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PROJECT DOCUMENT

Kazakhstan

Project Title: Partnering for building a national SDG Platform

Project Number: 00113465

National Implementing Partners: Ministry of National Economy of the Republic of Kazakhstan

International Partners: Asian Development Bank

Start Date: 01.01.2019

End Date: 31.12.2019

PAC Meeting dates: 16 January 2019

Brief Description

The overall aim of the project is to create a national platform for all stakeholders to nationalize, implement and monitor the Sustainable Development Goals (SDGs) by strengthening the capacity of the Ministry of National Economy of Kazakhstan (MNE) as the responsible authority and secretariat for the coordinating and monitoring of the implementation of the SDGs. The project will also assist the National Statistics Committee of Kazakhstan in the provision of statistical reporting on the SDGs and the Economic Research Institute under the MNE to perform duties. The project will include the following four major components: 1) improving coordination mechanisms and supporting SDG reporting; 2) capacity development for SDGs mainstreaming into the national development programs and financial plans; 3) setting up SDGs database and boosting national statistical capacity and 4) establishing a dialogue on SDG financing.

The project will offer a platform for other UN agencies and societal stakeholders to support the project partners and sectoral ministries in SDGs implementation within their competence.

<p>Contributing Outcome (UNDAF/CPD): 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) with gender marker:</p> <ul style="list-style-type: none"> (i) SDG Coordination Platform at the Economic Research Institute of the Ministry of National Economy of the Republic of Kazakhstan – GEN1 (ii) National Policies integrating SDGs- GEN2 (iii) National statistics reflecting SDGs - GEN2 (iv) Financing systems established in line with the Addis Ababa Action Agenda - GEN2 	<p>Total resources required for Phase 1:</p>	335,000 US Dollars	
	<p>Total resources allocated:</p>	<p>UNDP:</p>	300,000 USD
		<p>Donor: ADB</p>	35,000 USD
	<p>Unfunded:</p>		

Agreed by (signatures):

 <p>UNDP</p>	<p>Implementing Partner/Ministry of National Economy</p>
<p>Print Name: <i>M. K. Kremis</i></p>	<p>Print Name: <i>M. Z. Zurnusbekova</i></p>
<p>Date: <i>21.01.2019</i></p>	<p>Date:</p>

I. DEVELOPMENT CHALLENGE

In September 2015, the United Nations and 193-member countries endorsed the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda) during the 70th General Assembly, by adopting the Declaration of the Summit on Sustainable Development. The 2030 Agenda for Sustainable Development provides a visionary roadmap to strive for a world of sustainable prosperity, social inclusion and equality. The President of the Republic of Kazakhstan (RK), signed the agenda underlining that the goals and targets of the Sustainable Development Goals (SDGs) fully coincide with the priorities and tasks of Kazakhstan.

Kazakhstan's commitment to the 2030 Agenda is commendable. It is in line with its high-level development aspiration to join the group of 30 most developed countries as envisioned in the strategy "Kazakhstan – 2050. In general, the anticipated that implementation of the SDGs in Kazakhstan will yield a positive multiplier effect, facilitating the process of becoming one of the 30 most competitive countries in the world by achieving the Organization for Economic Cooperation and Development (OECD) indicator targets. Kazakhstan has transitioned from lower-middle- income to upper-middle income status in less than two decades. The country has moved to the upper-middle- income group in 2006. Since 2002, the GDP per capita has risen six-fold and poverty incidence has fallen sharply. Ongoing structural and institutional reforms aim to reduce the role of the state in the economy and facilitate the development of a vibrant, modern, and innovative tradable non-oil sector. Kazakhstan is recovering from a 2016 spike in the poverty rate. The authorities have initiated a series of reforms¹—including measures focusing on human capital and improving the business environment to address structural weaknesses. The full implementation of these reforms will accelerate Kazakhstan's transition to a new growth model. The country's sustainable human development challenges highlight the need to address structural social, environmental, political and economic issues through an SDGs lens. This means complementing policies boosting economic growth with others aimed at improving the social, environmental and governance aspects to bolster sustainable development.

Large regional-level differences pose critical challenges, such as the high levels of inequality (SDG 10) among Kazakhstan's regions and considerable gender inequalities (SDG 5) as outlined in the recent UN MAPS report². The MAPS report underlined the importance of policies to reduce inequalities, particularly for women, in access to human development opportunities, income across regions and to enhance their social mobility.

The MAPS report defined gender mainstreaming in national planning and budgeting as an "accelerator" in the Kazakhstan. Experts highlight that key national strategies lack gender-specific targets, indicators and data disaggregated by sex and age. Most of the available data is not disaggregated or sufficient to inform a comprehensive response and to support design of legal protection regimes and facilitate legislation enforcement. In supporting the intergovernmental SDG working groups, UNDP will facilitate nationalization of the SDG gender-related targets into national policies, using recent regional UN guidance produced for such efforts, and engaging with women's organizations, issue experts from UN Women and other agencies, regional and international organizations. In addition, specific focus will be made on integration of gender aspects into the Voluntary National Report by analyzing relevant institutional barriers to ensure gender equality and describing the country's policies and strategies in this area.

Moreover, the recently published ADB report³ provides a comprehensive gender assessment in Kazakhstan, highlights that Kazakhstan has maintained a steady women's labour force participation rate that compares well with that of other countries, but the gap between male and female labour force participation and wages is not narrowing. To empower women, the country needs to break down

¹ Five Institutional Reforms & 100 Steps (2015); Third Modernization of the country aims to create a new model of economic growth ensuring Kazakhstan's global competitiveness; 2025 Strategic Development Plan of Kazakhstan aims at increasing the competitiveness of business and human capital, technological modernization, improving the institutional environment; Five Social Initiatives of 2018 puts the growing welfare of Kazakh citizens as highest priority.

² United Nations MAPS Report, 2016.

³ Kazakhstan Country Gender Assessment. ADB, 2018

educational and occupational stereotypes, promote women's career advancement to decision-making positions, and reduce wage gaps.

Another significant challenge is related to public awareness about the SDGs in Kazakhstan. Until recently the Government of Kazakhstan did not have a mechanism that would enable it to effectively monitor the implementation of activities that are related to the SDGs at the national level. Despite the country's high-level commitments to the Global 2030 Agenda, an SDG governance structure was formally only established only in August 2018.

Awareness of the SDGs among government and private sector employees and the public at large is low, which in turn decreases public ownership, oversight and policy input. It is important to create an enabling environment to foster public ownership on the Goals and support knowledge-sharing about the efforts made on global, regional and local levels. Additionally, civil society organizations, are not yet sufficiently involved in the national efforts aimed at the implementation of 2030 Agenda. In order to increase the public ownership on the national activities related to the SDGs, it is vital to empower specific target groups with sufficient information and skills that will at a later stage translate into tangible output.

Building proper partnerships is another important element of successful SDGs implementation. As outlined in the MAPS mission recommendations, there is a need to leverage partnerships across divergent sectors and levels of government: within and between Ministries, across UN agencies, and engaging a broad spectrum of actors in the civil society (especially promoting dialogue between private sector developers and the community). Therefore, in addition to a set of defined accelerators, the MAPS report highlights that inter-sectoral and inter-Governmental coordination should also be adopted to ensure indivisibility of the SDG Agenda.

Another challenge for Kazakhstan in the implementation of the SDGs might become its financial dependence from commodities prices, mainly oil, minerals and agricultural products. Exposure to the available SDG financing from both internal and external sources, attraction of the Foreign Direct Investment and streamlining the financial flows to the implementation of the national SDGs targets will provide exposure to external funds, expertise and modern technologies, thus providing pathways for a de-commodification of the national economy and a related economic diversification of the national economy.

In order to overcome the above-mentioned challenges and attain the SDGs, it is critical to have institutional mechanisms and processes in place. The MAPS report emphasizes the need for enhanced data, monitoring and reporting capacity, for establishing baselines for targets and indicators for each SDG, and for compiling disaggregated national and subnational level data. Concretely, there is the need to introduce the SDGs targets and indicators in the planning of sectoral programs. It is necessary to improve the process of national planning in accordance with international best practices. Yet, the integration of SDGs into development planning processes needs structures and mechanisms to translate the experiences gained in the implementation of the SDGs in other countries into the national development process. The effective follow-up and review of the 2030 Agenda through peer learning is essential for renewed action and future progress. Also, reporting about the progress made in implementing of the SDGs including the respective reporting such as the VNR is not yet integrated into the cycle of reviews of the Kazakh Government and the implementation of national plans for various sectors.

The recent decision of the Prime Minister to establish a high-level SDG Steering/Coordination Council and the Inter-Ministerial Working Groups (WGs) is an important step helping to translate that commitment into action. The WGs, aimed at helping to accomplish the SC, were formed in accordance with the five "P" principle (Peace, People, Planet, Prosperity, and Partnership). The Ministry of National Economy of the RK has taken the lead role in coordinating implementation of the SDGs in Kazakhstan and has designated the Economic Research Institute under the Ministry of Economy (ERI) as the Secretariat to provide analytical support to the SDG Working Groups. Similarly, the National Committee on Statistics will support the SDGs implementation monitoring process.

The ERI, an entity within the Ministry of National Economy, has been advising the Government predominantly in the economic field. It has been engaged in the development of strategic planning and documents and implementation. It has a dominant capacity in the economic field. However, capacities in

the environmental area are limited and needs support to handle the integration of environmental and social, including gender equality, priorities embedded in the 2030 Agenda. In view of the need to integrate the economic, social and environmental dimensions and thus responding to the UNDP MAPS recommendation to put RK on a sustainable green growth path, respective capacities and expertise at ERI need to be established⁴.

In order to support the Government, mainly the Ministry of National Economy, in addressing the challenges and building an effective strategy for SDGs implementation in Kazakhstan, UNDP will launch a dedicated project. The project will focus on providing timely advisory and technical support to the operationalization of this national structure. It will be supporting focusing on three important stages: defining proper baseline, setting ambitious but realistic targets, and develop strategies to achieve those. Monitoring of the implementation of the progress is another important (fourth) integral component of the SDGs implementation process. The proposed SDG platform would facilitate achievements of all results. The project offers to establish a SDG Platform – a virtual space for partners, experts, resources come together to solve a complex problem in an integrated manner. The platform is an innovative integrating tool for all stakeholders, fostering dialogue around the SDGs and how to nationalize them effectively.

II. STRATEGY

With the aim to help countries in their efforts to realize the Agenda 2030, UNDP was mandated by the UN General Assembly (Resolution 72/279) to introduce country support platforms which “will help countries to design and deliver integrated solutions to complex development problems that require multi-sectoral actions across economic, social and environmental issues....help craft country and context-specific solutions....such as addressing critical bottlenecks and accelerators, supporting Governments to strengthen alignment of national development plans, budgets and implementation systems with the Sustainable Development Goals and creating effective mechanisms for multi-stakeholder, ‘whole-of-society’ approaches to the Goals”⁵.

The aim of the project is to support the Government of Kazakhstan in effective realization and monitoring of the national agenda on the implementation of the UN Sustainable Goals (SDGs). The project intends to develop a multi-stakeholder platform to enable effective and transparent monitoring of the national SDG agenda. Considering the commitment of the Government of Kazakhstan to present the Voluntary National Report (VNR) at the HLPF in July 2019 and requested support from the UNDP and wider UN Family, there is a need to fast start the preparation. Capacities need to be developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement, CEDAW, and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions. This project will be ensuring the fulfillment of Kazakhstan's international obligations to achieve the goals and objectives in the field of sustainable development and demonstrate Kazakhstan commitment to the 2030 Agenda at the highest governmental level.

The anticipated SDG platform aims to become an integrating tool for all stakeholders, fostering dialogue around the SDGs and how to nationalize them. An e-monitoring tool supported by the Asian Development Bank will allow ERI the distribution of up-to-date information about the performance of public agencies on individual targets and indicators, subsequently of all 169 targets of the SDGs.

In a view of the above and responding to the demand of the Government of Kazakhstan in SDGs nationalization and adherence to the OECD standards, the Ministry of National Economy of Kazakhstan and UNDP agreed to engage in the current project for setting-up an integrated platform that will bring a range of stakeholders working together to fulfil the Agenda 2030 in the country.

⁴ Assessment Report: Capacity of the Institute of Economic Research in view of its role in the Voluntary National Review Process and the implementation of the SDGs in Kazakhstan, Pytrik Dieuwke Oosterhof, 1 November 2018

⁵ UNDP Strategic Plan for 2018-2021, p.6

As stated in the UNDP Strategic Plan,⁶ it is expected that the SDGs Platform will function under the leadership of the UN Resident Coordinator in Kazakhstan as part of the United Nations Country Team coordination structure, under the direction of the Government of Kazakhstan. By engaging in the current project with the Ministry of National Economy, UNDP will be an early investor into establishing the SDG Platform and the lead UN Agencies integrating inputs of other players into one coherent process.

The UN Agencies and the Asian Development Bank (ADB) will contribute to the development of the SDGs Platform and will become important stakeholders. As partnership opportunities emerge from the SDGs Platform, the current project will be scaled up to broaden collaboration with different stakeholders, including government ministries and agencies, UN agencies, international financial institutions, the public and private sectors and civil society, to mobilize social energy, capital and capacities for realization of the Agenda 2030. The stakeholders might engage in various forms, e.g., through financial resources, technical assistance and/or in-kind or parallel co-financing, and/or by synchronizing their activities implemented and funded through other programmes. In this regard, the project will be implemented in two phases.

- **Phase 1** will be implemented in 2019 to build a foundation of the SDGs platform by enhancing capacity of the Ministry of National Economy of the Republic of Kazakhstan (MNE) in coordination and nationalization of the 2030 Agenda and creating conditions that attract other stakeholders and resources. The project activities in this phase will also aim to support implementation of the Plan of priority actions for the SDGs realization in 2019 approved by the SDGs Coordination Council of Kazakhstan on 20 December 2018. It will also aim to support the SDG Secretariat, the JSC "Economic Research Institute" (ERI). UNDP has committed and ensured financial and human resources to support the implementation of the phase 1.
- In **Phase 2**, the project will operationalize a fully-fledged SDGs Platform to support the Government of Kazakhstan in fulfilment of the 2030 Agenda. This will be done when there is a demand from the Ministry of National Economy, and the project mobilizes relevant stakeholders and additional financial resources. The scale and timeline of further project activities will be determined according to complexity of issues being addressed, budget availability, capacities and number of stakeholders engaged.

The current project will serve as a practical means of implementation of the SDGs Platform by supporting the Government of Kazakhstan to strengthen alignment of its national development plans, budgets and implementation systems with the SDGs and creating effective mechanisms for multi-stakeholder, 'whole-of-society' approaches to the SDGs implementation. The project will also aim to increase public awareness about the global agenda on SDGs in the context of Kazakhstan. The planned target groups of the awareness campaign are central and local public employees, the private sector, youth, women's organizations, civil society and academia. Active involvement of various stakeholders in the implementation of UN SDGs will increase public ownership of SDGs as well as national activities aimed at their implementation. It will also facilitate participatory and inclusive consultative processes, involving marginalized populations and excluded groups of people, to fulfil the key principle of SDGs - leaving no one behind. Importantly, advancing gender equality will be a significant objective of this project. This will be achieved through implementing some concrete activities described below, jointly with women's organizations and UN Agencies. Below are the key project elements which will become key building blocks for development of the SDGs platform:

1. Strengthening the national coordination mechanism for the SDGs implementation, monitoring and reporting.

Implementation of the 2030 Agenda requires countries to examine and often strengthen their institutional tools, ensuring that existing and/or new mechanisms are robust and inclusive. In Kazakhstan, a high-level SDGs Coordinating Council chaired by the Vice-Prime Minister and represented by ministries, was established in August 2018. Work on the SDGs takes place in 5 Inter-Ministerial Working Groups (WGs) mirroring the 5 'Ps': people, planet, peace, prosperity and partnership; as well as a sixth group on Monitoring. The five WGs operate under the guidance of the Coordination Council and headed by national coordinators - typically Ministers.

⁶ UNDP Strategic Plan for 2018-2021, p.16

The Ministry of National Economy (MNE) is a coordination body responsible for development, monitoring of the SDG roadmap, coordination of the Working Groups, organizational and consultancy of the Working Groups, organization of the forums on SDGs implementation, and preparation of the reports on SDGs. The Institute of Economic Research (ERI) under MNE serves as the Secretariat (or Coordination Office) and provides technical and logistical support to the five Working Groups as well as the Coordination Council.

According to the independent assessment of the ERI capacity, conducted jointly by UNDP and ADB in November 2018, ERI needs significant capacity building to fulfil the SDGs Secretariat function, including its role in preparation of the first Voluntary National Review (VNR). The capacity needs particularly include staffing and funding of ERI and its Center for Sustainable Development, technical expertise and guidance in the VNR preparation process, technical assistance in the environmental field, implementing the key principle "leaving no one behind", gender mainstreaming, ensuring stakeholders engagement and participatory approach to the SDGs implementation, technical assistance in assessing the SDGs financing needs and costing analysis, communication and awareness raising capacity, and specialized trainings on SDGs.

At the first stage of implementation, the project will address the most pressing capacity needs of ERI, such as VNR preparation. Particularly, the capacity of the Center for Sustainable Development will be strengthened through providing technical support and staffing to prepare quality VNR in compliance with the reporting guidelines prepared by the United Nations Development Group. This will be done in cooperation with ESCAP who will provide technical expertise and tools for multi-stakeholder participation in VNR preparation process. The project will also provide international expertise to ensure balance between the three dimensions of sustainable development (economic, environment and social) and analyze interlinkages between SDGs.

In addition, to ensure human-rights based approach to the SDG implementation and VNR preparation, the project will partner with OHCHR, UNFPA, UN Women and other respective UN Agencies to support the Government to report on three human rights instruments, such as CECSR, CEDAW, and UPR. UN Agencies will review recommendations made to which can become a valuable sources of information on the existing commitments made by the country in different areas, including in relation to women, children, and specific groups (such as persons with disabilities) and specific issues (such as education, health, access to justice). Human rights recommendations can also help identify which groups are "being left behind" (OHCHR, Universal Human Rights Index). Specific focus will be made on integration of gender aspects in VNR by analyzing relevant institutional barriers to ensure gender equality and describing the country's policies and strategies in this area.

In the context of the upcoming development of the first Voluntary National Report (VNR) of Kazakhstan in 2019, as well as an assessment of the progress made by the national partners on SDGs nationalization, the UN Agencies held a second technical meeting jointly with an inter-departmental working group led by the Committee on Statistics. The UN experts presented the methodological principles of the development of the VNR on selected SDGs and shared with other countries' experience in VNR development and presentation. The participants discussed and agreed on necessary steps for the preparation and development of the VNR of Kazakhstan, which will be presented in mid-2019 in New York.

In cooperation with other UN agencies, the project will also facilitate participation of the Ministry of National Economy of Kazakhstan in the second global workshop for the 2019 VNR countries to be held in Bonn, on 19-20 February 2019 that will feature more in-depth exchange of knowledge and guidance on the presentation process. The workshop will also discuss on how to write sections of the report and make VNR presentations at the High-Level Political Forum (HLPF). It will support participation of Kazakhstan government representative in the Regional Forum on Sustainable Development for the UNECE Region will be held on 21-22 March 2019 in Geneva. The Regional Forum will be aligned with the theme of the 2019 HLPF: "Empowering people and ensuring inclusiveness and equality". It is also expected that the project will support presentation and validation of draft VNR at the SDGs Forum to be held on auspices of the Astana Economic Forum in May 2019. After the draft VNR is finalized, the project will support its design and publication.

The above will be closely coordinated and integrated with the ongoing support of ADB to ERI in establishing and maintaining the SDGs web-platform, as well as UN Women awareness-raising workshops on SDGs for women at sub-national and local level.

2. Providing technical assistance for the SDGs nationalization and localization process in Kazakhstan

As the 2030 Agenda describes, the SDGs and targets are aspirational and global with each government to: (a) decide how the SDGs should be incorporated into national planning processes, policies and strategies; and (b) set their own national targets guided by the global level of ambition but taking into account national circumstances.

In the Republic of Kazakhstan, the first stage of 2030 Agenda nationalization took place in November 2018 by conducting Rapid Integrated Assessments⁷ (RIA) to explore the alignment between existing national policy framework of Kazakhstan and the SDGs. RIA analyzed 16 national policy documents and revealed 72 percent alignment with the SDG targets. Environment-related SDGs (Goals 6, 12, 13, 14 and 15) were least integrated in the existing policy documents with 33 percent of alignment. RIA results can be used as a starting point for more focused analysis and defining a set of priority SDG goals, targets and indicators for Kazakhstan.

To support the ongoing efforts of the Government of Kazakhstan to set its own targets guided by the level of ambition of the global SDGs and targets, but taking into account national circumstances, the project will provide a general guidance to MNE and ERI for target setting and specific training on how to prioritize key policies, programmes and projects that have the greatest potential for systems-level change and realizing co-benefits across multiple issue areas. This will be done, for example, through training in applying forecasting models and planning of mid-term and long-term SDG targets. This will help MNE to incorporate the relevant SDG gap recommendations into the national development plans and supporting sector plans.

The project will also support MNE efforts in the SDGs localization by providing technical advice for in-depth analysis of the regional development programmes and plans of 1-2 selected regions for alignment with SDG targets and indicators, identifying priorities and recommending for better integration in regional planning process. This activity will open windows of opportunities for many other UN Agencies and other development partners to come in and provide support through their on-going programmatic activities.

More specifically, the project will focus on building the national capacity in defining and incorporating environment- and gender-specific SDG targets. This will be done in consultation with the relevant UN agencies, including UN Environment, UN Women, etc. UNDP will ensure engagement of the State Women's Commission in the work on 5 Working Groups and in planning and decision-making structures being set up for SDG nationalization. To enlarge and strengthen the "lobbying power", the project will identify and engage champions for gender equality and the SDGs in government, civil society and the private sector.

In addition, UNDP, being a custodian of three SDG16 indicators (16.6.2: Proportion of the population satisfied with their last experience of public services; 16.7.2: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group; 16.7.1 - Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions), will provide technical support in defining target and developing policy measures to achieve them. In addition, UNDP will facilitate engagement of other UN Agencies and the World Bank to map out the type of technical support that might be required by ERI, especially for Tier III indicators, in accordance with their respective roles as custodian or co-custodian of SDG indicators.

The project will also bring other UN agencies and IFIs together to nationalize and address sector-specific SDG targets across economic, social and environmental issues. Support will be also provided through training of ERI staff in applying forecasting models and planning of mid-term and long-term SDG targets. Moreover, the platform way of working will facilitate a larger-scale support to the SDG target nationalization process, which will come through synchronizing efforts of other engaged actors.

⁷ The first Rapid Integrated Assessment was conducted by UN Agencies in 2016. Back then it analyzed 16 national policy documents and revealed 71 percent alignment with the SDG targets. In 2018, RIA was conducted by the Government bodies lead by ERI, using the UNDP's RIA methodology

3. Supporting national statistical capacity.

Nationalization of SDGs implies not only their integration into national strategic frameworks, but also the creation of a system of reporting and progress assessment on the goals for the Republic of Kazakhstan. In paragraph 79 of the Agenda, Member States are encouraged to conduct regular and inclusive reviews of progress at the national and subnational levels which are country-led and country-driven. Official statistics and National Statistical Offices (NSOs) are poised to play a key role in monitoring the SDGs and providing data for the measurement of the goals and targets.

The SDGs goals and targets will be followed-up and reviewed using a set of 242 global indicators. According to the Inter-Agency Expert Group on SDGs last assessment (27 November 2018) the updated tier classification contains 100 Tier I indicators, 82 Tier II indicators and 44 Tier III indicators. In addition to these, there are 6 indicators that have multiple tiers (different components of the indicator are classified into different tiers).

Kazakhstan, represented by the Committee on Statistics under the Ministry of National Economy of Republic of Kazakhstan (CS), with the support of UN agencies and the World Bank, has carried out a number of activities to determine the level of readiness for reporting on the SDGs for reporting at the national and global levels. The Interagency Working Group (IWG) created by the CS worked together to identify available indicators, identify gaps and introduce alternatives for missing indicators to ensure SDG monitoring. This IWG included representatives of state bodies, research organizations, the non-governmental and private sectors, national companies and international organizations (UN agencies).

As a result of the adaptation of global indicators to the conditions of Kazakhstan, the Committee on Statistics reports that out of 244 global indicators - 175 were left in the original version, unchanged. Minor changes were made to 34 indicators (the content of the indicator remain unchanged), instead of global, 35 alternative and 12 new indicators were proposed. In total, Kazakhstan adapted 256 indicators for the SDGs monitoring, out of which the data for at least one year were available and collected for 125 indicators; 49 percent of the total. CS is responsible and has data for 59 indicators, the remaining 66 indicators are sourced from the line ministries and agencies.

The project in cooperation with the UN Agencies, World Bank, IMF and other international organizations, who are custodian agencies for the SDG indicators, will support CS in conducting baseline measurement, including validation of available baselines, level of disaggregation and methodologies.

The project will focus on building the national statistical capacity for monitoring environment- and gender-specific SDG goals and targets by conducting more in-depth assessment of the environment SDGs and identifying major data gaps and developing missing methodologies. Particularly, the project in cooperation with OECD, UN Environment, UNESCAP will support implementation of the System of Economic and Environment Accounts.

With regard to gender-specific indicators, the project in cooperation with UN Women, will support review of 54 indicators related to gender equality and women's empowerment for availability of baselines and methodology. In the long run, the project will also support CS in conducting pilot surveys in 1-2 selected regions to study women's situation in business.

In addition, the project will support developing methodologies for three SDG16 Tier III indicators (16.6.2: Proportion of the population satisfied with their last experience of public services; 16.7.2: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group; 16.7.1 - Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions), for which UNDP is a custodian agency.

The project will also provide technical assistance to CS to discuss and provide recommendations for the establishment of national database for reporting and dissemination of the SDG indicators in Kazakhstan. Such national reporting and dissemination instruments are a crucial element in the monitoring and reporting of progress towards the Sustainable Development Goals at all levels.

4. Establishing a dialogue on SDG financing

Financing is another means of implementation targets under Goal 17 and under each SDG that is key to realizing the 2030 Agenda and is of equal importance with the other Goals and targets. The Agenda, including the SDGs, can be met within the framework of a revitalized global partnership for sustainable development, supported by the concrete policies and actions as outlined in the outcome document of the Third International Conference on Financing for Development, held in Addis Ababa from 13-16 July 2015. Addis Ababa Action Agenda that was endorsed by the General Assembly, is an integral part of the 2030 Agenda for Sustainable Development. In this regard, the full implementation of the Addis Ababa Action Agenda is critical for the realization of the Sustainable Development Goals and targets.

This is particularly relevant to the Republic of Kazakhstan, which is an upper-middle-income country with domestic resources being the main source of financing for SDGs implementation. Kazakhstan has been successfully implementing Results-Based Budgeting (RBB) and Mid-Term Expenditure Framework (MTEF), that provides a solid basis for integration of SDGs into the national budgetary framework.

In this regard, the project will engage with the Ministry of National Economy, the Ministry of Finance and the Ministry of Foreign Affairs of Kazakhstan to raise awareness on the commitments set forth in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (AAAA), including updates on recent progress and challenges faced by international community in AAAA implementation.

The project will also help the Ministry of National Economy and Ministry of Finance to assess the readiness of the current public financial management system to finance SDGs by mapping different financing flows and reviewing national/sectoral financing policies, reviewing the effectiveness of spending, the institutional arrangements and capacities for managing different financing flows, identifying and costing of priority SDG targets and defining financing strategy for SDGs implementation. This can be done by applying the UNDP tool Development Finance Assessments (DFAs), which helps authorities analyze financing flows in their country and develop strategies for mobilizing new resources and making expenditures more effective.

Furthermore, the project will also support the Ministry of National Economy and Ministry of Finance to develop a monitoring and reporting system for measuring the effectiveness and efficiency of budget programs in accordance with the SDG requirements, including key indicators. The project should help to establish closer cooperation of the 5 SDG WGs and the Ministry of Finance to align the programming and financial flows for which the WGs are co-responsible.

The project in cooperation with partner agencies (ADB, OECD, World Bank) will also expose government officials from the Ministry of Foreign Affairs, Ministry of National Economy and Ministry of Finance to international practices and knowledge on innovative financing, taxation, debt management and other aspects of financing set forth in the Addis Ababa Action Agenda. The topical issue of finance for development could become part of the programme of the SDGs Forum to be held on auspices of the Astana Economic Forum in May 2019.

Recognizing commitment to promoting gender equality, the empowerment of all women and girls and the full realization of their human rights throughout policymaking and programming, including in fiscal policies, finance, development cooperation, labour markets and other areas, the project will carry out a study of unpaid care work in Kazakhstan where unequal gender roles continue to hold women back in the economy and advocate for more active engagement of women in labour market and increased contribution to GDP.

III. RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

It is expected that project will create an integrated platform that will allow all relevant stakeholders to work together to realize the 2030 Agenda in Kazakhstan. The platform will be shaped by four concrete results, which contribute to strengthening the national capacity in the implementation of the Sustainable Development Goals in the country.

Result 1: The National Coordination System for the SDGs is strengthened

This result will be achieved through strengthening the capacity of the Ministry of National Economy of Kazakhstan, together with its Economic Research Institute (Secretariat), as the responsible body for coordinating the implementation and monitoring of the SDGs. In particular, within the framework of the project, both the Ministry of National Economy and the ERI will be directly supported in coordinating the work of all sectoral ministries and departments to monitor the progress of the SDGs, including by strengthening the existing 5 inter-ministerial working groups in holding thematic consultations and regular meetings. The project will facilitate the participation of the Ministry of National Economy at the second global workshop for the 2019 VNR countries to be held in Bonn, on 19-20 February 2019 and support the participation of Kazakhstan government representative at the Regional Forum on Sustainable Development for the UNECE Region, to be held on 21-22 March 2019.

Together with the ERI and the National Committee on Statistics, the timetable and plan for the development of the VNR report will be reviewed, including the timing of introduction of statistical data into a common database for the SDGs, the provision of initial reports and the development of the final VNR report. Furthermore, methodological recommendations and formats for preparation of preliminary reports by line ministries and departments of Kazakhstan will be provided. The Ministry of National Economy will also be assisted in improving the system for collecting preliminary reports, as well as in processing, analyzing and preparing a comprehensive review of the progress of SDGs at the national and regional levels. The report will be prepared in accordance with the recommendations and format developed by ECOSOC and will contain such components as the methodology and process for preparing the review; the legal and regulatory framework and creation of an enabling environment, including involvement in the SDGs process, the incorporation of SDGs into the national legal framework, i.e. the nationalization of the SDGs, the integration of three components of sustainable development, the progress and course of achievement of SDGs, an analysis of the progress made by the National Steering committee since its inception.

The project will also provide the necessary expertise to present the draft VNR at the SDGs Summit to be held on auspices of the Astana Economic Forum in May 2019 prior to the presentation of the final VNR report at the 2019 High-Level Political Forum in New York.

The capacity of the Economic Research Institute will also be strengthened, as the secretariat of the five SDGs Working Group through a series of trainings provided by international and national experts. This will be done in cooperation with ESCAP which will provide technical expertise and tools for multi-stakeholder participation in the VNR preparation process. An appropriate knowledge management system will be installed, which will improve the efficiency of the secretariat. The project will assist in the development of agendas for meetings of the Working Group with a view to conducting effective and efficient discussions on the implementation and monitoring of the SDGs.

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

- Drafting of the VNR has been supported and expert review conducted with recommendations;
- The thematic national overview has been supported/facilitated and presented at the global political forum;
- The number of implemented SDG related decisions taken by the five Working Group.

Result 2: Strengthened capacity to nationalize SDGs in the context of preparing national development programs and financial plans

This result will be achieved through a series of recommendations for improving the regulatory framework in the field of strategic planning in line with international best practices, as well as increasing capacity of the Ministry of National Economy and the Economic Research Institute to nationalizing the SDGs and to define respective medium- and long-term objectives for the planning process which are in line with the integration of the SDGs in the budgeting process. Emphasis will be given to establish a national capacity in defining and incorporating environment- and gender-specific SDG targets and support be provided in defining the targets and in developing respective policy measures to achieve the three SGD 16 indicators.

The project will provide training of ERI staff in applying forecasting models and planning of mid-term and long-term SDG targets, including specific training on how to incorporate systems thinking approach and tools to help prioritize key policies, programmes and projects that have the greatest potential for systems-level change and realizing co-benefits across multiple issue areas. The efforts of the MNE to localize SDGs will be supported by providing technical advice for in-depth analysis of the regional development programmes and the pilot application of for the development plans of 1-2 selected regions to align them

with the SDG targets and indicators, identifying respective priorities and providing general recommendations for the further integration of the SDGs into regional planning processes. The achievement of this result will be measured by the following indicators:

- National targets are set with strategies to achieve those targets defined by GoK;
- Policy discussions in a cross-sectoral and integrated manner facilitated, at least for some of the priority policy areas;
- Number of specialists trained in innovative methods of planning and financing SDGs, focusing on promotion of gender equality;

Result 3: National statistical capacity strengthened

This result will be achieved through assisting the national Committee on Statistics in the field of baseline data definition, methodology development, collection and processing of state statistics data, creation and maintenance of the SDG database to be established, and coordination of administrative data collection and departmental statistics, including support for the development of appropriate methodologies with the medium term objective to establish a national system of Economic and Environment Accounting. An immediate effort related to gender equality and women's empowerment will be done through a review of the availability of baselines and methodology for the relevant 54 indicators, including the development of methodologies for the three SDG16 Tier III indicators and a study of unpaid care work in Kazakhstan.

In particular, support will be provided for a more detailed assessment of the availability of input data, relevant methodologies, the source of the data, the degree of disaggregation and the frequency of reporting. In case of necessity to conduct surveys to collect baseline data, the project will assist in the development of appropriate survey instruments, including questionnaires and training materials.

The project will also help the Committee on Statistics to develop methodological guidelines and guidelines for data collection and processing by line ministries and conduct training on the use of statistical tools and software. Assistance will also be provided in the creation of a database by strengthening the capacity of ICT specialists, providing technical advice on developing/purchasing software and developing a manual on the input of data on SDGs indicators into the database and training of personnel from sectoral ministries and departments.

The achievement of this result will be measured by:

- The number of indicators with baseline data and methodologies;
- The number of specialists in sectoral ministries and departments that provide inputs for data processing and analysis.

Result 4 Establishing a dialogue on SDG financing

The project will assist in raising awareness and fulfilling the commitments set forth in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and will provide expertise on various issues of public financial management, including innovative financial instruments for SDGs financing, as well as various international development financing funds. The project will also help the Ministry of Finance to assess the readiness of the current public financial management system to finance SDGs by mapping different financing flows and reviewing national and or sectoral financing policies, reviewing the effectiveness of spending, the institutional arrangements and capacities for managing different financing flows, identifying and costing of priority SDG targets and defining financing strategy for SDGs implementation. This will lead to supporting the Ministry of Finance to develop a monitoring and reporting system for measuring the effectiveness and efficiency of budget programs in accordance with the SDG requirements, including key indicators.

The project - in cooperation with partner agencies (ADB, OECD, World Bank) - will also introduce government officials from the Ministry of Finance of the Republic of Kazakhstan to international practices and knowledge on innovative financing, taxation, debt management and other aspects of financing set forth in the Addis Ababa Action Agenda. Specifically, the project will carry out a study of unpaid care work in Kazakhstan where unequal gender roles continue to hold women back in the economy and advocate for more active engagement of women in labour market and increased contribution to GDP.2019

The achievement of this result will be measured by:

- A monitoring and reporting system for measuring the effectiveness and efficiency of budget programs in accordance with the SDG requirements discussed;
- The number of specialists in sectoral ministries and departments familiar with innovative financing, taxation, debt management and other aspects of financing set forth in the Addis Ababa Action Agenda.
- Number of professionals with knowledge of international commitments in the financing of the global Agenda 2030.

Resources Required to Achieve the Expected Results

During the first year of operation – Phase 1 (2019) - the project will be financed and supported by UNDP and co-financed by ADB: – during this period, efforts will be undertaken to mobilize additional resources from both international and national sources to provide for a Phase 2, in which the more complex activities, all of them initiated during the first phase, will be further developed and integrated into the national SDG processes of Kazakhstan. The duration of Phase 2 is expected to be 3 years, i.e. 2020 – 2022.

The project will be managed by a full time UNDP Project manager located in the UNDP Office in Astana, Kazakhstan.

In order to achieve the above-mentioned results, the project stipulates the involvement of highly qualified international experts. The consultants should have meaningful experience in the field of sustainable development and have good knowledge of the Global Agenda for sustainable development and the Sustainable Development Goals, experience of working in Central Asia and knowledge of the relevant context in Kazakhstan.

The project will also involve national consultants to support the international experts. These consultants will be required to have a good understanding of the regulatory and legal system of Kazakhstan, in particular with regard to strategic and budgetary planning, and development program.

Trainings also will be organized to study international practices in the relevant fields.

In particular, the project will support the Economic Research Institute and the National Statistical Office to facilitate establishment of a well-operating modern SDG database and provide respective training through international and national experts in the design, i.e. the system approach, and in the technical management of the respective database.

Partnerships

The Ministry of National Economy of Kazakhstan, the United Nations Development Programme and the Asian Development Bank are the main partners in the course of the project implementation.

The Ministry of National Economy of Kazakhstan determines the main directions of the country's social and economic development and sets forth national and regional strategies and programs in the field of economic development. In relation to its strategic policy documents, the Ministry follows cycles of short, medium and long-term planning. The budgetary system of Kazakhstan is carried out on the basis of forecasts of the main trends of social and economic development of Kazakhstan at large and of its regions, as well as taking into account simultaneously sectorial investment programs. The forecast of the main trends of social and economic development of Kazakhstan and its regions (on the basis of proposals of interested ministries, departments, other economic and financial bodies) is prepared by the Ministry of National Economy on an ongoing basis. This work is carried out with the participation of the Economic research Institute which is entrusted with carrying-out of an analysis of economic processes and the definition of the main directions for sustainable development.

The United Nations Development Program, working in 170 different countries, is the largest agency of the United Nations Development System (UNDS). In particular, according to the proposed UN reform and the new Strategic Plan 2018-2021, UNDP acts as the unifying mechanism in the implementation of the global Development Agenda until 2030, enabling it to play a unique role in UNDS, helping countries to

establish linkages in the process solving the most complex problems of sustainable development. In view of this circumstance and its reputation as an impartial UNDP partner, it helps governments to encourage profile ministries and development partners to apply nationwide and society-wide approaches, which is important for the reforms under way. UNDP is often asked to support the development coordination mechanism at the country level, help the country develop a national development strategy and link this strategy with sustainable development goals. This is facilitated by the long-standing partnerships of UNDP with the highest-level management bodies, including planning and finance ministries, legislative bodies, including parliaments, and constitutional authorities.

Another crucial partner is the *Asian Development Bank*. The Asian Development Bank's (ADB) long-term corporate strategy, Strategy 2030, sets out the institution's strategic response to the needs of Asia by combining finance, knowledge, and partnerships to sustain the efforts to eradicate extreme poverty and create a sustainable region, aligned with major global commitments such as the Sustainable Development Goals. The ADB will contribute to the development of the Kazakhstan's SDGs Platform and be important stakeholder, providing support to the ERI in establishing an electronic SDG monitoring system and other technical support, allocating up to 0.5 million USD.

In the course of the implementation of the project, UNDP and the Ministry of National Economy will closely cooperate with the Ministry of Finance, the State Committee on Statistics, other line ministries and local governments of Kazakhstan and others.

In view of the overall aim of the project to create an integrated platform that will allow all relevant societal stakeholders to work together to realize the Agenda 2030 in Kazakhstan, the project's activities will be coordinated with the work of other UN agencies and international organizations, including international financial institutions, which are carrying out activities to achieve the SDGs. Partners include also relevant entities of civil society and or the private sector throughout Kazakhstan.

Risks and Assumptions

Future inertia caused by lack of political commitment from the national authorities on the implementation of the SDGs, in particular on politically sensitive issues. Furthermore, a lack of agreement between the national institutions on the legal and technical basis of establishing a national SDG Platform. It is reasonable to consider those as risk.

In order to reduce it there is a need to use the synergy of the multi-donor efforts and this project for ensuring the needed awareness and political will the highest political level possible. There is a need to ensure that the consultation process inside of the Government and among key international-and national stakeholders be guided.

Stakeholder Engagement

The SDGs cannot be achieved without all actors - government, the United Nations, civil society, and the business sector - working in-step together. Every business, big or small, shares this responsibility and it is our role as the UN to help consolidate those efforts to realize the better future that the next generation deserve. The seventeen Sustainable Development Goals were adopted in 2015 to end poverty, protect the planet and ensure prosperity for all. However, working together is not optional anymore. For each goal to be reached, everyone needs to do their part: governments, the private sector, and civil society. "Achieving the SDGs could generate at least USD 12 trillion of market opportunities and create 380 million new jobs by 2030 in the four economic systems: food and agriculture, cities, energy and materials, health, and well-being, thus sustainable Development Goals present an ideal strategy and opportunities for business growth, and open access to new markets.

Civil society: Civil society organizations (CSOs) and nongovernment organizations (NGOs) are non-profit organizations, which in Kazakhstan is a category that includes public associations, non-commercial joint-stock companies, consumer cooperatives, foundations, and religious associations, among others. There is no formal definition of NGO in the legislation and the term "CSO" is used interchangeably with "NGO" in common practice. However, CSOs encompass a broader range of organizations than NGOs, including political parties, trade unions, religious organizations, professional and scientific unions and associations, and the mass media, as well as NGOs.

The term "NGO" is applied in most cases to public foundations and public associations. CSOs on the national level are very knowledgeable about the country's social and economic problems. They operate within a relatively well-developed legal framework, have adequate resources, and tend to be open to inter-sector communication. Their activities include raising public awareness; implementing programs; and providing a wide range of social services in such areas as assistance to vulnerable groups, legal aid, human rights, women's rights, environmental issues, and policy advocacy.

They seek greater civil dialogue and a role in policy advocacy. Overall, CSOs in Kazakhstan are well organized and highly motivated, and are familiar with the local environment, including the social and economic problems. The strongest aspirations of Kazakh civil society are democratic decision making, nonviolence, equal opportunities for men and women, peace, and tolerance. The principal strengths of civil society in Kazakhstan include openness to networking and exchanging information.

Business sector: As an initial step, representatives of the United Nations and the business sector of Kazakhstan met recently under the auspices of UNDP to discuss how businesses can become more sustainable by embedding the Sustainable Development Goals (SDGs) in their practices, processes and strategies and how they can contribute to the anticipated SDG platform. The business sector holds the key to the solution with its capacity for innovation, investments, and job creation. Companies already work on corporate social responsibility, promoting environmental awareness, and improving gender equality in the workplace. The business sector is uniquely positioned to work along and across value chains to deliver impactful solutions to challenging sustainability issues, in the process promoting diversity and inclusion.

South-South and Triangular Cooperation (SSC/TrC)

UNDP aims to be a global operational arm for broadening and deepening SSC and TrC. The Framework of operational guidelines on United Nations support to South-South and triangular cooperation defines South-South cooperation (SSC) to be "a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organisations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation". The definitions for South-South and triangular cooperation are based on the Nairobi Outcome Document negotiated in the UN High-Level Conference on South-South Cooperation. While South-South cooperation (SSC) and triangular cooperation (TrC) have increasingly demonstrated their contribution towards achieving development results through a variety of flexible cooperation modalities, including knowledge exchanges, technological transfer, financing and peer support, the potential for SSC and TrC in contributing towards the achievement of sustainable development and poverty eradication has not been fully leveraged.

During the past two years, several Central Asian countries have established respective platforms and prepared VNR reports and presented at the HLPF. The similarities of geographical, environmental, economic and social conditions in Central Asia countries make the experiences gained within the Project also relevant to neighboring countries. The approach taken by this project has been based on the experiences gained by CIS countries such as Georgia and Turkmenistan. Thus, it is suggested to involve respective international and/or national experts which have assisted in the establishment of the valuable experiences gained in those countries.

Knowledge

Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplinary approach to achieving organizational objectives by making the best use of knowledge. Knowledge management efforts typically focus on, innovation and the sharing of lessons learned, and integration, of initiatives. KM focusses on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. KM strategies follow two processes, i.e.: codification and accessibility: Codification focuses on collecting and storing of knowledge in databases to make it accessible while accessibility aims at encouraging stakeholder to share

their knowledge directly. In other words, knowledge management focuses on collecting content & connecting people- Within this project, the following three undertakings are quintessential:

- **Databases** – the Lessons Learned databases to be established are databases that attempt to capture and to make accessible knowledge that has been operationally obtained
- **Expertise Location** - The basic function of an expertise locator system is straightforward; it is to identify and locate those persons within an organization who have expertise in a particular area.
- **Communities of Practice (CoPs)** - CoPs are groups of individuals with shared interests that come together in person or virtually to tell stories, to share and discuss problems and opportunities, discuss best practices, and talk over lessons learned.

This information technology facilitates communication and knowledge sharing and allows to operate the three processes indicated above.

Sustainability and Scaling Up

The findings on sustainability of benefits/results represent a significant challenge to the development effectiveness of UNDP. However, UNDP programmes have made a positive contribution to the enabling environment for development. UNDP contributed to the enabling environment for development through its positive influence on national development planning, budgeting and programming. The absence of an explicit program phase-out strategy and the lack of integrated sustainability considerations in the early stages of program design will be addressed through a special report at the end of Phase 1 of the project to provide for a continuous sustainability of the Project results and to get a clear understanding of what should happen to the project outputs at the end of the project and in order to consider the processes necessary for further integrating stakeholders and/or national or regional partner organizations.

Based on this strategy every activity or pilot initiative of the Project will be designed and implemented in accordance with the understanding of subsequently ending both external financial support and providing expert support, thus transferring the responsibility to an enabled national partner in a manner consistent with the objective of producing sustainable development outcomes.

The fundamental goal of the project is to ensure the sustainability of impacts and activities. The goal of the exit strategy was not only to maintain the benefits achieved, but also to enable further progress toward the Projects' development goals. In fact, the Project intended to set in place a system whereby the benefits expand beyond the original beneficiaries and their communities. In fact, all the implemented pilot activities provide a major impetus to the strategic priorities of sustainable development. Moreover, the main idea of these projects is to demonstrate the best ways and to provide toolkits for the achievement of the strategic indicators and targets. For example, the strategy envisaged the procedures for positioning the current project to act as a node for forthcoming projects in Kazakhstan such as the International Climate Initiative project on Green Growth.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Reflecting the complex nature of the 2030 Agenda and the interlinkages of the SDGs, UNDP chooses to implement the current project and deliver integrated solutions through building the innovative platform. The platform-thinking approach will strengthen collaboration with Government bodies, as well as with civil society and the private sector and allow wider engagement of the players, including UN Agencies and IFIs. In implementing this project, the UNDP Country Office will build on recent progress in engaging citizens through volunteerism, empowerment, participation and other means to strengthen national ownership and capacity, and delivery of the sustainable development agenda. We will also intensify collaboration through multi-stakeholder partnerships at national, regional and global levels, and assist in improving mutual accountability for the Sustainable Development Goals in such partnerships. These changes can be tracked through total additional resources (cash and parallel funding, in-kind contribution) coming from other donors (e.g., ADB), UN agencies, Government, NGOs and private sector partners.

The selected two-phase approach allows during Phase 1 catalysing a series of crucial interventions in Kazakhstan's endeavour to implement the SDGs in line with UNDP's coordinating and catalysing role promoting the potential impact of those interventions to other major donors and providing them with docking points for their specific interventions in the context of Kazakhstan's future orientation towards the SDGs. Supporting those interventions for an initial period of up to three years within the context of the project will allow additional partners to impact on future policy changes and provide the government of Kazakhstan with the consolidated experiences of both neighbouring countries as well as of major development partners in their respective fields.

Project Management

The UNDP CO will involve a professional project management team comprised of national and international experts that possesses the required expertise, managerial and analytical skills. High quality of reporting will be ensured by engaging technical advisors, including attracted by other UN Agencies and stakeholders of the SDG Platform. The international technical advisors and the programme UNDP staff, including the thematic team leaders from the Istanbul Regional Hub, will provide the quality assurance of the project's deliverables.

In its implementation the project will widely use new programme and project management methods, mechanisms and financial instruments to ensure cost efficiency and effectiveness throughout the project implementation. Thus, the project will be executed based on the portfolio management approach which allows to reduce transaction costs of project designing, monitoring, implementing, overseeing and reporting. The project team will be structured in the way to unify professional experts specializing in SDG area to work in one portfolio to ensure the rapid space of the project implementation and exchange of the best practices and lessons learnt from other projects both on country and regional levels. In case the project attracts additional financial resources during the 1st Phase of its implementation, these will be added to the current project team, thus saving the project management cost.

The Project will be operationalized in Astana. Other UNDP projects will provide support to the team of experts by sharing knowledge and expertise, helping build relationships with national partners and other stakeholders. The UNDP programme staff will closely supervise all stages of the Project's implementation. The team of experts will be supported by the inhouse operation capacity, the UNDP CO Operation Services, during all phases of the project.

V. Results Framework

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET	
			Value	Year 2018	Year 2019	DATA COLLECTION METHODS & RISKS
Output 1: The National Coordination System for the SDGs implementation, monitoring and reporting is strengthened	1.1. The capacities of the SDG Secretariat (ERI) in VNR development strengthened	Annual Report of ERI	Quality of the produced products, including VNR	low	High quality of the produced products. VNR endorsed by MNE and presented at HLPF	Annual Report of the ERI Risk: the late start of the project delays the support needed before VNR presentation (June 2019)
	1.2. Number of new stakeholders from the civil society and private sector actively engaged in the work of the 5 inter-ministerial WGs and wider in the SDG Platform operationalization	Annual report of ERI	#	0	10	Annual Report of the ERI Risk: Declining engagement by stakeholders as a result of limited communication of the advantages of the platform
Output 2: SDGs nationalization and localization process is implemented	2.1. Number of SDGs targets mainstreamed into the existing and/or emerging national development programs and in the national annual financial plans	Annual Report of the Kazakh Government	#	0	10	Annual reports of Kazakh Ministries Risks: Lack of willingness of the responsible governmental entities to review the national plans through the SDG lenses
	2.2. Number of specialists trained in methods to integrate SDGs into national planning	Annual Report of ERI	#	0	60	Annual Report of ERI
Output 3: National statistical capacity increased	2.3. Number of national and regional plans incorporating environment- and gender-specific SDG targets such as achieving the three SDG 16 indicators	Annual report of the Kazakh MNE	#	0	5	Annual report of the Kazakh MoE Risk: Declining interest in environment and gender specific issues
	3.1. Number of specialists in sectoral ministries and authorities that own statistical tools for data processing and analysis	Annual Report of the Kazakh Central Statistical Office	#	0	20 % of the SDG tracked	Annual Report of the Kazakh Central Statistical Office

	3.2. Number of baseline measurement, including validation of available baselines, level of disaggregation and methodologies for the SDGs established	Annual Report of the Kazakhstan Central Statistical Office	#	0	20 % of the SDG baseline measurements available	Annual Report of the Kazakhstan Central Statistical Office Risk: Unavailability of respective baseline data
	3.3. Number of indicators related to gender equality and women's empowerment for availability of baselines and methodology	Annual Report of the Kazakhstan Central Statistical Office	#	0	25	Annual Report of the Kazakhstan Central Statistical Office Risk: Unavailability of respective baseline data
Output 4: National capacity on development finance for SDGs implementation increased	4.1. Number of specialists trained in innovative methods of financing SDGs.	Annual report of ERI	#	0	60	Minutes of the meetings and/or workshops of the with the Ministry of Finance
	4.3 Number of professionals with knowledge of international commitments in the area of financing of the global Agenda 2030	Annual report of ERI	#	0	60	Minutes of the meetings and/or workshops of the with the Ministry of Finance

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 the project management.		n/a
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.		n/a
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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		n/a
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.		n/a
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Twice a year	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.		n/a
Project Report	A progress report will be presented to the Project Steering Committee 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,	Annually and at the end of the project (final report)			n/a

	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Steering Committee)	The Project Steering Committee will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. The Project Steering Committee 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.	At least annually	Any quality concerns or slower than expected progress should be discussed by the Steering Committee and management actions agreed to address the issues identified.	MNE ADB	n/a

VII. MULTI-YEAR WORK PLAN ^a/_b

Year: 2019

Expected results	Planned activities	Timeline				Planned budget		
		1 quarter	2 quarter	3 quarter	4 quarter	Donors	Description of budget	Amount (in USD)
Output 1: The National Coordination System for the SDGs implementation, monitoring and reporting is strengthened	1.1 Technical support to Economic Research Institute in implementing SDG Secretariat functions and preparing VNR					UNDP	72100 Contractual services companies	59 000
Gender marker: 1						ADB	72100 Contractual services companies	22 500
						ADB	71200 International Expert	9900

^a 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

^b 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 Steering Committee Steering Committee. 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: SDGs nationalization and localization process is implemented <i>Gender marker: 2</i>	2.1 Provide expertise in setting SDG targets and mainstreaming into the national development programmes and financial plans, focusing on mainstreaming environment and gender-related SDG targets into the national policy documents				UNDP	71200 International experts	5000
					UNDP	71400 Gender specialists	1000
					UNDP	71600 Travel	2762
					UNDP	75700 Trainings, seminars	4330
		2.2. Provide technical support to the MNE in localizing SDGs. In-depth analysis of the pilot regional development programmes of 1-2 selected regions will be done to align them with the SDG targets and indicators, identifying respective priorities and providing general recommendations for the further integration of the SDGs into regional planning processes			UNDP	71200 International experts	9000
						71600 Travel	2522
						75700 Trainings, seminars	1760
		2.3. Provide training for ERI staff in applying forecasting models and in the formulation of mid-term and long-term SDG targets			UNDP	71200 International experts	5000
						71600 Travel	2466
						75700 Trainings, seminars	1760
						36 600	
Output 3. National statistical capacity increased <i>Gender marker: 2</i>	3.1 Provide technical expertise to carry out an in-depth baseline measurement, including validation of available baselines, degree of disaggregation and methodologies				UNDP	71200 International expert	5000
						71600 Travel	1231
					UNDP	72100- Contractual Services Companies	0
					UNDP	6439774596	6000
	3.2 Provide consultations on the UN recommendations for establishment of the national reporting and dissemination platform of the SDG indicators				UNDP	71200 International experts	5000
					71600Travel	2769	
	3.3. Conduct in-depth analysis of environment-related SDG indicators, including implementation of the national System of Economic and Environment Accounts						

<p>Output 4: National capacity on development finance for SDGs implementation increased</p> <p><i>Gender marker: 2</i></p>	<p>3.4. Review 54 indicators related to gender equality and women's empowerment regarding the availability of baselines and methodologies in a national context jointly with the SC and relevant UN Agencies</p>				UNDP	71200 International expert 71300 National Expert	5000
	<p>3.5. Provide consultations to develop methodologies and pilot surveys in selected regions to review role of women in the private sector</p>				UNDP	71300 National Expert 71400 Gender specialist	5000 2000
	<p>3.6. Provide technical expertise in developing methodologies and defining baselines for SDG16 Tier III indicators</p>				UNDP	71200 International experts/71300 national experts	1000
	<p>Sub-Total for Output 3</p>						33 000
	<p>4.1. Raise awareness and conduct training for the Ministry of National Economy and Ministry of Finance on the Addis Ababa Action Agenda</p>				UNDP	71200 International experts	3000
	<p>4.2. Support participation of the MFA, MNE and/or MF in the 2019 ECOSOC Financing for Development Forum, 15-18 April 2019, New York</p>				UNDP	71600 Travel	5000
<p>4.3. Conduct Development Finance Assessment to analyse financing flows and develop a financing strategy for the SDGs implementation</p>				UNDP	71200 International experts	13 000	
<p>4.4. Provide advice for development of a monitoring and reporting system to measure effectiveness and efficiency of budget programs in accordance with the SDG framework, including key indicators</p>				UNDP	71200 International experts	5000	
<p>4.5. Conduct focused trainings for staff of the Ministry of National Economy and Ministry of Finance on innovative financing, taxation, debt</p>				UNDP	71200 International experts 75700 Trainings, seminars	6000 1700	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be jointly implemented by the Ministry of National Economy of Kazakhstan and UNDP. As the national implementing partner, the Ministry of National Economy of Kazakhstan will oversee all aspects of the project implementation. This role is compatible with its role in coordinating the work on implementation of Sustainable Development Goals. The Ministry of National Economy will appoint a senior officer as the National Project Coordinator (NPC), who will be the lead person in charge of overseeing the implementation of the project.

UNDP will be a responsible partner providing the support services throughout the entire cycle of the project implementation as set out in the Letter of Agreement between the Ministry and UNDP.

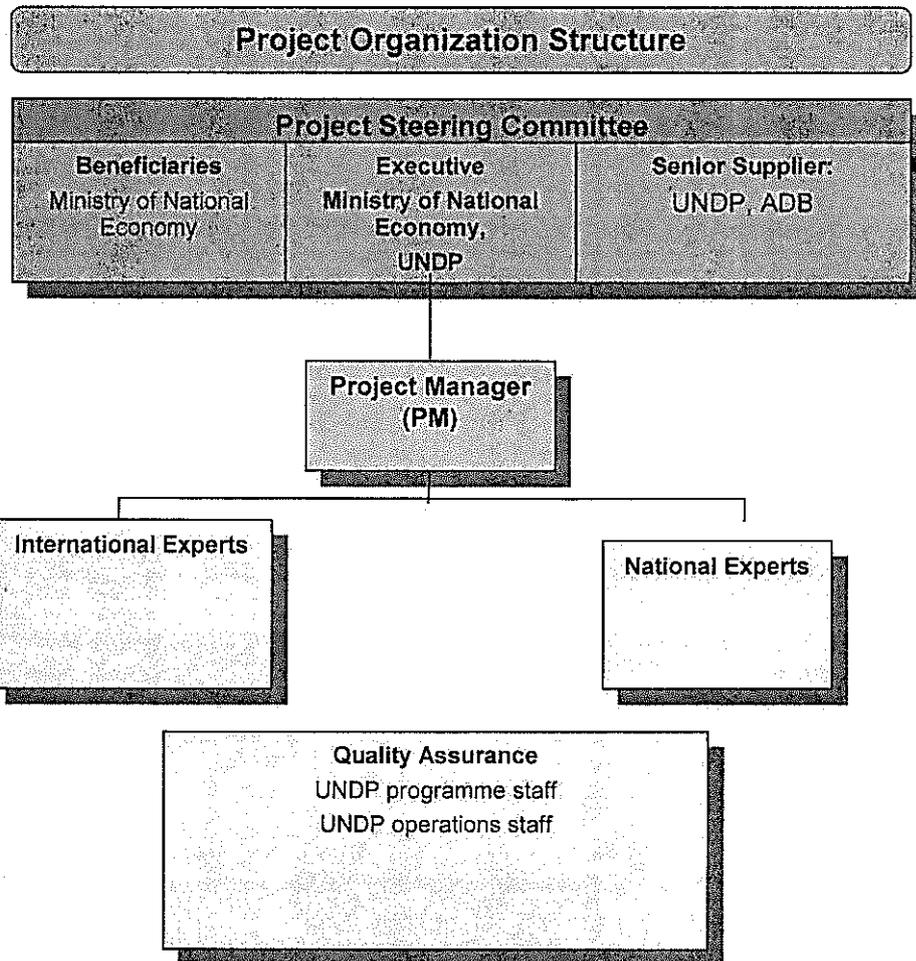
Overall governance of the project will be carried out by the Project Steering Committee, which will include the Ministry of National Economy, including the Economic Research Institute, the Ministry of Finance, ADB and UNDP. The National Project Coordinator (NPC) to be nominated by the Ministry of National Economy will be the Chairman of the Steering Committee, and UNDP will support the organization and management of all meetings and other information exchanges. The meetings of the Steering Committee will be held at least twice a year to approve the Annual Work Plan for the coming year and the reports of the previous year. If necessary, the NPC may convene additional meetings. The Project Steering Committee will exercise overall management of the Project and is responsible for initiating, sending, reviewing and finalizing the closure. Within the framework of the Project, the Steering Committee is the supreme governing body. It ensures the allocation of all necessary resources, acts as a mediator in any conflict within the framework of the project or negotiates to resolve any problems that have arisen between the project and any parties outside the scope of the project.

UNDP will appoint an UNDP Project Manager to support the Ministry of National Economy in project management and quality assurance, in accordance with the plans approved by the Project Steering Committee. UNDP's work on the project will take place at the country office in Astana under the leadership of the UNDP Resident Representative (RR) and UNDP Deputy Resident Representative (DRR), if necessary. The Project Manager will be working under direct supervision of the UNDP Assistant Resident Representative (ARR).

The day-to-day operations of the project will be carried out by the UNDP Project Manager, who will manage the work of International and National Technical Experts, and any support staff (project assistant) needed. The project personnel will be responsible for the implementation of the project activities as outlined in this Project Document and any changes approved by the Project Steering Committee. For each meeting of the Steering Committee, the UNDP project manager will prepare a progress report on the project activities, including recent achievements, risks, and proposed mitigation measures. The UNDP project manager will also be responsible for preparing all required annual reports for UNDP and the Government, according to the requirements of the documents signed for this project.

The project will involve short-term international and national experts in the implementation of specific project work.

Project Organization Structure



IX. LEGAL CONTEXT

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

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

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA 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.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. 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 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.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full

cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

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

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

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

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

11. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
12. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
13. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Social and Environmental Screening Template Social and Environmental Screening Template**
2. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

3. **Letter of Agreement on UNDP support services**
4. **Steering Committee Terms of Reference and TORs of key management positions**
5. **Project Quality Assurance Report**

ANNEX I. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

<i>Project Information</i>	
1. Project Title	Partnering for building a national SDG Platform
2. Project Number	00113465
3. Location (Global/Region/Country)	Kazakhstan

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

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

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

Recognizing commitment to promoting gender equality, the empowerment of all women and girls and the full realization of their human rights throughout policymaking and programming, including in fiscal policies, finance, development cooperation, labour markets and other areas, the project will carry out a study of unpaid care work in Kazakhstan where unequal gender roles continue to hold women back in the economy and advocate for Funding Windows - 2nd round of 2018 allocations (UNDP Kazakhstan) more active engagement of women in labour market and increased contribution to GDP.

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

An immediate effort related to gender equality and women's empowerment will be done through a review of the availability of baselines and methodology for the relevant 54 indicators, including the development of methodologies for the three SDG16 Tier III indicators and a study of unpaid care work in Kazakhstan.

The project aims to provide consultancy for mainstreaming gender-, governance- and environment-specific SDGs into the national policy documents it will also provide expertise in setting SDG targets and mainstreaming into the national development programmes and financial plans, focusing on mainstreaming gender-related SDG targets

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will support the Government to build up capacities in the environmental area to handle the integration of environmental and social, including gender equality, priorities embedded in the 2030 Agenda

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>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></p>	<p>QUESTION 6: What social and environmental management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESIA is required note that the assessment should consider all potential impacts and risks.</p>
Risk 1:	I = P =		
Risk 2	I = P =		
Risk 3:	I = P =		
Risk 4:	I = P =		
[add additional rows as needed]			
<p>QUESTION 4: What is the overall Project risk categorization?</p>			
<p>Select one (see <u>SESP</u> for guidance)</p>			<p>Comments</p>
<p>Low Risk <input checked="" type="checkbox"/></p>			
<p>Moderate Risk <input type="checkbox"/></p>			

	<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			
<i>Principle 1: Human Rights</i>		<input type="checkbox"/>	N/a
<i>Principle 2: Gender Equality and Women's Empowerment</i>		<input type="checkbox"/>	N/a
<i>1. Biodiversity Conservation and Natural Resource Management</i>		<input type="checkbox"/>	N/a
<i>2. Climate Change Mitigation and Adaptation</i>		<input type="checkbox"/>	N/a
<i>3. Community Health, Safety and Working Conditions</i>		<input type="checkbox"/>	N/a
<i>4. Cultural Heritage</i>		<input type="checkbox"/>	N/a
<i>5. Displacement and Resettlement</i>		<input type="checkbox"/>	N/a
<i>6. Indigenous Peoples</i>		<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>		<input type="checkbox"/>	
			Comments

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		Irina Goryunova, UDP Assistant Resident Representative
QA Approver		Vitalie Vremis, UNDP Resident Representative a.i.

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
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? ¹⁰	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	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.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	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? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		No
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

¹⁰ 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.

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? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
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 ¹¹ 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
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor 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		

¹¹ 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.]

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? ¹²	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 human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	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
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	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
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	
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?	No

¹² 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.

	<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>	
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

Annex II Project Risk Log

#	Output	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	Output 1: The National Coordination System for the SDGs implementation, monitoring and reporting is strengthened	Risk of declining interest of the Ministry of National Economy to nationalize SDGs following the high profile HLPF event	Political Strategic	The thorough integration and nationalisation of the SDGs in line with the project implementation would fail and thus the appeal of the suggested platform for additional donors' decline. P = 1 I = 4	UNDP to prepare relevant SDG event in the context of the Astana Economic Forum on the benefits of the SDG nationalization for key decision makers within the KAZ Government	UNDP
2	Output 2 SDGs nationalization and localization process is implemented	Risk of failure to align project activities with the national planning and budgeting processes during the preparation of the 2020 government budget	Financial Operational Organizational Political Regulatory Strategic	The 2020 budget of the Kazakh Government will not reflect the SDGs and thus not provide the anticipated docking points for additional support by the UN system nor from other international donors P = 3 I = 4	UNDP to educate national decision makers in all relevant Ministries about the nationalisation of the SDG processes, underlining UNDP's readiness to support the process on a short notice by national and international experts	UNDP
3	Output 3. National statistical capacity increased	Risk of failure to produce and or integrate knowledge products on time prior to the preparation of the 2020 government budget	Operational Organizational	The lack of the anticipated knowledge products might lead to a slow down of the integration of the SDGs in to the national budgetary process. P = 3 I = 4	UNDP to liaise with ERI and the National Statistical Committee to streamline preparations of knowledge inputs to the 2020 national government budget process	UNDP
4	Output 4: National capacity on development finance for SDGs implementation increased	Lack of political will and understanding of the issue by the Ministry of Finance to get engaged into the dialogue around financing for development	Financial Operational Political Strategic	It may take time to seek interest and finalize negotiations with the Ministry of Finance to get them fully aboard and active members of the SDG Platform P = 3 I = 4	UNDP to accelerate negotiations with additional donors to expand the project and thus the overall attractiveness of the project to the KAZ government by branding the national SDG platform as the key docking point for third party donors.	UNDP

ANNEX III. STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE MINISTRY OF NATIONAL ECONOMY OF THE REPUBLIC OF KAZAKHSTAN FOR THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of National Economy of the Republic of Kazakhstan (further – Ministry) and UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Ministry hereby agree that the UNDP country office may provide such support services at the request of the Ministry through its institution designated in the relevant project document of the joint project “Establishing a Platform to enhance the Capacity to Coordinate, Implement and Nationalize the Agenda 2030 (SDG Platform, as described below.
2. 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 Government-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.
3. 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) ICT support
Operations financial support
4. 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 mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between with the Government of the Republic of Kazakhstan 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 Government 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.
6. Any claim or dispute arising under or in connection with 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.
7. 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.
8. 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.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. 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 MoE 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 MoE (Ministry of Energy of the Republic of Kazakhstan) "Derisking Renewable Energy Investment".

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

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 support services	Cost to UNDP of providing such support services (where appropriate)
Payment Process	Ongoing throughout implementation when applicable	As per UNDP annual Universal Price List
Vendor profile entry in ATLAS	Ongoing throughout implementation when applicable	
Project personnel selection and/or recruitment process * Task Manager: Large-scale renewable energy * Task Manager: Small-scale renewable energy development * Small-scale renewable energy analyst	Start of project	
Staff HR & Benefits Administration & Management (one time per staff including medical insurance enrolment, payroll setup and separation process)	Ongoing throughout implementation when applicable	
Recurrent personnel management services: Staff Payroll & Banking Administration & Management (per staff per calendar year)	Ongoing throughout implementation when applicable	
Consultant recruitment	Ongoing throughout implementation when applicable	
Procurement of goods and services involving local CAP	Ongoing throughout implementation when applicable	
Procurement of goods and services not involving local CAP	Ongoing throughout implementation when applicable	
Issue/Renew IDs (UN LP, UN ID, etc.)	Ongoing throughout implementation when applicable	
F10 settlement	Ongoing throughout implementation when applicable	
Visa request	Ongoing throughout implementation when applicable	
Hotel reservation	Ongoing throughout implementation when applicable	
Travel Ticket processing	Ongoing throughout implementation when applicable	

Overall responsibilities: The Steering Committee is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Steering Committee decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Steering Committee may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Specific responsibilities:

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
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Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.