

PROJECT DOCUMENT
Turkmenistan



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Project title: Support to the Civil Service Academy under the President of Turkmenistan

Implementing partner: Civil Service Academy under the President of Turkmenistan

Start date: January 1, 2017

Date of completion: December 31, 2019

Brief Description

Under the current project, UNDP plans to provide assistance to the Civil Service Academy (CSA) in the following areas:

- Development of the strategic visioning and development plans of the Academy
- Updating existing/developing new curricula for the Academy
- Establishing links with similar public management schools and other public service resources
- Strengthening of the educational and informational system of the Academy

The project will be cost-shared between the UNDP, the Government of Turkmenistan, and other potential donors.

Outcome 3 (UN PFD # 8): State institutions implement and monitor laws, national programmes, and strategies, in a participatory manner in line with the country's human rights commitments.

Outputs

Output 3.3: Capacity of selected state institutions improved to provide better delivery of public social and basic services.




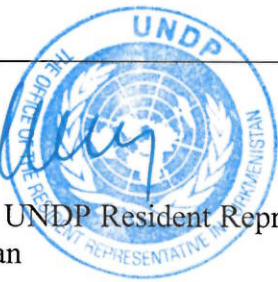
Overall Project budget for 2017-2019:

TMT: 1,398,779.59

(USD: \$399,651.31)

	Government of Turkmenistan	UNDP
2017	TMT 241,552.50 (\$69,015.00)	TMT 234,822.00 (\$67,092.00)
2018	TMT 378,245.00 (\$108,070.00)	TMT 105,864.05 (\$30,246.87)
2019	TMT 332,432.00 (\$94,980.57)	TMT 105,864.05 (\$30,246.87)
TOTAL:	TMT 952,229.50 (\$272,065.57)	TMT 446,550.09 (\$127,585.74)

Approved:

Civil Service Academy under the President of Turkmenistan	UNDP
  Alym Annamuradov, CSA Rector	  Elena Panova, UNDP Resident Representative in Turkmenistan
Date: 28.03.2017	Date:

I. INTRODUCTION

The Civil Service Academy under the President of Turkmenistan (hereinafter named as the Academy or CSA) was established by the Presidential Decree in September 2008) which regulates the activities of the Academy. These include the Charter of the Academy, the procedures for sending and receiving students to study at the Academy, and the management structure of the Academy. The Academy is guided by the principal policies of the President of Turkmenistan, Gurbanguly Berdimuhamedov, and aimed at enhancing professional skills, knowledge and practical skills of the public servants, state apparatus, and civil servants employed in the key ministries and departments, as well as of the local authorities and local self-government bodies, which are responsible for the implementation of national social and economic programs.

On the basis of requests from key ministries and departments seeking to enhance professional skills of their relevant civil servants, and in consultation with the Cabinet of Ministers of Turkmenistan, the Academy annually offers the following academic courses according to a September to July academic period:

1. Course for public servants focusing on law and management (2-year course);
2. Professional development course for civil servants, focusing on economics and social work, among others (5-month course offered twice a year);
3. Course for professional development of civil servants on legal and commercial arbitration (4-months course offered once a year);
4. Training of officials from local government and self-government bodies, including on-the-job training (2-month course offered four times a year).

Around 20-30 students are accepted for each course annually on the basis of the following requirements: diploma of higher education, at least 5 years of working experience in the public service (for students enrolling in the 2-year course), and at least 2 years of working experience for students applying for medium-term courses (2, 4 and 5 months). Students are accepted based on results of entrance exams and individual interviews. Evaluation of the quality of students' performance is based on state exams, course exams, tests, thesis, subject examinations, as well as individual tests in an electronic format. The course curricula likewise provide students with practical training at Mejlis (Parliament), and key ministries and departments, as well as in district municipalities of the city of Ashgabat. Academy students who successfully complete the 2-year courses are awarded with a second diploma of higher education, while students completing the mid-term courses (2, 4 and 5 months) are awarded with state certificates of advanced training. Educational curricula are reviewed annually to meet the needs of students, with the draft curricula reviewed and approved by the Scientific Council of the Academy, which consists of 15 members provides policy and advisory guidance over the Academy. All courses are funded through the state budget. From the moment of establishment, the Academy prepared more than 1000 students. To prepare its students the Academy, besides the regular staff, engages leading specialists and experts of the key national ministries and agencies, and peer educational institutions, as well as international experts.

The Academy is the leading institute providing education to the public service in Turkmenistan. Its role in improvement and strengthening the system of governance in the country is crucial. At the same time the Academy is a young and dynamic organization proactively seeking capacity strengthening and development opportunities. Providing assistance to the Academy could serve as a strategic entry point for UNDP and other partners who seek producing impact on the development of Turkmenistan's governance system and strengthening its capacity.

The development priorities that the Academy pointed out on multiple occasions included, among others, include developing and updating of its curricula in accordance with the best international practices, establishing/developing relations with the peer foreign institutions that provide educational opportunities in the area of public administration, developing of the electronic

management system for academic staff and students of the academy, and strengthening of the capacity of the academic staff of CSA.

II. STRATEGY

In 2016 the Government of Turkmenistan and United Nations have signed Partnership Framework for Development for the period of 2016-2020. The Government of Turkmenistan and UNDP have also signed Country Program Action Plan (CPAP) which was a result of a thorough consultation process, which took place in the framework of the UN development program process. Priorities have been identified on the basis of a comprehensive country analysis, conducted by the UN Country Team (UNCT), as well as during the process of determining priorities, conducted jointly with the Government, non-governmental organizations, UN agencies and development partners.

As noted in the CPAP, one of its priorities will be Rule of Law and economic diversification (Priority 3 CPAP). This priority corresponds to the Strategic Area 5 of the Partnership Framework for Development, namely, the Outcome 8 – “State institutions implement and monitor laws, national programmes, and strategies in a participatory manner and in line with the country’s human rights commitments”. Within its framework, the particular focus of activities shall be on the “systems and institutions which provide such services as the development of civil service training, strengthening solutions for e-governance, strengthening civil society, media development, cooperation with the trade unions, strengthening of local self-government ...” Annex I: In the Results and Resources Framework of the Country Program Action Plan, which is part of Country Program Document (CPD), the above mentioned priority is included in the Outcome 3 - “Public institutions have strengthened the system of society in the implementation and monitoring of laws, national programs and strategies, including in the field of human rights and Output 3.3.

In the past, UNDP Turkmenistan has supported the Academy in the introduction and institutionalization of new training courses on “Human Development” and “e-Governance”, in establishing cooperation with similar academic and training institutions in Europe and CIS, and in organizing ICT skills certification for civil servants.

III. RESULTS AND PARTNERSHIP

Expected Results

The results of the mission to develop the capacity and self-assessment formed the basis for the development of this project document, and helped formulate the following outcomes:

Component 1: *Academy's strategic plan is developed and includes updated Academy's vision, mission, and a 3-year plan.*

Under this Output, UNDP will facilitate a thorough self-assessment process lead by a strategic planning specialist in order to identify what the Academy priorities are, what it needs to do, what it can do, and what has to be done to fulfill emerging requirements. Consultations within and outside the Academy will be conducted for understanding specific current and future needs. The process will end with a vision, strategy and action plan developed.

Component 2: *Academy's curricula are updated/expanded based on international practices and national priorities.*

Under this output, UNDP aims to facilitate exposure of the CSA to learning the international practices and current trends in the composition and structure of the similar institutions' curricula. This will include the experiences of the neighboring countries, as well other countries with most developed peer institutions. The results of the output 1 activities will be combined with the consultations with the other national ministries and agencies will serve as the baseline for the development of the Academy's revised curricula.

Component 3: *Links with leading peer institutes/public management schools, leading scholars, and other public service resources are established.*

Under this section, UNDP will prioritize a long-term cooperation between Turkmenistan CSA and leading European institutes. UNDP will also facilitate contacts between the Academy and at least two similar institutions in the neighboring countries, such as Azerbaijan and Kazakhstan, with support from the Civil Service Hub in Astana. UNDP will facilitate the organization of events and visits of international experts, and preparing the agreements/memoranda of cooperation, when needed. Under this Output UNDP will also provide assistance in organizing one time courses for the students of the Academy and/or Government employees of different levels on selected topics that could include such priority topics for the government as: anti-corruption, e-services to the population, strategic management, optimization of decision-making processes, etc. For this purpose, UNDP will engage leading international experts and practitioners in their respective areas.

Component 4: *Electronic educational and informational system of the CSA is strengthened.* Almost all of the educational institutions today have very elaborate and advanced system of courses and information resources that they provide electronically through their website and intranets. Under the current Output UNDP will support the Academy in developing/upgrading of its website and electronic resources. This will include assistance in developing of the electronic courses, online resources, establishing connections, and subscriptions to electronic libraries, strengthening quality assurance through electronic feedback mechanisms, and needs' assessment forms. Under this Output UNDP will also assist the Government of Turkmenistan in studying best practices in rendering e-services to the population. The Academy in this case will act as a forum for studying best international experience in institutional arrangements of organization of such services and systematic action plans of how these services were introduced in other countries.

The resources required to achieve the expected results

UNDP staff will be involved in the implementation of project activities. Funds for the implementation of project activities will be partially provided by UNDP, partially mobilized from various international donors and partially provided as co-financing from the Government of Turkmenistan.

UNDP, in close consultation with representatives of the Academy will attract international and national experts in various fields to carry out project activities. Experts will be selected in accordance with the UNDP procedures based on their qualifications, experience and proposals for the implementation of project activities.

Partnerships

The main national partner for this project shall be Civil Service Academy under the President of Turkmenistan. With the aim to raise additional funds, through consultations with the Academy of Turkmenistan, UNDP will also seek to attract other donors to the project. Within the framework of project activities the participation of representatives of other UN specialized agencies and the ministries and departments of Turkmenistan will be also encouraged.

Cost-sharing of the expenses under the Project

It is expected that the Academy of the Civil Service under the President of Turkmenistan would be able to cost-share the project budget, in accordance with the Co-financing Agreement between the Government of Turkmenistan and the United Nations Development Programme, dated June 22, 2016. The relevant experts will be engaged into the implementation of the Project Activities in accordance with the Annual Workplan. While the honoraria of the experts will be covered by the Academy of Civil Service, the rest of the expenses relating to the missions of the experts (DSA, transportation/air tickets, terminals, etc.) will be covered by UNDP, CO Turkmenistan.

Project Management

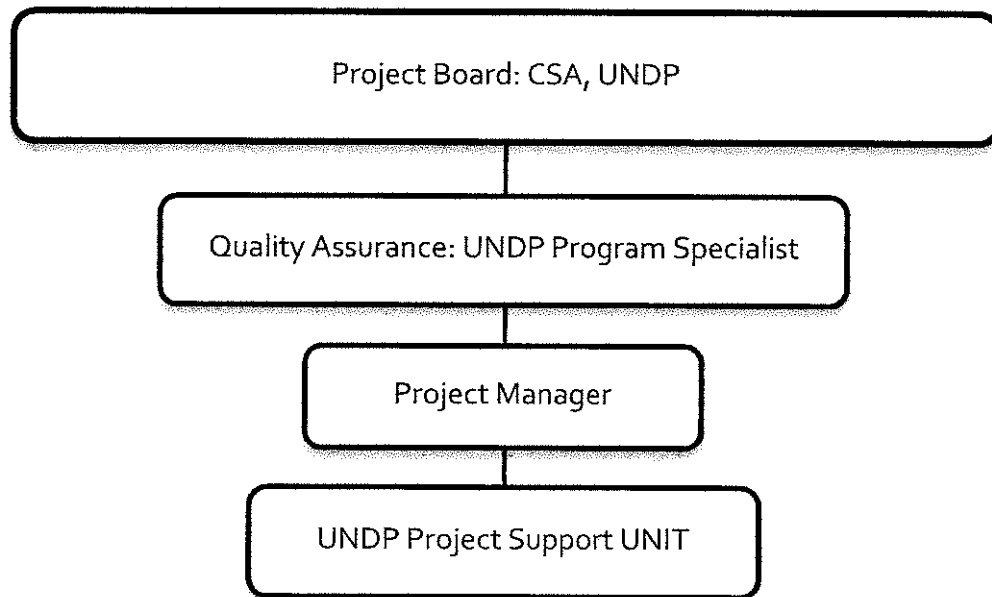
The project will be implemented through the National Implementation Mechanism (NIM). The ***Civil Service Academy under the President of Turkmenistan***. The Academy shall appoint one of its staff members, who will act as the National Project Coordinator (NPC), and who shall act as a main contact person responsible for overseeing the implementation of the project. Overall project management will be carried out by the Project Board, which will include a representative from CSA, the UNDP, and possibly representatives of other donor organizations which may provide their assistance for project in the future. The National Project Coordinator will act as Chairman of the Project Board for this project, and with the assistance of UNDP, shall organize and conduct all meetings and provide for exchange of information. Project Board meetings shall be convened at least twice a year. Additional meetings may be convened by the NPC as needed.

The daily activities of the project will be carried out by the Project Manager. The Project Manager will be responsible for implementation of project activities, as specified in the project document; any changes thereof shall be approved by the Project Board. At least one month before the start of each year, the Project Manager shall prepare Project Annual Work Plans. These plans shall be reviewed and approved by the Project Board and shall be used by project staff as a tool for planning, implementing and monitoring the progress of the project. In addition, for all Project Board meetings, the Project Manager shall prepare a full report on the status of the project activities, including the latest achievements, risks and proposed measures to improve the results.

UNDP will *attract national and international consultants* to provide targeted technical assistance to the project as needed.

UNDP country office staff shall assist the Project Manager in all administrative work of the project, including the logistics and paperwork. In addition, the Country Office shall provide administrative support to the Government in respect of the various specific administrative functions (such as those that related to the procurement and financial operations of the project).

Organizational Structure of the Project



IV. RESULTS FRAMEWORK

EXPECTED SHORT-TERM OUTPUTS	INDICATORS OF SHORT-TERM OUTPUTS	DATA SOURCE	BASELINE				Total	METHODS AND RISKS OF DATA COLLECTION
			Volume	Year 1	Year 2	Year 3		
Component 1: Academy's strategic plan is developed and includes updated Academy's vision, mission, and a 3-year development plan.	<i>1.1 A mission and vision are developed, together with their step by step implementation action plan.</i>	CSA	Recommendations developed by UNDP expert					<i>Project team analysis Interviews with partners Official correspondence</i>
Component 2: Academy's curricula are updated / expanded based on international practices and national priorities.	<i>2.1 Number of training programs which have been developed, updated and / or revised.</i>	CSA <i>Expert report</i>	To be determined during implementation of the project					<i>Project team analysis Interviews with partners Official correspondence</i>

Component 3: Established links with leading institutions / Graduate Schools of Public Management, leading scientists and other public service resources.	3.1 Number of leading institutions / Graduate Schools of Public Management, leading scientists and other public service resources.	CSA	None existing						<i>Project team analysis Interviews with partners Official correspondence</i>
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Component 4: <i>Electronic educational and informational systems of the CSA are strengthened.</i>	4.1 Number of e-learning courses introduced in the Academy.	CSA <i>Expert reports</i>	None existing						<i>Project team analysis Interviews with partners Official correspondence</i>

V. MONITORING AND EVALUATION FRAMEWORK

In accordance with UNDP policy and programming procedures, the project will be monitored by the monitoring and evaluation plans:
Monitoring Plan

Monitoring activities	Objectives	Frequency	Expected Actions	Partners (jointly)	Costs (if known)
Monitoring the progress of the results	Data on work progress in comparison to indicators of the output from the results framework will be collected and analyzed to assess the progress of the project in the achievement of expected results.	Quarterly or as often as is required for each indicator.	If the project progress will be slower than expected, the project management shall address this problem.		
Risk Monitoring and risk management	Identify specific risks that may threaten the achievement of the expected results. Identify and monitor risk management activities using a risk inventory. This includes monitoring and action plans that may be required pursuant to the UNDP social and environmental standards. Audits / inspections will be conducted in accordance with UNDP audit policies for the financial risk management.	Quarterly	Risks are identified by the project management, and the measures are taken to manage the risks. The risk inventory is actively managed to monitor identified risks and actions taken.		
Learning	Knowledge, best practices and lessons learned shall be regularly recorded, as well as actively learned from other projects and partners and integrate into the project.	At least annually	The project staff recorded appropriate lessons and used them for informed decision-making by the project management.		
Annual project quality assurance	The quality of the project will be evaluated in comparison with the UNDP standards to identify the strengths and weaknesses of the project, and for informed decision-making of the project leadership / management with the aim to improve the project.	Annually	Strengths and weaknesses of the project will be reviewed by the project management and used for the informed decision-making to improve the performance of the project.		

Revision and adjustments during project implementation	Internal analysis of the data and evidences from all monitoring actions for the informed decision-making process.	At least annually	Information on the risks, lessons and the quality of the project will be discussed by the Project Board and used to make adjustments during project implementation.	
Project Report	Project Progress Report will be submitted to the Project Board and key stakeholders, and will consist of data demonstrating the results achieved in relation to the pre-defined annual targets at the result level, a summary of the annual project evaluation, an updated risk inventory with mitigation measures, and any other assessment or review reports prepared in the given period.	Annually, and at the end of the project (the final report)		
Project Overview (Project Board)	As part of the project management mechanism (e.g. the Project Board) the regular analysis of the project will be undertaken to assess the performance of the project and to review multi-year project work plan in order to ensure realistic budgeting for the project. In the final year of the project, the Project Board will hold a final analysis of the project to reflect the lessons learned and discuss possibilities for replication on a larger scale, and summarizing project results and lessons learned with the appropriate audience.	Specify frequency (e.g., at least annually)	Any concerns about the quality of work or the project progress should be discussed by the Project Board and agree management actions to address the problems identified.	

VI. LEGAL CONTEXT AND RISK MANAGEMENT

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

This project will be carried out by the Civil Service Academy under the President of Turkmenistan - "Implementing Partner", in accordance with its financial regulations, rules and procedures to the extent to which they do not contradict the principles of the Financial Regulations and Rules of UNDP. If financial management of the Implementing Partner does not provide the required guidance to ensure maximum return on cost, fairness, integrity, transparency and effective international competition, then UNDP financial rules will apply.

1. In accordance with Article III of the Agreement, the responsibility for the safety and security of the Implementing Partner and its personnel and property, or the UNDP assets managed by the Implementing Partner, shall rest with the Implementing Partner. In this regard, the Implementing Partner shall:

a) Maintain an appropriate security plan, taking into account the security situation in the country in which the project is carried out;

b) Assume all risks and responsibilities related to security of the implementation partner, and the full implementation of the safety plans.

2. UNDP reserves the right to check whether there is such a plan and may propose changes to the plan, if necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a violation of the Implementing Partner's obligations under this project document.

3. Implementing Partner agrees to make every reasonable effort to ensure that UNDP finance, prepared in accordance with the project document are not used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts granted under this UNDP, are not on the lists maintained by the UN security Council Committee established pursuant to resolution 1267 (1999 year). The list is available on the http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision shall pertain to all sub-contracts or sub-agreements that are signed within the framework of the project document.

4. In accordance with the strategy and procedures of the United Nations programs and activities, social and environmental sustainability will be enhanced through the use of UNDP social and environmental standards (<http://www.undp.org/ses>) and appropriate mechanisms of accountability (<http://www.undp.org/secu-srm>).

5. Implementing Partner: (a) carries out activities related to the project and programs in a manner consistent with UNDP social and environmental standards, (b) carries out all managing or mitigating plans, prepared for the project or program to meet these standards, and (c) participates in a constructive and timely manner in resolving any problems or complaints raised under the accountability Mechanism. UNDP will try to ensure that local communities and other project participants are informed about the mechanisms of accountability and have access to it.

6. All the signatories to the project document shall cooperate on the principle of good will in any assessment of the performance of any obligations related to the program or project, in compliance

with UNDP social and environmental standards. This includes providing access to the project sites, appropriate personnel, information and documentation.

Special provisions

Civil Service Academy under the President of Turkmenistan, in accordance with the provisions of the Agreement between the Government of Turkmenistan and the United Nations Development Programme on co-financing signed on 22 June 2016 will provide a contribution to the implementation of this project which in 2017 will be TMT 241,552.50 manats, in 2018 TMT 378,245.00, and in 2019 TMT 332,432.00 manats that will be credited to the account of the UNDP.

1. Civil Service Academy under the President of Turkmenistan, in accordance with the below indicated schedule of payments shall transfer its Contribution to the national currency account of the UNDP Country Office Turkmenistan in the Turkmen-Turkish Joint-Stock Commercial Bank, a / c 23203934273168502583000:

Payment Schedule	Amount
February 1, 2017	TMT 241,552.50
February 1, 2018	TMT 378,245.00
February 1, 2019	TMT 332,432.00

The amount of the Contribution when transferred in a currency other than US dollars shall be calculated using the UN exchange rate in effect on the date of the deposit. In the event of fluctuations of UN currency exchange rates before the full delivery of the Contributions by UNDP, the value of the remaining funds shall be reevaluated accordingly. When determining in a similar case of losses in the balance of the remaining funds, UNDP will inform the Government on possibility of additional funding from the Government. In the event of absence of additional funding, the support for the Action Plan in the framework of this Agreement may be reduced, suspended or terminated by UNDP.

2. The above-indicated payment schedule has been drafted taking into account the requirement that the Contributions should be made available before the start of planned activities. The schedule is subject to change depending on the project progress.
3. UNDP receives, manages and uses the Contribution allocated for the objectives of the project in accordance with UNDP applicable regulations, rules, policies, procedures and directives, including, in particular, Financial regulations established by the UNDP Executive Board.
4. UNDP is obliged to submit the report to the Ministry of Finance of Turkmenistan on the implementation of activities and use of project funds in accordance with Article 4 of the Co-financing Agreement signed on 22 June 2016. All financial accounts and statements shall be indicated in US dollars.
5. In the event of expected or unanticipated increase in the costs or liabilities (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen circumstances), UNDP shall promptly submit to the Government an additional cost estimate, reflecting the further financing that will be required. The Government shall take all possible steps to obtain the required additional funds.
6. If Contributions referred to in the above were not received in accordance with the payment schedule or additional project implementation time, or not transferred from the Government or

other sources, the UNDP may reduce, suspend or terminate the assistance provided for the project under this Agreement.

7. All interests earned relating to the Contribution shall be credited to UNDP account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The following costs should be attributed to Contributions:

- (a) 7% reimbursement for indirect expenses associated with the provision of general management support from UNDP Headquarters and Country Office
 - (b) The direct costs of services for supporting project implementation, rendered by the UNDP and Implementing Partner.
8. Ownership of equipment, supplies and other property financed by Contribution funds shall be awarded to UNDP. Matters relating to the transfer of ownership from UNDP shall be determined in accordance with UNDP rules and procedures.

Annual Workplan of the Project "Support to the Civil Service Academy under the President of Turkmenistan" for 2017

Expected Outputs, baselines, and targets	Planned Activities for 2017 r.					Responsible party	Planned budget						
							Source	Description	Amount from CSA In USD	Amount from CSA In TMM	Amount from UNDP In USD	Amount from UNDP In TMM	
		Q1	Q2	Q3	Q4								
Component 1: Academy's strategic plan is developed and includes updated Academy's Vision, Mission, and a 3-year plan. Baseline: Academy Mission and Vision need to be updated taking into account national development priorities. Indicators: Updated Mission and the vision for the Academy are developed. Strategic plan is developed and being Implemented. Targets: Strategic plan with concrete goals, targets, indicators, and timeline	Mission of the International expert (s): Round-table to discuss the Mission and Vision for the Academy. Participants: CSA and other national ministries and agencies, UN agencies. Facilitated by International expert(s); (This activity will started in 2015). Round-table to present the new Mission, Vision, and 3-year Capacity Development of the Civil Service Academy.	X				UNDP, CSA	UNDP	5-days mission to Turkmenistan	\$0.00	TMT 0.00	\$2,013.00	TMT 7,045.50	
			X			UNDP, CSA	UNDP	3-day mission to Turkmenistan	\$0.00	TMT 0.00	\$2,013.00	TMT 7,045.50	
		Total for Component 1:								\$0.00	TMT 0.00	\$4,026.00	TMT 14,091.00
Component 2: Academy's curricula are updated/expanded based on international practices and national priorities Baseline: Academy's curricula require update and introduction of new courses Indicators: Academy's curricula updated and new courses/methodology manuals are developed and used Targets: Updated curricula, new curricula, methodological manuals	Workshop for students of Civil Service Academy on state governance. Roundtable to present the best international/regional practices in development of curricula and contemporary trends in curricula of the Civil Service Academies;		X			UNDP, CSA	CSA, UNDP	Honorarium of the expert will be covered by CSA, and other expenses will be covered by UNDP.	\$5,000.00	TMT 17,500.00	\$4,463.00	TMT 15,620.50	
		Total for Component 2:								\$5,000.00	TMT 17,500.00	\$4,463.00	TMT 15,620.50

<p>Component 3: Links with leading peer institutes/public management schools, leading scholars, and other public service resources are established.</p> <p>Baselining: Academy has limited links with similar institutes/public management schools, or other public service resources.</p> <p>Indicators: Links/relations with institutes/public relations schools, or other public service resources are established.</p> <p>Targets: Agreements/MoUs on cooperation, subscriptions, membership in public management hubs and associations.</p>	Study visit to Astana, to UNDP Civil Service Regional Hub and Academy of Public Management under the President of Kazakhstan to study the best practices in managing public services in preparation of civil services.	X	X		UNDP, CSA	UNDP	3 people, 5 days visit to Astana;	\$0.00	TMT 0.00	\$6,639.00	TMT 15,620.50
	Round table to discuss the potential cooperation with selected schools/resources. The participants of the institutes, hubs, experts, scholars; Participants of the roundtable: representatives of the European civil servants schools, representatives of UNDP Regional Hub of Civil Service (Astana, Kazakhstan). Representatives of the Civil Service Academies from the CA region, etc.		X	X	UNDP, CSA	UNDP	2 day roundtable; Tickets for experts: 3-5 guest speakers/experts;	\$0.00	TMT 0.00	\$8,614.00	TMT 15,620.50
	International visiting experts on selected topics: <ul style="list-style-type: none"> E-services to population; Anti-Corruption; Strategic management; 		X	X	UNDP, CSA	CSA, UNDP	The lectures will be held at the Civil Service Academy. The participants are the representatives of the national ministries and agencies, Parliament, etc. Honoraria of the experts will be covered by CSA and other expenses will be covered by UNDP.	\$15,000.00	TMT \$2,500.00	\$6,847.00	TMT 15,620.50
	Total for Component 3:							\$15,000.00	TMT \$2,500.00	\$22,100.00	TMT 77,350.00

<p>Component 4: Electronic educational and informational system of the CSA are strengthened.</p> <p>Baseline: Academy has basic electronic system of management</p> <p>Indicators: Website and other electronic resources of the Academy are developed and strengthened.</p> <p>Targets: Academy's website is upgraded, electronic informational resources and online/offline courses are available through the Academy's website/intranet</p>	Workshop on electronic management system and round table to present the best practices in the area of electronic management and information systems.	X				UNDP, CSA	CSA, UNDP	International expert, 5 days mission to Turkmenistan; Honorarium of the expert will be covered by CSA, and other expenses will be covered by UNDP.	\$3,500.00	TMT 12,250.00	\$2,503.00	TMT 8,760.50
	Needs assessment and developing of the Action Plan for the introduction of comprehensive electronic management system in the Academy of Civil Service.	X	X			UNDP, CSA		International expert 20 days;	\$0.00	TMT 0.00	\$16,000.00	TMT 56,000.00
	This system will serve as the basis for the distant education courses that CSA is planning to introduce in the nearest future.		X	X		UNDP, CSA	UNDP	National IT expert - 60 days; National expert on editing/translation - 60 days;	\$3,000.00	TMT 10,500.00	\$0.00	TMT 0.00
	Creating of the the Academy's webportal							Broadband line, website hosting.	\$3,000.00	TMT 10,500.00	\$0.00	TMT 0.00
	Internet access, placing of webportal on provider's server											
	Purchase and installation of the necessary software/hardware (on the need basis and upon availability of Government cost-sharing);			X	X	UNDP, CSA	CSA	To be estimated by CSA	\$35,000.00	TMT 122,500.00	\$0.00	TMT 0.00
Total for Output 4:									\$44,500.00	TMT 155,750.00	\$18,503.00	TMT 64,760.50

Project Management	DPC - Programme Assistant	X	X	X	X	UNDP	UNDP		\$0.00	TMT 0.00	\$6,000.00	TMT 21,000.00			
	DPC - Programme Specialist	X	X	X	X	UNDP	UNDP		\$0.00	TMT 0.00	\$5,000.00	TMT 17,500.00			
	Salary - Project Assistant	X	X	X	X	UNDP	UNDP		\$0.00	TMT 0.00	\$4,000.00	TMT 14,000.00			
	ISS	X	X	X	X	UNDP	UNDP		\$0.00	TMT 0.00	\$3,000.00	TMT 10,500.00			
	TOTAL for Project Management														
Government Cost-sharing without GMS												\$0.00	TMT 0.00	\$18,000.00	TMT 63,000.00
Government Cost-Sharing with GMS												\$64,500.00	TMT 225,750.00		
7% Management cost from the Government (GMS)												\$69,015.00	TMT 241,552.50		
UNDP and other international sources												\$4,515.00	TMT 15,602.50		
														\$67,092.00	TMT 234,822.00
TOTAL BUDGET for 2017 in USD												\$136,107.00			
TOTAL BUDGET for 2017 in TMT												TMT 476,374.50			