazakhstan's Minister of Foreign Affairs said "We believe a stronger UN presence in Almaty would allow the UN to better support Central Asia and wider Eurasia at a critical time in its history."

the principal documents that lay on the basis for the GoK's decision to sign the Financing Agreement of the project "Institutional support to the Regional Hub of Civil Service in Astana City". The Hub is currently expanding and, with Brazil and Bangladesh having joined in 2017, comprises 38 countries. In March and June 2017, the Hub further reinforced its global outreach by signing a Memorandum of Understanding (MoU) with the US Federal Executive Institute of the Office of Personnel Management (FEI), the Egypt Academy for South-South Development, the E-Governance Academy of Estonia, and the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRI) and extending its collaboration with the United Nations Office for South-South Cooperation (UNOSSC) through exchange of Letters of Cooperation.

Based on the country's willingness to play a more prominent role in the global economy, Kazakhstan is also interested and well positioned to connect partners from its neighbours in the region and from other countries beyond; to jointly explore innovations and solutions in public service delivery through such cooperation.⁶ There are clear challenges to be met in the area of civil services in the CIS and Central Asia, many of which are common to the sub-region, as well as to other countries, in other regions.

Consequently, the broad aim of the Hub - agreed when it was established - was to improve the civil service system and public service delivery in countries which opted to participate; and, more specifically to: [a] conduct comparative analyses in civil service modernization; [b] strengthen cooperation and build capacity of professional and expert networks; [c] serve as a platform for exchange of lessons learned and good practices; and [d] implement joint activities.⁷ The thematic scope of the Hub is broad and it encompasses a far-reaching range of issues such as civil service personnel management, performance evaluation, public service delivery, social service provision particularly in the education and health sectors, and ensuring the rights of users of the public service.⁸ Last, but not least, while the term "Regional" has been used to describe the Hub, its geographical scope is global.

A Steering Committee was established as the strategic oversight body of the Hub consisting of 11 members, including representatives from Afghanistan, Azerbaijan, Georgia, Kazakhstan, Korea, the Kyrgyz Republic, Turkey and USA; as well as from the European Union (EU), ASPA (the American Society for Public Administration), and UNPAN (the UN Public Administration Network). UNDP undertakes the dual roles of being the Secretariat and co-chairing the Steering Committee.

Since its inception in March 2013, the Regional Hub has brought together 38 countries and around 30 institutional partners which are actively participating in the Hub's platform, including the state organisations responsible for civil service policy development and implementation. In recognition of its achievements, the Regional Hub has received a special prize from the United Nations Office for South-South Cooperation in 2014. The high-level Committee of the UN General Assembly exemplified the work of the Regional Hub during its 19th session in 2016 and has been promoting the Hub's platform across all regions as a successful example of multilateral cooperation. Thus, the Regional Hub is considered a flagship initiative not only for the UNDP in Kazakhstan, but also for the United Nations on a global level.

The Regional Hub has become an internationally recognised centre of excellence and experience exchange in the field of civil service, alongside the UNDP Global Centre for Public Service Excellence in Singapore (GCPSE) during the past years.

The Hub is viewed as an effective platform for regional cooperation in partnership with the Government and fully congruent with President Nazarbayev's multidimensional foreign policy vision in supporting sustainable development initiatives for the countries in the region and around the world. In this context, the UNDP considers the Regional Hub as a clear manifestation of Kazakhstan's contribution to achieving the Sustainable Development Goals adopted by the UN General Assembly, particularly

⁶ The term triangular cooperation is used to describe partnerships between three or more low and middle-income countries working with high economy countries and/or multilateral organization(s) to implement development cooperation programmes or projects.

⁷ Regional Hub of Civil Service in Astana Electronic Journal, Issue 1, October 1, 2013, p.13

⁸ Many of these themes were identified through a survey of civil service agencies conducted in the region during the Hub's inception period, in 2013.

Goals 16 and 17; as well as providing its support to other governments in the region to accomplish the SDGs objectives.

It is also vital to highlight that the Regional Hub provides technical support to state agencies and organisations in Kazakhstan, considering this undertaking as an equally important priority. In this sense, it is directly involved in the implementation of the "*Plan of the Nation: 100 Concrete Steps*" by providing full financial support for the development and introduction of a "Common Competencies Framework" and a "Point and Scale Grading System for Position Classification and Determination of Pay Scales" for the civil service in Kazakhstan, currently implemented by the Agency for Civil Service Affairs and Anti-Corruption. The amount of USD 2.4 million has been disbursed for these two projects from the Regional Hub's budget, making it the largest expenditure for a single development activity.

The Regional Hub also focuses on studying good practices in civil service reform and development by producing a variety of publications on a regular basis. Notable examples are the review of "Global and Regional Trends in Civil Service Development" and the research on "Motivation of Civil Servants in Kazakhstan". Both publications were a collaborative effort of the Hub's research team and of the GCPSE in Singapore. Moreover, the Regional Hub has authored several unique case studies covering important issues in civil service development. It also publishes the International Journal of Civil Service Reform and Practice biannually.

Furthermore, countries such as China, the United States, several EU Member States and countries in Central Asia, as well as many international think tanks, often co-finance joint activities. For instance, the Regional Hub held a special panel on civil service reform in its participating countries during the American Society of Public Administration (ASPA) annual conference in March 2017 in Atlanta and it co-hosted the annual conference of the Asian Association for Public Administration (AAPA) in April 2017 in Astana. The Regional Hub also conducts seminars for civil servants of the Shanghai Cooperation Organisation Member States, some of which are also participants of the Regional Hub.

In a similar context, the Regional Hub has become an active member of the "Effective Institutions Platform", an initiative that brings together more than 60 countries with the purpose of finding solutions in advancing public sector excellence. Conversely, the OECD actively uses the Hub's platform to promote its standards and principles throughout the region. In this regard, the Hub and the OECD Directorate for Public Governance conducted a series of seminars for Corps "A" civil servants in Kazakhstan. Currently, the Regional Hub together with the OECD and in collaboration with the Agency for Civil Service Affairs and Anti-Corruption is conducting research on strategic human resources management of the civil service in Kazakhstan.

II. STRATEGY

The overall mission of the Hub is to contribute to the development of effective systems of civil service in the participating countries in delivering public services effectively and efficiently. The Hub is a platform for systematic exchange of knowledge and information, through the study and dissemination of best practices, and to facilitate the strengthening of the network of scholars and practitioners in the participating countries, as well as to assess the advantages and strengths of each country in avoiding common mistakes.

The Hub's mission also aims to contribute to public service policy and delivery, by introducing a new generation of public services, and conveying new insights, utilising modern technologies and tools to tackle the challenges facing modern public service. It is important to note, however, that the agenda of the Hub's activities is demand-driven and that it will remain flexible taking into account the ever-changing global and regional environment. It is envisioned that the ultimate result of the project will be to strengthen and capacitate civil service institutions to effectively implement their human development goals by means of supporting the research and capacity building interventions of the Hub.

The establishment of the Hub is premised on a long-term capacity development strategy that employs a robust knowledge management approach and maximizes South-South (East-East)⁹, Europe-Asia

⁹ According to the UN Secretary-General's 2014 Report on the State of South-South Cooperation, South-South development cooperation – regionally referred to as East-East or Europe-Asia cooperation and triangular cooperation, has

and triangular cooperation partnerships as sources of global experience and solutions, facilitating the promotion of innovative approaches in civil service systems organisation and the development of its human resources in delivering high quality public services to citizens.

In this context, the Hub, as a knowledge broker and provider of technical expertise and assistance, could become an important component of the growing official development assistance (ODA) of Kazakhstan.¹⁰

The strategy outlined here is twofold:

- At the substantive level, the Hub employs knowledge management and partnership approaches that are well suited and appropriately customised to ultimately contribute to the establishment of modern, effective and sustainable civil service systems that meet societal expectations for a responsive and transparent civil service delivering public goods and services efficiently in the Hub's participating countries. Through the Hub, participating countries are engaged in exchanging and testing contemporary knowledge in order to build their capacity, in generating innovative solutions and practices, and thus contributing to civil service modernisation and quality and excellence in public service delivery.
- At the institutional level, the Hub adopts strategic planning practices and appropriate management processes to continuously monitor and evaluate the results of the work it carries out on knowledge management, South-South (East-East) partnership and cooperation activities and other triangular approaches, which are well suited and sufficiently customised to maximise its effectiveness.

Three Service Approaches of the Hub

a. Research & knowledge management

One area of the project's development activities is research and knowledge management. The Hub aspires to serve as a knowledge network or broker, and map, draw on and, where gaps exist, carry out, applied research and analysis on civil service development and professionalization.

Research will be carried out not only by the Hub itself, but through the implementation of joint activities with the Hub's participating countries. This modality will allow the Hub and participating countries to both learn and contribute to the exchange of knowledge and experience in building efficient, effective, professional merit-based civil services; and in applying and testing innovative models for public service delivery.

The research carried out identifies enabling environments for effective modernization efforts, by comparing civil service development and professionalization and analysing best practices in this field. In this sense, the Hub aspires to present lessons learned - and highlight what has worked and what has not - in several areas and subsystems of civil service (the areas are outlined below); and make such information available to practitioners and policy makers alike.

Findings and conclusions of such efforts will be published and disseminated through a series of knowledge products including case studies, regular and occasional thematic policy and white papers, and a biannual journal. It is hoped that these knowledge products will provide guidance for civil service reform and public service delivery modernisation efforts undertaken in the participating countries¹¹.

become a central factor in international relations. It underpins the growing trade and foreign direct investments (FDI) flows among countries that have been transforming the world economy (A/69/153 State of the South-South Cooperation, Report of the Secretary-General, 17 July 2014).

¹⁰ It is expected that the legal and institutional parameters of the ODA of Kazakhstan will be clarified in 2015, with the approval of the law on development assistance and the creation of a dedicated assistance mechanism under the Agency of Foreign Affairs (working title: KAZAID). As Kazakhstan establishes its ODA priorities and KAZAID becomes operational, global thematic initiatives such as the Regional Hub could become a foundation for the knowledge-sharing arm of the ODA, and support the country's positioning as a donor.

¹¹ Knowledge management processes and outputs will be guided by UNDP practice. For information on how to manage knowledge products adhering to UNDP practice please see <http://web.undp.org/evaluation/handbook/ch8-3.html> (Handbook on Planning, Monitoring and Evaluating for Development Results; Knowledge Products and Dissemination); also

Hub expert staff or individual experts and institutions from the Hub's roster, or both, will author such publications¹².

A flagship activity is the production and dissemination of an annual review of innovations in civil service, which will utilise several dissemination vehicles to publicise the Hub's work. In this context, the Hub will organise events to disseminate review results, such as thematic workshops, seminars, roundtables, forums, webinars, annual conferences and periodic international symposia. Additionally, annual review reports will be made available through the Hub's portal.

It should be clarified that the aim for the Hub is not to become a think tank or a research institute that rivals other well-established and reputable institutions in this area. Instead, as its title suggests, the Hub envisions to map and draw upon lessons learned, and other knowledge sources already available through its partners in the participating countries and beyond; build upon, draw from, and share knowledge and information. In other words, applied research of the Hub will be made available to countries interested to adopt and test innovative applications, as they see fit. Additionally, the Hub will contribute to enhancing the potential of schools of public administration in Kazakhstan as well as contribute to developing research books, manuals and education materials.

The agenda of research topics will be selected by the Steering Committee of the Hub. Topics will be selected from a wide range of issues pertaining to the civil service, which are as follows:

- **Legislative and regulatory frameworks:** laws, regulations and statutes governing the institutional structures and their scope of authority to plan, manage and administer the civil service at national and sub-national levels of government, according to strategic needs of individual countries;
- **Integrity, standards and public service accountability:** values, principles and norms governing functions and performance of civil service, increasingly based on systems and standards of merit, professionalization, transparency, accountability, effectiveness, efficiency and service-oriented administration; as well as promoting sustainable development through more effective involvement of the civil society;
- **Organizational structures, strategic and workforce planning:** management and operational architecture to lead, plan and decide on the appropriate size, functions, skills and incentives of a civil service that is fit for purpose to meet national development goals and functions of a country, including human resource management units at central level and in line ministries and agencies;
- **Modern human resources management including recruitment, career and leadership development, remuneration, performance management and appraisal systems, and senior civil service:** core systems and procedures for an effective, efficient and motivated civil service that is critical for the production and provision of quality public goods and services and the design, implementation and achievement of public policy and national development objectives. It includes, inter alia, personnel and salary structures, competency profiles, job categories, career and mobility paths, training and learning systems, human talent recruitment and separation, non-monetary incentives, technology applications, performance indicators, wage policy, pension schemes, and levels of centralization and decentralization over personnel management and performance accountability systems;
- **Knowledge management and organizational learning in public sector organizations:** through knowledge management, organizations create potentially useful knowledge and use it to positively influence organizational performance. It is generally believed that if an organization can increase its effective knowledge utilization by only a small percentage, great benefits will result. Organizational learning is the learning process within organizations and it is complementary to knowledge management. While the corporate sector has embraced knowledge management and organizational learning with the aim of improving organizational efficiency measured in metrical figures of production and profit, the public sector organizations measure their degree of success in terms of the quality of public service delivery, social development and policy change.
- **Quality service delivery including rights of users, incentives for efficiency and effectiveness:** building consensus around new values and standards for excellence in public service and higher-level requirements for performance of public employees, introducing

<http://www.gaportal.org/> (governance assessment portal).

¹² See part b immediately below for more information about the roster that will be set up at the Hub.

lessons learned from adjusting existing civil service practices. This would cover the inclusion and participation of users, particularly the poorest and most marginalized, in planning, feedback, transparency and accountability mechanisms;

- **Communication and dialogue on public service:** establishing channels of communication as well as inclusive and participatory mechanisms for both public and government employees to showcase and collectively define the critical nature of a professional civil service to good governance, national development and provision of quality public goods and services.
- **E-governance and innovations:** application of information and communication technologies by government agencies that have the ability to transform relations with citizens and businesses. These technologies can serve a variety of different ends: improved relations with business and industry, incentivising staff and building capacity for digital innovation, enabling better project management and governance. In addition, this broad research area contains such topics as digital civil service, open data, blockchain technology, assistive technologies, artificial intelligence and business processes reengineering, smart cities, data-driven smart government and digital competencies.

Within the broad range of civil service issues above, the research agenda could address crosscutting topics at the cutting edge of civil service. These could include foresight methodologies to increase understanding of the rapidly changing regional state of affairs, economic and social risks and opportunities for the public service; citizen-centric design thinking for public policy and service design; innovation in open and participatory problem solving: mobilizing expert networks and systems; data powered evidence-based policy making (surveying, using, analysing new sources of data for better policy making and performance assessment); and digital communications for horizon scanning and partnership. Logically, applied research topics will be substantially narrowed down to the ones that contribute to the mission and programmatic objectives and value added of the Hub that will be defined and agreed at the outset of the project.

b. Technical assistance/advisory services, learning & capacity building

Another area of the Hub's development activities is the provision of technical assistance and/or advisory services to enhance capacity on civil service issues in line with its mission and programmatic objectives. Such services will be made available through, and coordinated by, the Hub utilising its roster of network of experts in addressing the particular needs and modernization efforts of participating countries.

b.1. Technical assistance/advisory services

Through its research and knowledge management activities, the Hub will contribute to a better understanding of key issues in civil service and public service delivery. These activities will be integrally linked with its technical assistance and advisory work, which will vary from facilitating transformation and change, addressing vital issues in civil service to incremental improvements in the provision of public services. Its technical assistance and advisory services aim at facilitating participating countries in testing and adopting new practices across their civil service and different levels of government.

As a network or knowledge broker, the Hub will connect participating countries with the knowledge and advice they require through technical assistance and advisory services provided electronically or in-person. In other words, the Hub, as part of the services it offers, will respond to practical requests from participating countries by arranging for technical assistance through its network of experts to support testing and application of research findings by interested parties, on introducing and implementing new civil service policies and innovative service delivery practices, especially in the delivery of quality health, social and education services.¹³

¹³ However, technical assistance services still need to be elaborated by the Hub. In addition to providing technical assistance by experts on its roster, the Hub could consider establishing a Public Service Delivery Innovation Fund to provide small grants as an incentive for participating countries to experiment with testing innovative models of service delivery in the health and education sectors at the national and sub-national levels. The concept of such a fund could be similar to UNDP's regional UPR Support Facility grants now managed out of the Istanbul Regional Centre (<http://www.upr-info.org/followup/?gclid=CL368razrMQCFeQMcwodKacAFg>).

The Hub's experts and teams will also offer technical assistance and advisory services with substantive civil service expertise and expert knowledge regarding innovations in government. In this regard, the Hub will collaborate with the most advanced governmental and non-governmental practices.¹⁴ By identifying key policy issues, taking into account what has worked and what has not, and collaborating with officials to develop projects to test and apply new models, the Hub will promote hands-on experience utilising these new and innovative approaches. In turn, it is hoped that these projects will generate new knowledge to assist in the identification of new areas for applied research and learning and training.

To further facilitate demand for quality service delivery, as well as other innovations, the Hub will also draw from UNDP's already established knowledge base network in Eastern Europe and the CIS, i.e., the social innovation lab in Moldova (set up by the Government and run by UNDP and the national E-government centre); the social innovation lab in FYROM (run by UNDP and the Government through the Faculty of Computer Science and Engineering); the social innovation lab in Armenia (run by UNDP); the Policy Lab (run by the Public Service Design Agency of the Georgian Government, supported by UNDP).

b.2 Learning & Capacity building

Facilitation and support to learning and capacity building events will be another one of the core areas of the Hub's work, enhancing in-country and regional knowledge, skills, and attitudes through the application of a range of methodologies, tools and best practices on civil service development and modernization in conformity with the Hub's mission and programmatic objectives. The key audience for the Hub's learning and training programmes will be public sector personnel, as well as from other sectors (e.g., private, academia, civil society organizations), who may contribute to - and/or partner with - national institutions in public sector development, effectiveness and efficiency efforts.

The overarching aim of the Hub's learning and training initiatives is to impart new knowledge solutions for more effective and efficient institutional capacities in priority areas determined by the Steering Committee. Capacity building and learning programmes will be carried out and delivered by the Hub's professional staff, as well experts and institutions from participating countries, the Hub's network and roster of experts, or both, depending upon who could provide relevant programmes most effectively. The Hub will ensure gender balance among the participants in all of its learning and training activities.

A key objective of the Hub's training and learning activities will be to play a strategic role in capacity development. This will be done through: 1) strengthening the Hub's own internal capacities as a broker coordinating and convening learning activities, but also in ensuring availability of customized resources for learning, e.g., providing recommendations for top-notch resource persons from the Hub's roster of experts, making available relevant course modules, case studies, and other materials that participating countries can use for learning purposes and provide feedback on their effectiveness; 2) applying a focused training-of-trainers approach to contribute to building in-country capacities on the various areas of knowledge and learning that the Hub delivers; 3) providing quality assurance and mentoring support as necessary to relevant civil service academies and/or training institutions from the Hub's participating countries; and 4) collaborating closely with the UNDP research and knowledge management teams to assess and evaluate the link between the Hub's learning and training activities and the medium- and long-term civil service development and performance of their beneficiaries.

The Hub will apply internationally accepted methodologies and standards in its learning and training activities, and it plans to introduce innovative approaches to generate more effective acquisition of new knowledge and skills among its beneficiaries. It will ensure that demand- and need-oriented, as well as gender-based learning approaches are employed. Furthermore, it will engage participants prior to the formal start of its learning activities, it will also conduct immediate post-learning evaluations, and it will initiate periodic engagement with the course participants' supervisors and institutions to analyse the contribution of specific learning activities to institutional development. These actions will

¹⁴ Nesta and Bloomberg Philanthropies have evaluated the success of such items. For more information on this issue please see: <http://www.nesta.org.uk/publications/i-teams-teams-and-funds-making-innovation-happen-governments-around-world>

allow for continuous enhancement of the Hub's learning approaches, which will be rolled out through modalities selected from the list below.¹⁵

- **Professional immersion** includes secondment or posting of selected officials and staff from participating countries at the Hub for specific periods (e.g., two weeks, three months). This approach is a two-way learning tool. On one hand, the "immersed" individuals enjoy exposure to an established platform of knowledge in related areas, and thus acquire practical knowledge through the on-the-job application of particular models, technologies and/or skills in specific areas of civil service development (e.g., organizational planning, aspects of service delivery, etc.). On the other hand, these specialists act as valuable resource persons on specific areas where the Hub may require particular expertise in its activities.
- **Study visits and learning activities** consisting of on-site study visits and learning, webinars, and certificated courses, delivered through face-to-face or online, or through a combination of both:
 - ✓ **Short-term study visits**, e.g., three days to two weeks, focusing on civil service functions and standards, delivered through classroom-based, face-to-face interaction between trainees and course experts/facilitators at the Hub, or in any participating country willing and able to host such activities¹⁶, in collaboration with the Hub. Each of these visits would be geared towards specific audiences, employing clear and specific criteria for the selection of potential participants. Based on demand, the Hub could also explore the rollout of a full on-line – or a combination of off- and on-line – to ease the reach of a larger number of civil servants in participating countries.
 - ✓ The combination of training programmes to be offered at - or through - the Hub would be geared towards providing a holistic package that will help equip a civil servant with the right knowledge, skills, behaviour and tools to contribute to public administration transformation in their respective countries and institutions. In this connection, the Hub could also offer **Certificated Courses** on the following areas, among other: a) Public Administration and Governance; b) Organizational Development; c) Public Policy. To complete a Certificated Course, participants would have to cover three related training modules under each Certificated Course.¹⁷
- **Webinars.** The Hub could conduct webinars ¹⁸on a periodic basis focusing on specific topics on public administration, civil service development, governance, public sector development, among others. Experts from the Hub's participating countries may share their knowledge and experience through remote, interactive discussions with webinar participants. To identify webinar topics, the Hub will initiate biannual consultations with participating countries to determine specific needs and demands of civil servants, in order to match it with the available expertise in participating countries, which would then be utilised in conducting the webinars.
- **Executive Development** programmes consisting of targeted, short-duration courses, e.g., one-week maximum, for very senior officials such as government ministers and MPs, on topics related to leadership development, strategic planning, networking and partnership development, among others.¹⁹
- Well-designed off-site **Study tours** for exposure to models, practices, and systems in other countries will be offered and coordinated by the Hub, to individuals and their institutions which will indicate their clear commitment to undertake concrete follow up activities promoting institutional change. Study tours will primarily focus on exposing Hub participating countries to innovative models and best practices undertaken by other countries, and have made

¹⁵ Please note that this is an indicative list, thus decisions are needed to be made on selecting and creating those activities that will directly advance the Hub's mission and programmatic objectives.

¹⁶ These learning activities may include the following topics: i) Public Administration and Management; ii) Public Policy Analysis, Development, and Effective Implementation; iii) Performance Management in the Public Sector; iv) Monitoring and Evaluation of Public Sector Programmes and Projects; v) Leadership Development; vi) Quality and Excellence in Service Delivery and other topics in line with the Hub's programmatic objectives.

¹⁷ For instance, to receive a Course Certificate in Public Administration and Governance, participants would have to complete the training modules on Public Administration and Management, Leadership Development, and Monitoring and Evaluation of Public Sector Projects.

¹⁸ A webinar is a "presentation, lecture, workshop or seminar that is transmitted over the Web using video conferencing software" (Source: <http://www.webopedia.com/TERM/W/Webinar.html>)

¹⁹ The Executive Development programmes would be designed for senior officials in recognition of their unique roles and their responsibilities, which may constrain them from participating in regular training and learning activities.

considerable progress in institutionalising such initiatives in their respective settings. Study Programmes tours will be carefully structured to forge partnerships in promoting the effective implementation of innovative models and practices to generate viable solutions in the recipient countries' institutions.

- **Fellowships, Scholars-in-Residence, sabbaticals** for leading world experts could be set up in priority topics to expand the knowledge base of the Hub according to the demand from participating countries, also contributing to the development of internal capacity of the Hub.
- **Establishing and Supporting Peer Learning Alliances.** Being a member of the Effective Institutions Platform, the Hub successfully facilitates and promotes peer-to-peer learning by launching Peer Learning Alliances, created to capture tacit knowledge of practitioners and share between reformers best solutions for country-specific problems, as well as develop and implement "best fit" reforms. In May 2016, the Astana Hub launched the Peer-to-Peer Learning Alliance of Azerbaijan, Georgia and Kazakhstan on public service delivery, which was the first Alliance in the framework of the EIP initiative.

c. Strategic communications & South-South or East-East cooperation/partnerships

The third area of the Hub's work encompasses the interrelated processes of strategic communications and networking or partnerships building.

c.1 Strategic communications

UNDP's experience has demonstrated that, while quality substantive products are clearly necessary for an institution of this nature to achieve its desired results, proactive strategic communications, outreach and networking activities are equally essential to raise visibility and brand recognition, and attract substantive and financial support. Drawing on these lessons, the Hub will undertake strategic communications and outreach activities from the outset to build support for its work and, more specifically, to achieve, at least, the following three four goals: 1) demonstrate the value of an effective civil service and quality service delivery to good governance and sustainable development; 2) cultivate a network of policy makers, practitioners and other partners who share knowledge, insights and experience through the Hub; and 3) increase the Hub's overall visibility and sustainability, as well as its knowledge and practices 4) promote innovative, digital communications in the public sector. These tasks are also linked with, and will be part of, the Hub's knowledge management related work.

Customized communication material will be produced to serve particular purposes that are directly aligned with the Hub's mission, for a range of audiences. Key audiences include:

- Partners from the GoK: to demonstrate that the Hub is a useful investment, in terms of international aid contribution, which enhances the country's visibility and reputation;
- Potential partner countries or those countries already participating in the Hub: to demonstrate the value of working with the Hub in fostering and reinforcing their active and continuous engagement;
- Potential donors: to highlight and reinforce the value of South-South (East-East), Europe-Asia and other triangular cooperation with a view to seek and secure their current and future support for the project;
- Civil servants and the public, including and not limited to mass media, expert community, civil society, academia, etc.: to illustrate the importance of a professional civil service in delivering development results and improving the quality of services that matter to society.

Communication may include several channels such as social media, blog posts, e-discussions, editorials, magazine articles, radio and television interviews, videos, targeted one-to-one meetings, outreach to media partners such as journalists and media opinion leaders. Communication material may also be disseminated through workshops, seminars, roundtables, forums, webinars, annual conferences and periodic international symposia that the Hub will organised, or will be a participant of.

Eventually, different communications materials will be developed according to the audience it intends to address and the messages to be pitched. Furthermore, the actual strategic communications and partnership strategies setting out the specific aims, audience, processes, tools, mechanisms and

priorities will be devised at the outset of the project implementation, through the initial communication strategy setting exercise and action plan.²⁰

c.2 South-South (East-East), Europe-Asia & triangular cooperation/partnerships

Over the past years, the Hub has prioritized improving its ability to build and maintain partnerships, launching collaborative initiatives domestically and globally to address the challenges of effective civil service development.

The Hub will continue to utilise UNDP's role as broker of development solutions to connect with innovative practises in building a professional civil service, and leveraging new models for public service provision, which will contribute to its capacity development objective. The Hub will map what has worked and what has not in participating countries in the areas of focus of the Hub and make this knowledge available. It will also coordinate the analysis of information on who has been involved on particular civil service issues and what they may be able to offer. The Hub plans to invite such individuals from participating countries - who seem to possess the potential to be engaged as resource persons, in providing quality advice on civil service issues - to register on an expert roster currently being established. This roster will be developed along the priority areas of the Hub, utilising the UN Wide South-South roster platform ²¹ and other UNDP-supported platforms. Selection of resource persons and their inclusion in the roster will be made based upon the added value they may be able to contribute in support of the Hub's mission.²²

To achieve its mission and programmatic objectives, the Hub will utilise approaches to partnerships and cooperation that are globally supported by UNDP, and draw on exchange of expertise and support from countries in Europe and the CIS. Furthermore, given Kazakhstan's unique position as a bridge between two continents, Europe-Asia partnerships will also be forged, along with other triangular cooperation approaches, where Kazakhstan and UNDP will collaborate to support civil service related projects and activities in participating countries. ²³In this context, the Hub's work will prioritize horizontal knowledge sharing, based on mutual respect and learning, between participating countries, and an appreciation of their unique contexts.

The Hub enjoys fruitful cooperation with around 30 institutional partners around the globe, including and not limited to the UNDP Global Centre for Public Service Excellence, UN Office for South-South Cooperation, the Organization for Economic Cooperation and Development, the UNDP Istanbul Regional Hub, the American and Asian Societies for Public Administration, Asian Association for Public Administration and NISPAcee.

Establishing such partnerships envisage that they may offer opportunities for exchange of knowledge and experience, research, and capacity development that will foster a collaborative relationship, through joint research activities; participation in seminars and academic meetings; exchange of academic materials, publications, and other information, etc.

The Hub's fundamental role as a knowledge network broker facilitates horizontal learning and experience sharing at various levels:

- Between the specialized civil service agencies or similar structures in participating countries. A network of such institutions already exists in some of these countries. This network will be nurtured and expanded further;

²⁰ Examples can be found in the Three-pager on suggested communications activities for the Hub by Cherie Hart, Regional Communications Advisor, Istanbul Regional Centre for Europe and the CIS, and Oslo Governance Centre Communications and Outreach Strategy.

²¹ Tcdc2.undp.org

²² A list of current partners of the Hub, engaged in several of its activities to date, as well as potential future partners is included in Annex 4 of this document, together with other relevant information to serve as background material for the Partnership Strategy that the Hub will develop.

²³ A partnership with Japan, a major global supporter of South-South, and triangular cooperation, may be especially relevant in the future, as well as partnerships with other countries that actively support civil service and public administration reforms regionally and globally.

- Between line ministries and other parts of the civil service. The role of the Hub will be to identify champions, connect them across countries, and foster peer-to-peer exchange on substantive issues;
- Between various stakeholders, including donor countries, international organizations, civil service agencies, academia, think tanks, and institutions involved in the civil service professionalization processes. Here the Hub's role will be to facilitate exchange of relevant solutions and latest innovations, and track action between similar projects in various countries including projects implemented by the respective UNDP Country Offices.

III. RESULTS AND PARTNERSHIPS

Expected Results

Research & knowledge management

- the exchange of knowledge and experience in building efficient, effective, professional merit-based civil services; and in applying and testing innovative models for public service delivery.
- best practices and lessons learned in the field will be analysed and published for the use of practitioners and policy makers alike
- an annual review of innovations in civil service will be produced and disseminated through thematic workshops, seminars, roundtables, forums, webinars, annual conferences and periodic international symposia. Additionally, annual review reports will be made available through the Hub's portal.

Technical assistance/advisory services, learning & capacity building

- incremental improvements will be made in the provision of public services among participating countries through technical assistance and advisory services aiming at facilitating participating countries in testing and adopting new practices across their civil service and different levels of government.
- connections will be established among participating countries with of purpose of sharing the knowledge and advice they require through technical assistance and advisory services provided electronically or in-person. The Hub will respond to practical requests from participating countries by arranging for technical assistance through its network of experts to support testing and application of research findings by interested parties, on introducing and implementing new civil service policies and innovative service delivery practices, especially in the delivery of quality health and education services.²⁴
- learning and capacity building events for enhancing in-country and regional knowledge, skills, and attitudes through the application of a range of methodologies, tools and best practices on civil service development and modernization in conformity with the Hub's mission and programmatic objectives.
- recommendations for top- notch resource persons from the Hub's roster of experts will be developed, course modules, case studies, and other materials that participating countries can use for learning purposes will be delivered
- in-country capacities on the various areas of knowledge and learning that the Hub delivers will be built focused on training-of-trainers approach;

Strategic communications & South-South or East-East cooperation/partnerships

- a network of policy makers, practitioners and other partners who share knowledge, insights and experience through the Hub will be established;

²⁴ However, technical assistance services still need to be elaborated by the Hub. In addition to providing technical assistance by experts on its roster, the Hub could consider establishing a Public Service Delivery Innovation Fund to provide small grants as an incentive for participating countries to experiment with testing innovative models of service delivery in the health and education sectors at the national and sub-national levels. The concept of such a fund could be similar to UNDP's regional UPR Support Facility grants now managed out of the Istanbul Regional Centre (<http://www.upr-info.org/followup/?qclid=CL368razrMQCFeQMcwodKacAFg>).

- Hub's overall visibility and sustainability, as well as its knowledge and practises will be increased;
- innovative, digital communications in the public sector will be promoted. These tasks are also linked with, and will be part of, the Hub's knowledge management related work.
- customized communication material will be produced to serve particular purposes that are directly aligned with the Hub's mission, for a range of audiences.
- what has worked and what has not in participating countries in the areas of focus of the Hub will be analysed and the results of this knowledge will be made available.
- the roster will be developed along the priority areas of the Hub, utilising the UN Wide South-South roster platform ²⁵ and other UNDP-supported platforms. Selection of resource persons and their inclusion in the roster will be made based upon the added value they may be able to contribute in support of the Hub's mission.²⁶
- Europe-Asia partnerships will be enhanced, along with other triangular cooperation approaches, where Kazakhstan and UNDP will collaborate to support civil service related projects and activities in participating countries.²⁷
- a collaborative relationship, through joint research activities; participation in seminars and academic meetings; exchange of academic materials, publications, and other information, etc. will be fostered among participating countries.
- partnership connections will be strengthened in order to learn from them, including UN Office for South-South Cooperation, Effective Institutions Platform, South-South GATE, Dg-Communities, LOG-IN Africa.

Resources Required to Achieve the Expected Results

The main resources used to achieve the goals and objectives of the Project are human, technological and information resources.

1) Human resources – the costs for carrying out the activities:

- A. A. Project team – project implementation – full-time activity, 5 working days, 8 working hours per day, salary, insurance.
- B. Governance unit of the UNDP in Kazakhstan – coordination by UNDP CO at the stage of project start, during the implementation and at the closure stage: 2 times a week during the project duration.
- C. Agency for Civil Service Affairs and Anti-Corruption – coordination by the Government of the Republic of Kazakhstan, on monthly basis during the project duration, in-kind contribution.
- D. Steering Committee – strategic oversight of the project implementation progress, on monthly basis during the Project duration, in-kind contribution.
- E. In accordance with the Steering Committee's decision, it is proposed that an Advisory Board is established to provide the Steering Committee with recommendations and substantive support and consultations on the programmatic framework based on the needs of the participating countries of the region. In view of this development, the First Advisory Board brainstorming session was held as a side event of the Hub's Annual Conference in April 2016 to allow the participants to discuss and elaborate their recommendations on the ACSH's strategic priorities.

2) Technological resources – the costs of providing services:

²⁵ Tcdc2.undp.org

²⁶ A list of current partners of the Hub, engaged in several of its activities to date, as well as potential future partners is included in Annex 4 of this document, together with other relevant information to serve as background material for the Partnership Strategy that the Hub will develop.

²⁷ A partnership with Japan, a major global supporter of South-South, and triangular cooperation, may be especially relevant in the future, as well as partnerships with other countries that actively support civil service and public administration reforms regionally and globally.

- A. Conducting the researches/studies, analyses at project implementation stage – engaging the experts/consultants and legal entities on the contractual basis (procurement of services),
 - B. Consulting on development of proposals, recommendations, draft regulations, etc. based on the results and taking into account the results of researches and analysis conducted – the involvement of experts/consultants and legal entities on the contractual basis (procurement of services),
 - C. Monitoring of the received results – involving experts/consultants and legal entities on a contractual basis (procurement of services),
- 3) Information resources – costs of services and works:
- A. A. working meetings – with the stakeholders (in-kind contribution) to discuss project, as required
 - B. consultations – with the interested parties/experts of the respective field to discuss the project certain issues, including UNDP CO, IRH and HQ, as required
 - C. Introductory and training workshops for all interested parties to become familiar with the project activities and results (procurement of services for events, transportation costs of the participants)
 - D. Exchange of experience at the international level in participating countries and beyond – involving the experts/consultants and legal entities on the contractual basis (procurement of services) to familiarize with the experience and to present the results and lessons learned.
 - E. Publications and promotional materials (in the form of prints, journal articles and/or publications in the mass media) are the key tool for presenting and disseminating the project results and achievements, the involvement of legal entities on the contract basis (procurement of services) for publishing and printing.
 - F. Creation of the database, online programs, etc. to achieve the objectives specified in the Project work plan, involvement of legal entities on the contract basis (procurement of services).
 - G. Countries such as China, the United States, several EU Member States and countries in Central Asia, as well as many international think tanks, often co-finance joint activities. For instance, the Regional Hub held a special panel on civil service reform in its participating countries during the American Society of Public Administration (ASPA) annual conference in March 2017 in Atlanta and it co-hosted the annual conference of the Asian Association for Public Administration (AAPA) in April 2017 in Astana.

Partnerships

The Hub will continue to utilise UNDP's role as broker of development solutions to connect with innovative practises in building a professional civil service, and leveraging new models for public service provision, which will contribute to its capacity development objective. The Hub will map what has worked and what has not in participating countries in the areas of focus of the Hub and make this knowledge available. The Hub plans to invite such individuals from participating countries - who seem to possess the potential to be engaged as resource persons, in providing quality advice on civil service issues - to register on an expert roster currently being established.

To achieve its mission and programmatic objectives, the Hub will utilise approaches to partnerships and cooperation that are globally supported by UNDP, and draw on exchange of expertise and support from countries in Europe and the CIS. Furthermore, given Kazakhstan's unique position as a bridge between two continents, Europe-Asia partnerships will also be forged, along with other triangular cooperation approaches to support civil service related projects and activities in participating countries. ²⁸

²⁸ A partnership with Japan, a major global supporter of South-South, and triangular cooperation, may be especially relevant

The Hub cooperates with around 30 institutional partners around the globe, including and not limited to the UNDP Global Centre for Public Service Excellence, UN Office for South-South Cooperation, the Organization for Economic Cooperation and Development, the UNDP Istanbul Regional Hub, the American and Asian Societies for Public Administration, Asian Association for Public Administration and 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 academic meetings; exchange of academic materials, publications, and other information, 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 specialized civil service agencies or similar structures in participating countries.
- Between academia, universities, think-tanks and research institutions.
- Between various stakeholders, including international organizations, other government institutions involved in the civil service professionalization processes.
- Between UN/UNDP Offices and knowledge centres globally.
- Between government and non-profit agencies of the Republic of Kazakhstan.
- Interregional cooperation via South-South outreach events.

The project will proactively involve the expertise and the capacity of the partners and keep stakeholders in the course of the project implementation in line with UNDP policies and procedures, rules and regulations.

The project will reinforce the previous achievement of the partnership with the Academy of the Public Administration (APA) actively engaging APA into implementation of the project. APA will also serve as main and one of the key partners of the Hub, or 'responsible party', in conducting joint studies and implementing other activities in research, learning and capacity building. Such approach will provide opportunity to civil servants from the Hub participating countries to apply and win scholarships for enhancement of their qualification by completing Master's degree programme involving international expertise in the field of public administration and civil service. According to the law of the Republic of Kazakhstan "on public service" APA is an educational institution having the exclusive right to engage in training, retraining and advanced training of civil servants of the Republic of Kazakhstan with the provision of state diplomas of master's and doctoral degrees, certificates of training and certificates of completion of refresher courses. Involvement of the APA in the Hub project provides great advantages in the framework of expanding international cooperation between the countries participating in the Hub, exchanging knowledge and experience in the reform of public service and public administration systems.

APA is empowered and specifically designated by legislative act of the Republic of Kazakhstan as research and education center of excellence (including in the field of public administration and civil service). The relevant HACT Micro Assessment was successfully carried out with the Academy of Public Administration under the President of Kazakhstan by the Country Office on 17th May 2017. The HACT framework will support and facilitate a closer alignment of UNDP development activities in the field of civil service focusing on research, learning and capacity building with national priorities, at the same time, strengthen national capacities for management and accountability.

Experience has shown that partnership approach could be tailored to its specific purpose and unique circumstances. The partnership strategy of the ACSH is largely underpinned by the experiences, internal guidance and best practices, with a robust sense of shared purpose, both with regard to specific outputs/results as well as broader implications.

The Hub's fundamental role as a knowledge network broker facilitates horizontal learning and experience sharing at various levels. The network will be nurtured and expanded further between the specialized civil service agencies or similar structures in participating countries. The Hub will be to identify champions between line ministries and other parts of the civil service, and connect them

in the future, as well as partnerships with other countries that actively support civil service and public administration reforms regionally and globally.

across countries, and foster peer-to-peer exchange on substantive issues. The Hub will facilitate exchange of relevant solutions and latest innovations among various stakeholders, including donor countries, international organizations, civil service agencies, academia, think tanks, and institutions involved in the civil service professionalization processes.

Risks and Assumptions

#	Description	Type	Impact & Probability	Mitigation measures
1	Decrease of interest by the Hub's participating countries' governments due to irrelevance of the Hub's activities, low quality knowledge products, and sensitivity of research and events topics	Political	Participating countries' governments may question the necessity to participate in the Hub's activities, and hence demand for the project may decrease. P – 3 I – 3	Regular consultation with, and approval of, the research and activities' topics by the Hub's Steering Committee, participating countries' governments; research on current global and regional trends; ensure a demand-driven, flexible agenda and plans of the Hub
2	Decrease of interest of the Government of Kazakhstan as principal donor in the project	Political	Government may question the necessity to fund the project further P – 3 I – 3	Involving a wide range of key government agencies in Kazakhstan (central and local) as partners, and organizing special capacity building activities by the Hub, on topics they demand. Ensuring recognition by key government stakeholders of the Hub's activities as fulfilling the Kazakhstan Government's strategic objectives. Regular consultations with key government agencies overseeing the project

3	Funding reduction of the Hub's activities from the Republic's budget	Financial	It may affect the scale and quality of the planned activities to be delivered P - 3 I - 3	Hold regular revisions of the Hub's activities focusing on potential reduction of some of them, revising their dates and scale down if necessary in order to achieve annual targets
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Stakeholder Engagement

The stakeholders of the project include participating countries, international organizations, civil service agencies, academia, think tanks, and institutions involved in the civil service professionalization processes. Here the Hub's role will be to facilitate exchange of relevant solutions and latest innovations.

The Hub involves a wide range of key government agencies in Kazakhstan (central and local) as partners, and organizes special capacity building activities on topics they demand. Regular consultations with key government agencies overseeing the project will be held to ensure fulfilling the Kazakhstan Government's strategic objectives.

The key audience for the Hub's knowledge sharing programmes and networking events will be participating countries' civil servants at central and local levels, as well as representatives of national academies that provide training for civil servants.

The Hub will produce customized knowledge materials to serve particular purposes that are directly aligned with the Hub's mission, for its target groups.

South-South and Triangular Cooperation (SSC/TrC)

Building partnerships is one of the key pillars among the Hub's activities. In this regard, the Hub employs both traditional tools, such as seminars, research, case studies, and modern mechanisms, including, innovation schemes and peer learning alliances to promote South-South experience exchange. The Hub represents one of the examples of South-South and Triangular cooperation that help accumulate best practices and disseminate them across its participating countries.

As such, the Hub enables continuous collaboration and finding "best-fit" solutions to tackle common issues based on the international experience. Over the recent years, the Hub has become one of the centers of knowledge and expertise in the field of public sector reform with a flexible and demand driven agenda.

In 2016 the Hub joined the Effective Institutions Platform and successfully pioneered a Peer Learning Alliance on public service delivery between Azerbaijan, Georgia and Kazakhstan given their successful experience in running One-stop Shops. The cases developed within this exercise helped draw important inferences on implementation of innovative public services. Drawing on the previous success, the Hub will launch the second Peer Learning Alliance in order to enable the experience exchange in the field of e-governance, as it is one of the trending areas of public service reform.

Additionally, there exist several South-South (East-East), Europe-Asia and triangular cooperation initiatives that the Hub could usefully connect to in order to learn from them, including the following:

- UN Office for South-South Cooperation;
- Effective Institutions Platform;
- South-South GATE - Global Assets and Technology Exchange System for the South - a platform for interested participants to engage in exchanges of technology and resources, regardless of location, on a self-sustaining basis;
- Dg-Communities - a knowledge sharing and collaboration platform for professionals working to reduce poverty and promote sustainable development worldwide. Members come from more than 200 countries. Each online community is centred on specific themes and guided by experts in the field, <http://topics.developmentgateway.org>;
- LOG-IN Africa - Local Governance & ICTs Research Network for Africa, informing, supporting and orienting African countries and other stakeholders in their policies and practices concerning the application of ICTs to local governance. www.loginafrica.net

Knowledge

The one area of the project's development activities is research and knowledge management. In this regard, the Hub aspires to carry out research and analysis on civil service development issues. Findings and conclusions of such efforts will be published and disseminated through a series of knowledge products including case studies, books, regular and occasional thematic research papers and a biannual journal. It is hoped that these knowledge products will provide guidance for civil service reform and public service delivery modernisation efforts undertaken in the participating countries.

However, the value of any knowledge product hangs on its effective dissemination to present and future audiences: without outreach the efforts of knowledge workers are wasted. For this reason, dissemination will be one of core responsibilities of the Hub team. The hub will utilize various online and offline dissemination techniques and will draw on existing capabilities, resources, relationships, and networks to the maximum extent possible.

Sustainability and Scaling Up

- *Describe how the project will use relevant national systems, and specify the transition arrangement to sustain and/or scale-up results, as relevant. Describe how national capacities will be strengthened and monitored as relevant, and how national ownership will be ensured.*
- *The project is already scaled up and is continuing to the next phase*
- *According to PBM minutes, the project succeeded to achieve all the main objectives for the previous phase*
- *The project will develop a sustainability plan that will be updated on annual basis*

IV. PROJECT MANAGEMENT (1/2 pages - 2 pages recommended)

Cost Efficiency and Effectiveness

- *Identify how the strategy is expected to deliver maximum results with available resources, with reference to evidence on similar approaches in this country or similar contexts. Include measures based on good practices and lessons learned. Explain why the selected pathway is the most efficient and effective of available options. Possible approaches can include:*
 - i) *Using the theory of change analysis to explore different options to achieve the maximum results with available resources*
 - ii) *Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects*
 - iii) *Through joint operations (e.g., monitoring or procurement) with other partners.*

Effectiveness of future (budgeted) costs and expected results from this Project is based on the successful experiences and lessons learnt of the previous phase of the project. Cost efficiency during the project implementation will be ensured by compliance with the standard rules and procedures used in UNDP system.

Project Management

The project will be based in the UN common premises in Astana, Kazakhstan (Address: 14, Azerbaizhan Mambetov str., Astana, 010000). The national implementing partner is the Agency for Civil Service Affairs and Anti-Corruption. The Steering Committee provides strategic oversight for the project implementation. UNDP will provide 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 and availability of resources, the project will consider working with other UNDP projects to achieve common goals, including joint organization of conferences, seminars and workshops for civil servants.

The project audit is carried out in compliance with established UNDP procedures.

Financial procedures for project management by the Agency:

- Within the Agreement to provide the contribution according to payment schedule as specified in the Agreement;
- The mentioned payment schedule is made based on requirement to make the payments before the planned activities to be implemented. This schedule can be modified within the Project implementation upon mutual agreement of the Parties.

Financial procedures for project management by the UNDP:

- Project management and expenditures shall be governed by the regulations, rules, policies and procedures of UNDP;
- The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules policies and procedures, applying its normal procedures for the execution of its projects. The financial reporting to the donor will be made on annual basis at the end of the year;
- If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies) UNDP shall submit to the Ministry on a timely basis a supplementary estimate showing the further financing that will be necessary. The Agency shall use its best endeavors to obtain the additional funds required;
- In accordance with the decisions and directives of UNDP's Executive, the Contribution shall be subject to cost recovery for *costs incurred by UNDP country office structures* in providing General Management Support (GMS) services in amount equal to 8 %;
- Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the decision of the Project Board, in line with UNDP's policies and procedures;
- The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP;
- As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board Meeting. Should the following deviations occur, the Project Manager and UNDP Country
- Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.
- The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed.
- The project will be financially closed when the following conditions have been met:
- The project is operationally completed or has been cancelled;
- The Implementing Partner has reported all financial transactions to UNDP;
- UNDP has closed the accounts for the project;
- UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision);
- The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report.

V. RESULT FRAMEWORK²⁹

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF OUTCOME 3.1. The Government, together with partners, promotes achievement of sustainable development goals in the region, and leads in promotion and implementation of United Nations principles, standards and conventions. CPD Output.2. Regional Hub of Civil Service in Astana providing strategic knowledge and innovative solutions globally contributing to effective South-South and triangular cooperation</p>											
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Regional cooperation initiatives in place that promote East-East/South-South partnerships for implementation of sustainable development goals</p>											
<p>Applicable Output(s) from the UNDP Strategic Plan: 7</p>											
<p>Project title and Atlas Project Number: Institutional Support to the Regional Hub of Civil Service in Astana. Phase 2</p>											
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2018	2019	2020	Year 4	Year ...		FINAL
Output 1 (Research and Knowledge Management) Hub's participating countries are better informed about global	1.1 Number of demand-driven and evidence-based knowledge products developed and disseminated	Baseline study conducted by ACSH Research Team every 2 years via questionnaire,	2	2017	3	4	5			5	Reliability and validity of evidence collected through survey

²⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

and regional trends of civil service development	1.2 Number of demand-driven research and research capacity building interventions to leverage research skills of civil service institutions of Hub's participating countries	that will be available of ACSH webportal, ACSH project reports	1	2017	2	3	4	4	4	Changing demands and priorities of the participating countries and implementing partner
	2.1 Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries	ACSH webportal and ACSH project reports	5	2017	6	7	8	8	8	Changing demands and priorities of the participating countries and implementing partner
	3.1 Number of South-South/East-East and Triangular Cooperation	ACSH webportal and ACSH project reports	3	2017	4	5	6	6	6	Changing demands and priorities of the participating countries and
Output 2 (Capacity building) Civil service institutions in Hub participating countries are capacitated to apply gained knowledge and skills to further professionalize their civil services										
Output 3 (Partnerships) Hub participating countries benefited from peer-to-peer learning and										

<p>South-South and Triangular Cooperation exchanges to apply and adapt innovations in civil service excellence.</p>	<p>exchanges taking place among Hub participating countries</p>	<p>ACSH <i>webportal and ACSH project reports</i></p>	<p>2</p>	<p>2017</p>	<p>3</p>	<p>4</p>	<p>5</p>	<p>5</p>	<p>5</p>	<p>implementing partner</p> <p>Changing demands and priorities of the participating countries and implementing partner</p>
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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) 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 Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan³⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final - Term Evaluation				2020	Project partners	45 000 USD

³⁰ Optional, if needed

VII. MULTI-YEAR WORK PLAN^{31,32}

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

AWP 2018-2020

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Budget Description
Output 1 (Research and Knowledge management)	1.1 Activity Carry out applied research in the field of public administration based on the needs assessment survey, and involving practitioners and scientists, UNDP and OECD experts, etc., as well as consultations with the Steering Committee and the Hub team; Presentation of research results in the form of scientific publications and knowledge products.	53 000	101 363	101 364	-	UNDP	RB	255 757
	1.2 Activity Preparation and publication of subsequent issues of the bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service containing both academic	18 000	37 878	37 880	-	UNDP	RB	93 758

³¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

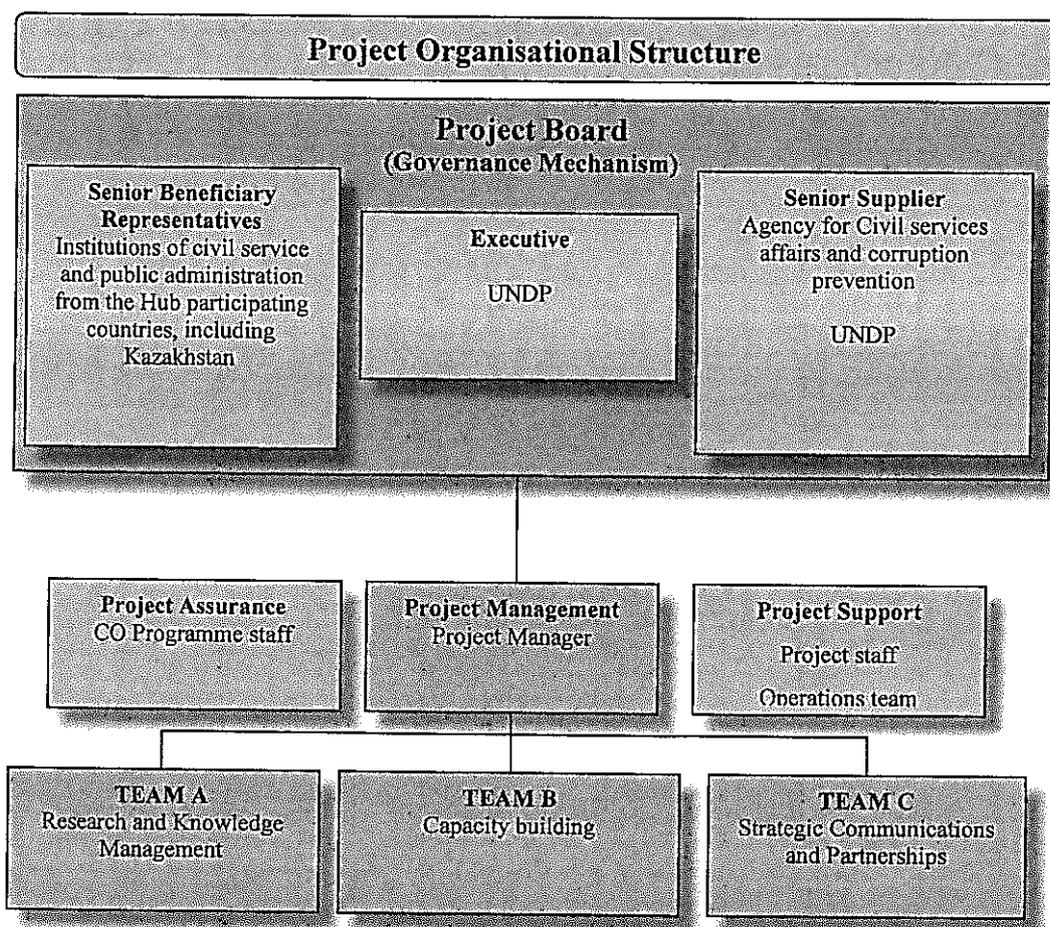
Output 2 (Learning and Capacity building)	1.9 Activity Conduct research on selected areas of global and regional trends in the civil service; the comparative experience of the Hub's participating countries and developed countries.	29 000	38 545	38 536	-	UNDP	RB	106 081
	1.10 Activity Applied research and analytical projects on improving the effectiveness of state agencies at the central and local levels of government in Kazakhstan	33 788	33 788	33 788	-	UNDP	RB	101 364
	1.11 Activity Conduct subsequent rounds of the competition on innovative solutions in the field of civil service and public administration. The subject of each round of the competition is determined on the basis of the needs of the Hub's participating countries.	16 212	36 364	26 392	-	UNDP	RB	79 120
	1.12 Activity	716 000	-	-	-	UNDP	RB	716 000
	Sub-Total for Output 1	1 015 000	483 453	473 474		UNDP	RB	1 971 927
	2.1 Activity Organization of 5-7 on-demand capacity building seminars and trainings for national civil servants of the central and local governments with engagement of leading subject-matter experts in demand-based areas, taking into account the gender aspect.	110 000	115 242	115 243	-	UNDP	RB	340 485
	2.2 Activity Organization of on-demand capacity building seminars and trainings for civil servants in countries of the regions with engagement of leading subject-matter experts (ethics and integrity in HRM, anti-corruption, innovation in the civil service, gender equality in public service delivery, leadership skills for women)	88 000	87 879	87 878	-	UNDP	RB	263 757

	<p>2.3 Activity Hold an international conference in Astana for central and local executive bodies of the RK on demanded and priority topics related to civil service reform.</p>	44 000	43 939	43 940	-	UNDP	RB	131 879
	<p>2.4 Activity Allocation of scholarships (grants) for training of civil servants of the Hub participating countries at APA, involvement of foreign experts in capacity building of APA and Regional Training Centres.</p>	54 000	39 000	39 000	-	UNDP	RB	132 000
	<p>2.5 Activity Hold seminars and master classes on the modernization of the civil service, and on-demand study visits to Kazakhstan for Hub's partners.</p>	47 000	36 364	36 363	-	UNDP	RB	119 727
	<p>2.6 Activity Develop and hold trainings in cooperation with Hub's partners with engagement of a guest lecturer on a long-term basis (1-2 weeks) from the participating countries of the Hub. Develop an exchange program or practice with partners (with engagement of partners as sponsors). Develop and hold a competition to attract academics to work with partners and young experts for in-depth joint study.</p>	20 000	24 848	24 849	-	UNDP	RB	69 697
	<p>2.7 Activity Conducting joint activities with similar centers for improvement or hubs for sharing knowledge (GCPSE, Istanbul Regional Hub, Seoul Policy Center)</p>	25 000	24 848	24 849	-	UNDP	RB	74 697
	<p>2.8 Activity Building capacity of representatives from ACSAC, Academy of Public Administration and other state bodies of Kazakhstan and the institutions of the Hub's participating countries, in project management (trainings for trainers), leadership (with focus on women leaders),</p>	76 000	75 758	75 757	-	UNDP	RB	227 515

	Society for Public Administration with the participation of representatives from the Hub's participating countries.	28 000	28 788	28 787	-	UNDP	RB	85 575
3.5 Activity Ensuring the participation of Latin American and African countries in the activities of the Hub (as potential participants of the platform).	28 000	28 788	28 787	-	UNDP	RB	85 575	
3.6 Activity Participation in thematic events in Astana and abroad to raise awareness and recognizability of the Astana Hub as a brand.	33 000	56 061	56 060	-	UNDP	RB	145 030	
3.7 Activity Participation of civil servants of countries of the region by presenting their experience in the Annual Conference of the Asian Association of Public Administration, the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (AAPA, NISPACE)	33 000	51 515	51 515	-	UNDP	RB	136 030	
3.8 Activity Conducting the annual conference of the Hub as a reporting event for participating countries and institutional partners.	60 000	75 515	75 515	-	UNDP	RB	211 030	
3.9 Activity Hold the thematic conference within the framework of the Astana Economic Forum in conjunction with the Hub's national partners.	20 000	43 636	43 637	-	UNDP	RB	107 273	
3.10 Activity Promotion of the Hub's web portal as an online source for training and sharing best-practices in public administration and civil service development among practitioners, academics, civil servants of the Hub participating countries, students and other target audiences through the introduction of online teaching tools (video lectures, webinars and etc.) and materials in a multimedia format.	14 000	43 727	43 728	-	UNDP	RB	101455	

	Sub-Total for Output 3	283 000	461 667	461 664		UNDP	RB	1 206 331
Output 4 (Effective Management and Evaluation)	4.1 Activity Institutionalization of the Regional Hub of Civil Service in Astana (organizational and legal activities)	30 000	232 329	827 586		UNDP	RB	1 089 915
	4.2 Activity The Secretariat and Research Team are expanded, fully equipped and capacitated	347 000	380 000	380 000		UNDP	RB	1 107 000
	EVALUATION (if required)	-	20 000	25 000		UNDP	RB	45 000
	Sub-Total for Output 4	377 000	632 329	1 232 586		UNDP	RB	2 241 915
TOTAL		2 200 000	2 085 952	2 676 228		UNDP	RB	6 962 180
General Management Support	8%							556 974

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Steering Committee

The Steering Committee of the Hub was created as the main strategic oversight body to propose the strategic vision and directions for the Hub. The main functions of the Steering Committee include:

- Provide overall directions on research, capacity building and communications strategies on an annual basis;
- Promote and support cooperation between the participating countries, including financial and in-kind contributions to the Hub's activities;
- Provide cooperation between national institutions contributing substantively to the Hub's activities;
- Provide directions and strategic advice for the overall sustainability of the Hub.

Project Board

In order to ensure UNDP's ultimate accountability, a Project Board is established to support the Hub Project Implementation Unit (PIU). PIU's activities will be carried out in accordance with the UNDP corporate policies and standards, in order to ensure the best value for money, fairness, and transparency. The Project Board is responsible for conducting regular reviews of the project implementation progress, approving annual work plans, and making appropriate decisions in case of deviations from the agreed work plans. The Project Board consists of three inter-related parties: Beneficiary, Supplier, and Executive.

The structure of the Project Board:

- **Beneficiary Representatives:** All activities, products and services of the Hub will be geared towards beneficiaries of the project, comprising of individuals and institutions of all participating countries, including those from the host country Kazakhstan. The needs and demands of the beneficiaries will be reflected during annual Steering Committee/Project

Board meetings. Annual work plans will also reflect priorities set by the beneficiaries of all participating countries, including Kazakhstan.

- Senior Supplier: senior suppliers are institutions that provide financial resources and/or technical expertise to the project. For this project, the functions of senior suppliers will be carried out by the Agency for Civil Service Affairs and Corruption Affairs (ACSCP), through which the financial resources for the project are channeled. UNDP as the main supplier will provide the technical expertise and continuous financial oversight.
- Executive: The Executive is responsible for the ultimate project compliance: UNDP, as the main executive of the project, will oversee the effective implementation of the Hub's activities, ensuring that all intended outcomes/outputs are delivered. UNDP will carry out the following functions as the Executive:
 - a. Ensure that all activities are carried out in accordance with UNDP rules, regulations and processes;
 - b. Endorse the project's annual reports on the progress made towards intended outputs;
 - c. Provide technical support to the programmatic activities, including best practices and knowledge available to UNDP globally and regionally;
 - d. Ensure that the project activities fit within the overall Country Programme Document;
 - e. Provide operational and administrative support services to ensure efficient business processes, including establishing project assurance and project support mechanisms;
 - f. Facilitate official correspondence and communications with the Senior Supplier, the GoK, state agencies and partners.

Project Implementation Unit (PIU)

Under the project, with the consent of the Steering Committee, the GoK appoints, and UNDP Resident Representative approves, the Chairperson of the Steering Committee. The incumbent also acts as the team leader/supervisor of the Project Implementation Unit (PIU), and report to UNDP CO on the project implementation. The structure of PIU includes the Chairperson of the Steering Committee, a Chief Technical Advisor, the project managers for research and the Secretariat of the Hub, experts, specialists and assistants on thematic, organizational, administrative and financial aspects. In addition, highly qualified experts or institutions will occasionally be selected on a competitive basis to conduct time-bound research on select topics of priority.

Project Assurance and Project Support Services

UNDP will ensure that the following key parameters are adhered to throughout the implementation of the project, so that the Hub remains 'fit for purpose', follows the approved plans, and continues to meet planned targets without compromising output quality:

- Beneficiary needs and expectations are being met or are well managed;
- Risks are being controlled;
- Quality operational and administrative support services are being provided, following UNDP rules and regulations;
- Adherence to results-based monitoring and reporting requirements and standards.

The Project Support role provides project administration, management and technical support to the PIU as required. The roles of Project Assurance and Project Support will be separate in order to maintain project assurance independence and impartiality

Primary responsible parties for research and capacity building:

Within Kazakhstan, the following research and academic institutions will serve as main partners, or 'responsible parties,' in conducting joint studies and implementing other activities in research and capacity building: Academy of Public Administration under the President of Kazakhstan (APA), the Nazarbayev University, Almaty Management University and Eurasian National University named after L. Gumilyov. These institutions are empowered and specifically designated by legislative acts of the Republic of Kazakhstan as research and education centers of excellence (including in the field

of public administration and civil service)³³. Other participating countries will be responsible for identifying the most suitable partner institutions (in research, communications, and capacity building) for the Hub.

Additional organizations and public or private institutions will be selected on a competitive basis, as per UNDP rules and regulations, to execute additional research, capacity building and other tasks.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA signed on 4 October 1994, 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner]³⁴.
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. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
5. 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

³³ President's Decree #1457 "On Rules of training and capacity building of civil servants of the Republic of Kazakhstan" 11/10/2014; The Law of the Republic of Kazakhstan #394-IV "On Legal status of Nazarbayev University, Nazarbayev Intellectual Schools, Nazarbayev Fund" 19/01/2011; and Government Decree #1306 "On Reorganization of the SE Academy of Public Administration under the President of Kazakhstan" 31/12/2008). APA is a subordinated entity of the Implementing Partner – the Agency for Civil Service Affairs and Corruption Prevention of the Republic of Kazakhstan.

³⁴ Use bracketed text only when IP is an NGO/IGO

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.

6. 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.

X. ANNEXES

1. Project Quality Assurance Report

The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.

2. Social and Environmental Screening Template

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
No Risks identified in screening checklist	NA	NA	NA	NA
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				Comments
<i>Low Risk</i> <input checked="" type="checkbox"/>				
<i>Moderate Risk</i> <input type="checkbox"/>				
<i>High Risk</i> <input type="checkbox"/>				
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				Comments
<i>Principle 1: Human Rights</i> <input type="checkbox"/>				
<i>Principle 2: Gender Equality and Women's Empowerment</i> <input checked="" type="checkbox"/>				• The project will conduct a gender specific study

			analyzing differences in access to finance and capacity building, and developing data disaggregated by sex, indicators to ensure equal gender representation in the selection of the funding process. The Gender Study will also aim to look into impact of promoting gender equality in civil service. • Potential capacity building included in the project that will ensure the participation of women, in which training and awareness-raising will be conducted
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups? <i>Comment: if anything, the project increases access to small and medium farmers – access to training, subsidies</i>	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Are there measures or mechanisms in place to respond to local community grievances?	Yes

³⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 transsexuals.

6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? <i>Comment: the project has allocated a significant amount of resources to capacity building (See Output 1.4)</i>	No
7.	Is there a risk that rights-holders do not have the capacity to claim their rights? <i>Comment: the project has allocated a significant amount of resources to capacity building (See Output 1.4)</i>	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit 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?	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve 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	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No

	<i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No

³⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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	Is there a risk that the Project would lead to forced evictions? ³⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No

³⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Capacity Assessment:**

HACT Micro Assessment was successfully carried out with the Academy of Public Administration under the President of Kazakhstan – one of the key partners of the Hub.

5. **TORs of key management positions**

For Portfolio Manager, ACSH Team leader

I. Position Information	
Job Title:	<i>Portfolio Manager, ACSH Team leader</i>
Project:	Regional Hub of Civil Service in Astana
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB4
Supervisor:	Chairman of the Steering Committee of the Regional Hub of Civil Service in Astana
II. Project Information	
<p>In 2013, UNDP and the Government of Kazakhstan (GoK) formed a Secretariat for the Regional Hub of Civil Service in Astana (Hub). The Hub is an institutional framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 38 participating country and several international organizations. In Mid-2014, the GoK decided to expand its institutional and financial support of the Hub, strengthening the Secretariat of the Hub and establishing a dedicated Research team of the Hub.</p> <p>UNDP is recruiting a sizeable staff to support the scaled up Hub project, which employs knowledge management, Europe-Asia (South-South) and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and fiscally sustainable civil service systems that meet society's</p>	

expectations for the responsive and transparent public institutions. Project works with participating countries to exchange and test up-to-date knowledge and capacity development and generate innovative solutions on civil service excellence. The expected impact of the project is strengthened and modernized civil service institutions in Kazakhstan and participating countries, and substantive contribution to global agendas on civil service excellence.

III. Organizational Context

Under the guidance of the Chairman of the Steering Committee of the Hub, the incumbent serves as the Team leader for the entire project staff of the Regional Hub of Civil Service in Astana and is responsible for the leadership and management of the Hub Team, including formulation of the research and knowledge management strategy, the capacity building and partnerships strategies to promote government and inter-governmental relations and outreach. He/she is responsible and accountable for ensuring the Hub Team's cohesive work in managing, analyzing, disseminating and communicating knowledge products of the Hub as well as providing quality demand driven capacity building interventions and building partnerships. The incumbent is also responsible for provision of suggestions on the work of the Steering Committee and the Advisory Board of the Hub as well as promote modern knowledge product formats.

The incumbent is responsible for overall coordination of the Hub Team's timely delivery and quality of research outputs, capacity building and partnerships strategies, and for effective implementation of the daily activities of the Hub Team. The incumbent besides the Project Manger, Head of Operations, that s/he supervises, is also authorized to manage, when necessary, all aspects of business processes and operations of the project in compliance with UNDP policies and procedures.

S/he supervises on a daily basis the personnel and works closely with the UNDP Country office senior management and programme staff and regularly contributes to the overall UNDP governance objectives. S/he also works closely with Government officials, technical advisors and experts, academia and training institutions, multilateral and bilateral donors and civil society, and ensures successful implementation of the projects objectives and outputs.

IV. Functions / Key Results Expected

The *Team leader* of the Hub works within the overall development, policy, and knowledge objectives of the Hub, and will be primarily responsible for formulating, integrating, managing, and guiding the effective implementation of the research and knowledge management, capacity building and partnership strategies of the Hub. The specific tasks include the following:

Planning and Coordination

- Lead and guide the formulation of the overall research strategy and annual research, capacity building and partnerships building work plans for the Hub, as well as internal policies and procedures for coordination, implementation and standards;
- Coordinate all activities with UNDP Country Office, ensuring effective integration of the Hub activities in the relevant programmes, projects and activities of the UNDP CO.

Partnership and Communication Management

- Ensure forward-looking information and communication management for effective collaboration with main stakeholders;
- Oversee government and inter-governmental relations, including regular outreach and communication of the Hub's activities to the GoK and participating countries;
- Contribute to the formulation of the Hub's overall international partnership strategy, and establish a well-functioning knowledge network of experts and practitioners, including through national and international partnerships, cooperation and networking agreements on the Hub's activities;

- Actively seek out venues, platforms and mechanisms to increase international exposure of the Hub's outputs
- Contribute to the well-designed scholar-in-residence and/or fellowship programmes for the leading world/regional experts to expand the knowledge and expertise base of the Hub;

Capacity development

- 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;*
- Guide the development of an effective database of experts in order to address the particular needs and reform efforts of participating countries;

Knowledge Management

- Lead the consolidation of research analyses produced by the Hub and provide practical recommendations for direct application in civil service delivery in Kazakhstan and other countries;
- Ensure integration and application of innovative tools, methodologies and state-of-the-art practices in conducting and communicating research, capacity building activities, with active participation of clients and beneficiaries of the Hub;
- Support the application of the Hub's research and policy recommendations in participating countries, based on demand and available resources, to contribute to further improvement and analysis of civil service institutions and practices.
- Document the impact of the capacity and partnership building outreach activities in the participating countries.

Staff Management and Implementation of the AWP for the Project

- Provide substantive guidance to the Hub staff in the formulation of their respective work plans, ensuring synergy and alignment of all activities of the Hub's mandate and overall development strategy;
- Ensure timely and quality implementation and delivery of the overall objectives of the Hub within the framework of the overall strategy and annual work plan of the Hub;
- On a regular basis, conduct consultations/needs assessment on priority topics relevant to ongoing/future civil service reforms among participating countries and partners, and based on demand, further improve, develop and/or implement research projects, disseminate outcomes and recommendations for wider consultation and practical application, and ensure the development of on-demand capacity building events.

IV. Impact of Results

The key results achieved by the Team leader will have a sizeable impact on the overall efficacy and performance of the Hub. The incumbent's and the overall Hub Team's work will inform the decision makers in the participating countries of the global and regional civil service development trends, capacitate the civil servants, build expert networks and contribute to the overall national development of the participating countries. The specific results are:

- Effective functioning of the Hub as an integrated team;
- Effective government and inter-government relations and outreach;
- Effective and relevant expert network established and functioning to the benefit of the participating countries;
- Effective utilization of the research products by all stakeholders, including training institutions, civil service agencies, academia and the wider public;
- Research products packaged in different formats to reach a wider number and group of stakeholders.
- Innovative didactic and research methodologies developed for priority research topics in the area of civil service.
- Capacity building of civil servants conducted with a measurable upgrade in skills of civil servants

- Partnership with each partner yields concrete benefits to the Hub

V. Competencies

Functional Competencies (level to be determined by the level of the post):

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)
 - 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 team's
- 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

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • University degree in public administration/public policy, social sciences or related fields, master's degree would be an asset.
Experience:	<ul style="list-style-type: none"> • At least 6 years of substantive experience in civil service research field or related field, and at least 3 years of progressive managerial experience at the national level in Kazakhstan; • Proven experience of managing a multi-million dollar portfolio and orienting staff towards achieving goals in a timely and quality manner; • Proven experience in establishing professional links with research centres/institutes and training institutions for collaboration, developing academic e-journals, and/or serving as editor of academic articles and publishing articles on civil service issues; • 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; • Maturity, excellent inter-personal, negotiation and team leading skills required; ability to work to tight deadlines and to handle multiple concurrent project components; • Good computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource.
Language requirements:	<ul style="list-style-type: none"> • Fluency in Kazakh, Russian and English languages • Knowledge of other languages will be an asset

For Project Manager, Operations and Legal Affairs

I. Position Information

Job Title:	Project Manager, Operations and Legal Affairs
Project:	The Regional Hub for Civil Service in Astana
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB4
Supervisor:	Portfolio Manager/ACSH Team Leader

I. Project Information

In 2013, UNDP and the Government of Kazakhstan (GoK) formed a Secretariat for the Regional Hub of Civil Service in Astana (Hub). The Regional Hub for Civil Service in Astana is an institutional

framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 38 participating countries and several international organizations. Through the Regional Hub for Civil Service in Astana, participating countries will be engaged in exchanging and testing up-to-date knowledge, which will build capacity, generate innovative solutions and contribute to global agendas on civil service excellence. As a result of the project, civil service institutions in participating countries will be strengthened and capacitated to enable the effective implementation of national development plans and achieve their human development goals. The project employs knowledge management, Europe-Asia (South-South), and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and sustainable civil service systems that meet society's expectations for responsive and transparent public institutions.

II. Organizational Context

Under the guidance of Chairman of Steering Committee and day-to-day supervision of the Portfolio Manager/ACSH Team leader, 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 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; [SEP]
- Ensure that organizational legal matters are managed properly, efficiently and that the relevant and respective stakeholders are shared and given proper advice and guidance. [SEP]
- Ensure that the Steering Committee, UNDP CO provided updates and reports on a regular basis, where necessary. [SEP]

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)
- Demonstrates sound understanding of national civil service and public administration system
- Possesses adept knowledge of national laws and regulations
- 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

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> ▪ Master's Degree or equivalent in Law, International Law, Public Administration, Business Administration or other related fields.
Experience:	<ul style="list-style-type: none"> ▪ Minimum 7 years of work experience in the public sector, government institutions or international organizations. ▪ 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; ▪ Experience working in national civil service system is required; experience in providing organizational legal support is an advantage; ▪ Good writing and speaking, communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders; ▪ Maturity, excellent inter-personal, negotiation and team leading skills required; ▪ Ability to work under pressure, to tight deadlines and to handle multiple tasks; ▪ Excellent computer skills with ability to use information technology as a tool and resource.
Language Requirements:	<ul style="list-style-type: none"> ▪ Fluency in English, Kazakh and Russian languages

For Project Specialist on Partnership

I. Position Information	
Job Title:	Project Specialist on Partnership
Project:	The Regional Hub for Civil Service in Astana
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB3
Supervisor:	Portfolio Manager/ACSH Team Leader
I. Project Information	
<p>In 2013, UNDP and the Government of Kazakhstan (GoK) formed a Secretariat for the Regional Hub of Civil Service in Astana (Hub). The Hub is an institutional framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 29 participating countries and several international organizations. In Mid-2014, the GoK decided to expand its institutional and financial support of the Hub, strengthening the Secretariat of the Hub and establishing a dedicated research capacity within the Hub.</p>	

UNDP is recruiting a sizeable staff to support the scaled up Hub project, which employs knowledge management, Europe-Asia (South-South) and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and fiscally sustainable civil service systems that meet society's expectations for the responsive and transparent public institutions. Project works with participating countries to exchange and test up-to-date knowledge and capacity development and generate innovative solutions on civil service excellence. The expected impact of the project is strengthened and modernized civil service institutions in Kazakhstan and participating countries, and substantive contribution to global agendas on civil service excellence.

II. Organizational Context

Under the overall guidance of the Chairman and day-to day supervision of the Portfolio Manager/ACSH Team Leader, the incumbent is responsible for partnerships and resource mobilization. S/he is responsible for proactive and creative communications for the Hub as a whole, and maintaining effective collaboration with the Hub's partners, civil service institutions of participating countries, NGOs.

The incumbent forms and implements the partnership strategy with a view to influence the development agenda, to promote public and media outreach and to mobilize political and financial support for the Hub.

The incumbent works in close collaboration with UNDP CO and government officials, international and local stakeholders, multilateral and bilateral donors and civil society, ensuring successful communication, partnership and networking.

III. Functions / Key Results Expected

Internal and external strategies for communications and outreach

- Plan and implement an effective communications strategy for the Hub (projects, country programme and corporate change initiatives, etc.);
- Provide innovative solutions in effective communications and outreach for all activities of the Hub;
- Maintain effective international relations with all participating countries of the Hub;
- Develop and maintain systematic communications with all key stakeholders of the Hub in participating countries.
- Design and implement Partnerships strategy, work with current and potential participants of the Hub, think tanks and relevant institutions.

Outreach and networking

- Direct support to the Chairman, UNDP senior management and CTA in outreach and communications
- Manage and promote advocacy for major initiatives and publications of the Hub;
- Develop and maintain close contacts with government officials, multilateral and bilateral donors, civil society and private sector for implementation of the communications strategy;
- Provide advisory services for the Hub's staff and key stakeholders.
- Manage the Partnership strategy, contribute to respective work plans, ensuring synergy and alignment of all outreach and communications activities within the Hub strategy;
- Manage and update the Roster of Experts in the field of governance and civil service;
- Carry out resource mobilization.

IV. Impact of Results

The overall impact of this post will be reflected in the results achieved by Project and overall efficacy and performance of the Hub. The specific results are as follows:

- Effective implementation of the communications and partnership strategy of the Hub, and outreach to key stakeholders in participating countries;
- Promotion of all key activities of the Hub by utilizing innovative PR and communication methods in all forms of media;
- Establishment of a communications and knowledge exchange platform enabling participating countries to enjoy and feed the knowledge exchange
- Enhanced national and international visibility and reputation of the Hub and UNDP in the area of civil service, and establishment of strategic partnerships with key stakeholders.

V. Competencies

Functional Competencies:

Advocacy/Advancing a Policy-Oriented Agenda

Level 2: analysis and creation of messages and strategies

- Creates effective advocacy strategies
- Contributes to the elaboration of advocacy strategies by identifying and prioritizing audiences and communication means
- Uses the opportunity to bring forward and disseminate materials for advocacy work

Building Strategic Partnerships

Level 2: Identifying and building partnerships

- Sensitizes UN Partners, donors and other international organizations to the UNDP's strategic agenda, identifying areas for joint efforts
- Promotes UNDP's agenda in inter-agency meetings

Promoting Organizational Learning and Knowledge Sharing

Level 2: Developing tools and mechanisms

- 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

Job Knowledge/Technical Expertise

Level 2: In-depth knowledge of the subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- 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

Creating Visibility for UNDP/Supporting UNDP's Capacity to Advocate

Level 2: Developing promotional projects and organizational messages

- Develops promotional activities based on monitoring/evaluation information identifying areas requiring higher visibility
- Develops messages for use by UNDP staff when working with partners, internationally and nationally
- Reviews documents and materials intended for use within and outside the organization in order to ensure consistency and validity of messages

Global Leadership and Advocacy for UNDP's Goals

Level 2: Analysis and creation of messages and strategies

- Creates effective global advocacy messages/strategies
- Contributes to the elaboration of a global advocacy strategy by identifying and prioritizing audiences and messages

Conceptual Innovation in the Provision of Technical Expertise

Level 2: Developing innovative and creative approaches

- Leverages different experiences and expertise of team members to achieve better and more innovative outcomes

Client Orientation

Level 2: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- 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
- Fair and transparent decision making; calculated risk-taking

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Master's degree in international relations, public policy or a related social sciences field.
Experience:	<ul style="list-style-type: none"> • 5 years of experience working in public administration, education, international relations in the area of partnerships and international cooperation; • 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; • Maturity, excellent inter-personal, negotiation and team leading skills required; • Ability to work to tight deadlines and to handle multiple concurrent project components; • Good computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English, Russian and Kazakh languages.

For Project Expert

I. Project Information

Job Title:	Project Expert, Research
Project :	The Regional Hub for Civil Service in Astana
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB3

Supervisor:

Portfolio Manager/ACSH Team Leader

II. Project Information

In 2013, UNDP and the Government of Kazakhstan (GoK) formed a Secretariat for the Regional Hub of Civil Service in Astana (Hub). The Regional Hub for Civil Service in Astana is an institutional framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 38 participating countries and several international organizations. Through the Regional Hub for Civil Service in Astana, participating countries will be engaged in exchanging and testing up-to-date knowledge, which will build capacity, generate innovative solutions and contribute to global agendas on civil service excellence. As a result of the project, civil service institutions in participating countries will be strengthened and capacitated to enable the effective implementation of national development plans and achieve their human development goals. The project employs knowledge management, Europe-Asia (South-South), and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and sustainable civil service systems that meet society's expectations for responsive and transparent public institutions.

III. Organizational Context

Under the guidance the Chairman and day-to-day supervision of the Portfolio Manager/ACSH Team Leader, the incumbent is responsible for coordinating and conducting specific research projects on priority topics identified by the Government of Kazakhstan, as well as participating countries. Project Expert in Research works in close collaboration with other Research Team members, the Secretariat staff and UNDP CO ensuring successful completion of specific research tasks.

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.

IV. Functions / Key Results Expected

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 Head of the Research Centre.

The specific tasks of the Project Expert in Research include the following:

- Contribute to the formulation of the innovative research proposals in the assigned research area;
- Ensure timely and quality implementation and delivery of research publications and other products based on a specific research task;
- Write, produce and disseminate research materials and studies on the subject as needed;
- Promote and undertake collaboration, cooperation and networking arrangements with the Hub participating countries towards fulfillment of the assigned tasks;
- 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;
- Prepare analytical materials, white papers based on participating countries' demand.
- 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;
- Establish relevant research information and database systems in publications, data, research materials, and other relevant information on the assigned area;
- Perform other tasks that may be needed to ensure effective implementation of the functions of the Hub;

IV. Impact of Results

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.

Research and knowledge products will significantly contribute to the reputation and visibility of the Hub and UNDP in the area of civil service and good governance.

V. Competencies

Functional Competencies (level to be determined by the level of the post):

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 (public administration, civil service, information technology)
 - 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

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none">• Master's degree in public administration/public policy, social sciences or related fields.
Experience:	<ul style="list-style-type: none">• Minimum 4 years of experience in research, academia, education, consultancy in governance field or public sector;• Experience in collaborating with research centres/institutes and training institutions for collaboration, developing academic publications, and/or serving as editor of academic articles and publications on governance issues;• Excellent writing and analytical abilities, 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;• Good computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource.
Language requirements:	<ul style="list-style-type: none">• Fluency in English, Russian and Kazakh languages.

Annex 6:

Standard letter of agreement between UNDP and the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption

Reference is made to consultations between officials of the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption (hereinafter referred to as "Agency") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed 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 the UNDP and the Agency.

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Agency -designated institution is strengthened to enable it to carry out such activities

directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:

- (a) Identification and recruitment of project personnel; handling administrative issues related to the project personnel;
- (b) Identification and facilitation of training activities, seminars and workshops;
- (c) Procurement of goods and services;
- (d) Processing of direct payments.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the agreement of the UNDP resident representative and the designated institution.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between with the Agency and the UNDP, signed by the Parties on 5 October 1992, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Agency shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

Any claim or dispute arising under or about the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the Agency and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed project the United Nations Development Programme (UNDP) and the Agency (Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption) "Institutional Support to the Regional Hub of Civil Service in Astana. Phase 2".

Attachment to the Annex 7:

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

Reference is made to consultations between the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption, the institution designated by the Government of Kazakhstan, and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project of UNDP and the Agency of Kazakhstan "Institutional Support to the Regional Hub of Civil Service in Astana. Phase 2", Project ID 00108383, or "the Project".

In accordance with the provisions of the letter of agreement signed and the project document, the UNDP country office shall provide support services for the Project as described below.

Support services to be provided, including:

Support services	Schedule for the provision of the support services	Amount and method of reimbursement of UNDP (where appropriate)
Payment Process	Ongoing throughout implementation when applicable	UNDP will directly charge the project upon provision of services, on a quarterly basis.
Vendor profile entry in ATLAS	Ongoing throughout implementation when applicable	As above
Project personnel selection and/or recruitment process	Ongoing throughout implementation when applicable	As above
Staff HR & Benefits Administration & Management (one time per staff including medical insurance enrolment, payroll setup and separation process)	Ongoing throughout implementation when applicable	As above
Recurrent personnel management services: Staff Payroll & Banking Administration & Management (per staff per calendar year)	Ongoing throughout implementation when applicable	As above
Consultant recruitment	Ongoing throughout implementation when applicable	As above
Procurement of goods and services involving local CAP	Ongoing throughout implementation when applicable	As above
Procurement of goods and services not involving local CAP	Ongoing throughout implementation when applicable	As above
Issue/Renew IDs (UN LP, UN ID, etc.)	Ongoing throughout implementation when applicable	As above
F10 settlement	Ongoing throughout implementation when applicable	As above
Visa request	Ongoing throughout implementation when applicable	As above
Hotel reservation	Ongoing throughout implementation when applicable	As above
Travel Ticket processing	Ongoing throughout implementation when applicable	As above