PROJECT DOCUMENT
[Country name, or Global/Regional Project]

draft

Project Title: Institutional Support to the Regional Hub of Civil Service in Astana. Phase 2
Project Number:
Implementing Partner: Agency for Civil Service Affairs and Anti-Corruption of the Republic of Kazakhstan
Start Date: January 1, 2018   **End Date:** December 31, 2020
PAC Meeting date:

Brief Description
Briefly describe the overall development challenge and the expected results of the project.   Worldwide, governments are seeking solutions to advance human development even as they pursue innovative mechanisms to ensure equitable, effective and efficient delivery of public services to all citizens. Increasingly, a modernized, professional and transformative civil service is seen as a crucial imperative to creating and sustaining such human development solutions. On the other hand, the pace of reform in, and the level of, civil service development has rather been unequal, and still needs to gain momentum in a number of countries, including in some countries in the Central Asia and the CIS region. Inadequate knowledge base, evidence-informed solutions, practical tools and guidance, and attention to emerging and innovative public administration and management models and thinking, as well as 'champions' to lead this important effort, inter alia, are all contributing to a rather low level of cooperation between the countries of the region on civil service development.   Towards addressing these concerns, the Government of the Republic of Kazakhstan together with UNDP had initiated the creation of the Regional Hub of Civil Service in Astana.   The Regional Hub for Civil Service in Astana is an institutional framework and a platform for continuous exchange of knowledge and experience in the field of civil service, consisting of 38 participating countries and 5 international organizations. Through the Regional Hub for Civil Service in Astana, participating countries are engaged in exchanging and testing up-to-date knowledge, which will build capacity, generate innovative solutions and contribute to global agendas on civil service excellence. As a result of the project, civil service institutions in participating countries will be strengthened and capacitated to enable the effective implementation of national development plans and achieve their human development goals. The project employs knowledge management based on peer-to-peer learning concept, Europe-Asia (South-South), and triangular partnership approaches. The goal is to contribute to the establishment of modern, effective and sustainable civil service systems that meet society's expectations for responsive and transparent public institutions.

Contributing Outcome (UNDAF/CPD, RPD or GPD):		

Total resources required:		
Total resources allocated:	**UNDP TRAC:**	
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)[1]:

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

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[1] Note: Adjust signatures as needed

I.   Development Challenge (1/4 page – 2 pages recommended)

Describe the development challenge that the project seeks to address and how it is relevant to national/regional/global development priorities, as relevant. Include evidence to support the analysis, such as data demonstrating the magnitude of the problem and how it affects different population groups (esp. women and men, and minority and other excluded groups) and why it is important for poverty reduction and addressing inequality and exclusion. Identify the immediate, underlying and root causes of the challenge (including capacity limitations) which have been identified in the problem tree analysis feeding into the Theory of Change. Please be specific.

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

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

Was: 2010-2015 UNDAF

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

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

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[2] *Kazakhstan Continues History of Civil Service Reform*, The Astana Times, October 23, 2013
[3] *Kazakhstan embarks on civil service reform*, Central Asia Online June 7, 2012
[4] *Regional Hub of Civil Service in Astana Electronic Journal*, Issue 1, October 1, 2013 , p.10
[5] In remarks to the United Nations General Assembly, on September 26, 2014, Kazakhstan's Minister of Foreign Affairs

The Regional Hub of Civil Service was established in March 2013, when 25 countries, as well as 5 international organisations, unanimously adopted the Declaration on the Hub's founding (attached). President Nazarbayev in his address to the Founding Conference participants (attached) stating that Kazakhstan "intends to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional hub's capacity". The Declaration and President's address were the principal documents that lay on the basis for the GoK's decision to sign the Financing Agreement of the project "Institutional support to the Regional Hub of Civil Service in Astana City". The Hub is currently expanding and, with Brazil and Bangladesh having joined in 2017, comprises 38 countries. In March and June 2017, the Hub further reinforced its global outreach by signing a Memorandum of Understanding (MoU) with the US Federal Executive Institute of the Office of Personnnel Management (FEI), the Egypt Academy for South-South Development, the E-Governance Academy of Estonia, and the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC) and extending its collaboration with the United Nations Office for South-South Coooperation (UNOSSC) through exchange of Letters of Cooperation.

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

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

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

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

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said 'We believe a stronger UN presence in Almaty would allow the UN to better support Central Asia and wider Eurasia at a critical time in its history."

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

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

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

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

The views the Hub as an effective platform for regional cooperation in partnership with the Government and fully congruent with President Nazarbayev's multidimensional foreign policy vision in supporting sustainable development initiatives for the countries in the region and around the world. In this context, the UNDP considers the Regional Hub as a clear manifestation of Kazakhstan's contribution to achieving the Sustainable Development Goals adopted by the UN General Assembly, particularly Goals 16 and 17; as well as providing its support to other governments in the region to accomplish the SDGs objectives.

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

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

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

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

II.   STRATEGY (1/2 page - 3 pages recommended)

Explain the detailed theory of change (ToC) for this project and what UNDP with partners will do to address the development challenge described above. Identify the approach that has been selected, with a clear rationale backed by credible evidence, integrating gender concerns into the approach. Identify what knowledge, good practices and lessons learned (including from evaluation) have informed the analysis of available choices and the selected strategy.

Detail the project's selected approach and explain how it is expected to lead to change at the output level. Clearly link the project's ToC to the programme/CPD's ToC by stating how the project will contribute to the UNDAF/CPD outcome. State key assumptions about what will change, for whom, and how this will happen. Assumptions should include consideration of internal factors (relating to project design and implementation) and external factors (relating to other partners, stakeholders and context) that will be critical for achieving expected changes. Cite best available evidence which supports these key assumptions in the ToC, including findings from evaluation and other credible research, as well as knowledge, good practices and lessons learned from previous work by UNDP and others, in this country and in other relevant contexts.

It is good practice to include a theory of change diagram in the annex showing the linkages between the development challenge and the immediate, underlying and root causes.

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

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

The establishment of the Hub is premised on a long-term capacity development strategy that employs a robust knowledge management approach and maximizes South-South (East-East)[9], Europe-Asia and triangular cooperation partnerships as sources of global experience and solutions, facilitating the promotion of innovative approaches in civil service systems organisation and the development of its human resources in delivering high quality public services to citizens.

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

The strategy outlined here is twofold:

-   At the substantive level, the Hub employs knowledge management and partnership approaches that are well suited and appropriately customised to ultimately contribute to the establishment of modern, effective and sustainable civil service systems that meet societal expectations for a responsive and transparent civil service delivering public goods and services efficiently in the Hub's participating countries. Through the Hub, participating countries are engaged in exchanging and testing contemporary knowledge in order to build their capacity, in generating innovative solutions and practices, and thus contributing to civil service modernisation and quality and excellence in public service delivery.

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[9] According to the UN Secretary-General's 2014 *Report on the State of South-South Cooperation,* South-South development cooperation – regionally referred to as East-East or Europe-Asia cooperation and triangular cooperation, has become a central factor in international relations. It underpins the growing trade and foreign direct investments (FDI) flows among countries that have been transforming the world economy (A/69/153 State of the South-South Cooperation, Report of the Secretary-General, 17 July 2014).

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

- At the institutional level, the Hub adopts strategic planning practices and appropriate management processes to continuously monitor and evaluate the results of the work it carries out on knowledge management, South-South (East-East) partnership and cooperation activities and other triangular approaches, which are well suited and sufficiently customised to maximise its effectiveness.

2.   Three Service Approaches of the Hub

a. Research & knowledge management

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

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

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

Findings and conclusions of such efforts will be published and disseminated through a series of knowledge products including case studies, regular and occasional thematic policy and white papers, and a biannual journal. It is hoped that these knowledge products will provide guidance for civil service reform and public service delivery modernisation efforts undertaken in the participating countries[11]. Hub expert staff or individual experts and institutions from the Hub's roster, or both, will author such publications[12].

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

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

The agenda of research topics will be selected by the Steering Committee of the Hub. Topics will be selected from a wide range of issues pertaining to the civil service, which are as follows:
- **Legislative and regulatory frameworks:** laws, regulations and statutes governing the institutional structures and their scope of authority to plan, manage and administer the civil service at national and sub-national levels of government, according to strategic needs of individual countries;

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

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

- **Integrity, standards and public service accountability:** values, principles and norms governing functions and performance of civil service, increasingly based on systems and standards of merit, professionalization, transparency, accountability, effectiveness, efficiency and service-oriented administration; as well as promoting sustainable development through more effective involvement of the civil society;

- **Organizational structures, strategic and workforce planning:** management and operational architecture to lead, plan and decide on the appropriate size, functions, skills and incentives of a civil service that is fit for purpose to meet national development goals and functions of a country, including human resource management units at central level and in line ministries and agencies;

- **Modern human resources management including recruitment, career and leadership development, remuneration, performance management and appraisal systems, and senior civil service:** core systems and procedures for an effective, efficient and motivated civil service that is critical for the production and provision of quality public goods and services and the design, implementation and achievement of public policy and national development objectives. It includes, inter alia, personnel and salary structures, competency profiles, job categories, career and mobility paths, training and learning systems, human talent recruitment and separation, non-monetary incentives, technology applications, performance indicators, wage policy, pension schemes, and levels of centralization and decentralization over personnel management and performance accountability systems;

- **Knowledge management and organizational learning in public sector organizations:** through knowledge management, organizations create potentially useful knowledge and use it to positively influence organizational performance. It is generally believed that if an organization can increase its effective knowledge utilization by only a small percentage, great benefits will result. Organizational learning is the learning process within organizations and it is complementary to knowledge management. While the corporate sector has embraced knowledge management and organizational learning with the aim of improving organizational efficiency measured in metrical figures of production and profit, the public sector organizations measure their degree of success in terms of the quality of public service delivery, social development and policy change.

- **Quality service delivery including rights of users, incentives for efficiency and effectiveness:** building consensus around new values and standards for excellence in public service and higher-level requirements for performance of public employees, introducing lessons learned from adjusting existing civil service practices. This would cover the inclusion and participation of users, particularly the poorest and most marginalized, in planning, feedback, transparency and accountability mechanisms;

- **Communication and dialogue on public service:** establishing channels of communication as well as inclusive and participatory mechanisms for both public and government employees to showcase and collectively define the critical nature of a professional civil service to good governance, national development and provision of quality public goods and services.

- **E-governance and innovations:** application of information and communication technologies by government agencies that have the ability to transform relations with citizens and businesses. These technologies can serve a variety of different ends: improved relations with business and industry, incentivising staff and building capacity for digital innovation, enabling better project management and governance. In addition, this broad research area contains such topics as digital civil service, open data, blockchain technology, assistive technologies, artificial intelligence and business processes reengineering, smart cities, data-driven smart government and digital competencies.

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

the ones that contribute to the mission and programmatic objectives and value added of the Hub that will be defined and agreed at the outset of the project.

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

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

b.1. Technical assistance/advisory services

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

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

The Hub's experts and teams will also offer technical assistance and advisory services with substantive civil service expertise and expert knowledge regarding innovations in government. In this regard, the Hub will collaborate with the most advanced governmental and non-governmental practices including SenseMaker[14] created by the Cognitive Edge, Challenge Prizes - citizen-driven innovation schemes[15], KALLXO - platform to report corruption cases [16]and HuRiLab - Human Rights Laboratory - thematic Social Innovation Camp devoted to human rights and justice and later became a platform to stimulate the creation, development, and sharing of non-traditional ideas that can contribute to strengthening the rule of law and promotion and protection of human rights in the region. [17]In this manner, the Hub will leverage state-of-the-art knowledge and expertise in the civil service field for participating countries. [18]By identifying key policy issues, taking into account what has worked and what has not, and collaborating with officials to develop projects to test and apply new models, the Hub will promote hands-on experience utilising these new and innovative approaches. In turn, it is hoped that these projects will generate new knowledge to assist in the identification of new areas for applied research and learning and training.

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

[14] www.cognitive-edge.com

[15] http://europeandcis.undp.org/blog/tag/challenge-prizes/

[16] https://kallxo.com/page/index/2?l=en_US

[17] http://hurilab.org/

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

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

b.2 Learning & *Capacity building*

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

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

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

The Hub will apply internationally accepted methodologies and standards in its learning and training activities, and it plans to introduce innovative approaches to generate more effective acquisition of new knowledge and skills among its beneficiaries. It will ensure that demand- and need-oriented, as well as gender-based learning approaches are employed. Furthermore, it will engage participants prior to the formal start of its learning activities, it will also conduct immediate post-learning evaluations, and it will initiate periodic engagement with the course participants' supervisors and institutions to analyse the contribution of specific learning activities to institutional development. These actions will allow for continuous enhancement of the Hub's learning approaches, which will be rolled out through modalities selected from the list below.[19]

- **Professional immersion** includes secondment or posting of selected officials and staff from participating countries at the Hub for specific periods (e.g., two weeks, three months). This approach is a two-way learning tool. On one hand, the "immersed" individuals enjoy exposure to an established platform of knowledge in related areas, and thus acquire practical knowledge through the on-the-job application of particular models, technologies and/or skills

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

in specific areas of civil service development (e.g., organizational planning, aspects of service delivery, etc.). On the other hand, these specialists act as valuable resource persons on specific areas where the Hub may require particular expertise in its activities.

- **Study tours and learning activities** consisting of on-site study tours and learning, webinars, and certificated courses, delivered through face-to-face or online, or through a combination of both:

  - ✓ **Short-term study visits,** e.g., three days to two weeks, focusing on civil service functions and standards, delivered through classroom-based, face-to-face interaction between trainees and course experts/facilitators at the Hub, or in any participating country willing and able to host such activities[20], in collaboration with the Hub. Each of these visits would be geared towards specific audiences, employing clear and specific criteria for the selection of potential participants. Based on demand, the Hub could also explore the rollout of a full on-line – or a combination of off- and on-line – to ease the reach of a larger number of civil servants in participating countries.

  - ✓ The combination of training programmes to be offered at - or through - the Hub would be geared towards providing a holistic package that will help equip a civil servant with the right knowledge, skills, behaviour and tools to contribute to public administration transformation in their respective countries and institutions. In this connection, the Hub could also offer **Certificated Courses** on the following areas, among other: a) Public Administration and Governance; b) Organizational Development; c) Public Policy. To complete a Certificated Course, participants would have to cover three related training modules under each Certificated Course.[21]

- **Webinars.** The Hub could conduct webinars [22]on a periodic basis focusing on specific topics on public administration, civil service development, governance, public sector development, among others. Experts from the Hub's participating countries may share their knowledge and experience through remote, interactive discussions with webinar participants. To identify webinar topics, the Hub will initiate biannual consultations with participating countries to determine specific needs and demands of civil servants, in order to match it with the available expertise in participating countries, which would then be utilised in conducting the webinars.

- **Executive Development** programmes consisting of targeted, short-duration courses, e.g., one-week maximum, for very senior officials such as government ministers and MPs, on topics related to leadership development, strategic planning, networking and partnership development, among others.[23]

- Well-designed off-site **Study tours** for exposure to models, practices, and systems in other countries will be offered and coordinated by the Hub, to individuals and their institutions which will indicate their clear commitment to undertake concrete follow up activities promoting institutional change. Study tours will primarily focus on exposing Hub participating countries to innovative models and best practices undertaken by other countries, and have made considerable progress in institutionalising such initiatives in their respective settings. Study Programmes tours will be carefully structured to forge partnerships in promoting the effective implementation of innovative models and practices to generate viable solutions in the recipient countries' institutions.

- **Fellowships, Scholars-in-Residence, sabbaticals** for leading world experts could be set up in priority topics to expand the knowledge base of the Hub according to the demand from participating countries, also contributing to the development of internal capacity of the Hub.

- **Establishing and Supporting Peer Learning Alliances.** Being a member of the Effective Institutions Platform, the Hub successfully facilitates and promotes peer-to-peer learning by

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

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

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

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

launching Peer Learning Alliances, created to capture tacit knowledge of practitioners and share between reformers best solutions for country-specific problems, as well as develop and implement "best fit" reforms. In May 2016, the Astana Hub launched the Peer-to-Peer Learning Alliance of Azerbaijan, Georgia and Kazakhstan on public service delivery, which was the first Alliance in the framework of the EIP initiative.

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

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

c.1 Strategic communications

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

[margin note: Was: three]

[margin note: Added text]

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

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

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

Eventually, different communications materials will be developed according to the audience it intends to address and the messages to be pitched. Furthermore, the actual strategic communications and partnership strategies setting out the specific aims, audience, processes, tools, mechanisms and priorities will be devised at the outset of the project implementation, through the initial communication strategy setting exercise and action plan.[24]

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

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

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

The Hub will continue to utilise UNDP's role as broker of development solutions to connect with innovative practises in building a professional civil service, and leveraging new models for public service provision, which will contribute to its capacity development objective. The Hub will map what has worked and what has not in participating countries in the areas of focus of the Hub and make this knowledge available. It will also coordinate the analysis of information on who has been involved on particular civil service issues and what they may be able to offer. The Hub plans to invite such individuals from participating countries - who seem to possess the potential to be engaged as resource persons, in providing quality advice on civil service issues - to register on an expert roster currently being established. This roster will be developed along the priority areas of the Hub, utilising the UN Wide South-South roster platform [25] and other UNDP-supported platforms. Selection of resource persons and their inclusion in the roster will be made based upon the added value they may be able to contribute in support of the Hub's mission.[26]

To achieve its mission and programmatic objectives, the Hub will utilise approaches to partnerships and cooperation that are globally supported by UNDP, and draw on exchange of expertise and support from countries in Europe and the CIS. Furthermore, given Kazakhstan's unique position as a bridge between two continents, Europe-Asia partnerships will also be forged, along with other triangular cooperation approaches, where Kazakhstan and UNDP will collaborate to support civil service related projects and activities in participating countries. [27]In this context, the Hub's work will prioritize horizontal knowledge sharing, based on mutual respect and learning, between participating countries, and an appreciation of their unique contexts.

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

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

In 2014 at the UN Global South-South Development EXPO, the Hub has been awarded with the UNOSSC Special Award for fostering regional and inter-regional cooperation. Also, on its 19th session in June 2016, the High-level Committee of the UN General Assembly recognized the Hub to be a successful model of the multilateral cooperation, worth spreading worldwide.

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

- Between the specialized civil service agencies or similar structures in participating countries. A network of such institutions already exists in some of these countries. This network will be nurtured and expanded further;
- Between line ministries and other parts of the civil service. The role of the Hub will be to identify champions, connect them across countries, and foster peer-to-peer exchange on substantive issues;

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[25] Tcdc2.undp.org

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

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

- Between various stakeholders, including donor countries, international organizations, civil service agencies, academia, think tanks, and institutions involved in the civil service professionalization processes. Here the Hub's role will be to facilitate exchange of relevant solutions and latest innovations, and track action between similar projects in various countries including projects implemented by the respective UNDP Country Offices.

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

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

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III.   RESULTS AND PARTNERSHIPS (1.5 - 5 pages recommended)

Expected Results

- *The text under this heading should translate the strategy above into the work we will do through the project. Describe the planned interventions of the project and explain why those interventions are best suited to achieve the intended results, linking this to the theory of change. State what change we expect to see that will be attributable to the project. Expected development change should be included in the results framework and monitored regularly by the project. Link the expected results to the relevant higher level results (i.e., programme outcome, UNDAF, Strategic Plan.)*

Resources Required to Achieve the Expected Results

- *Describe what resources are required to achieve the expected results. Thinking about the change pathway in your theory of change, state the key inputs (people, purchases, partnerships, etc.) that are required to deliver the outputs. This should include UNDP staff time from the country, region or HQ level, which must be adequately estimated, costed, and included in the project budget.*

Partnerships

- *Describe how the project will work with partners to achieve results and briefly map what other stakeholders and initiatives are doing to address the development challenge. This should not be simply a list of partners, it should be linked to the theory of change. For example, what are the assumptions and expected results achieved by partners that are critical for the achievement of results of this project?*

Risks and Assumptions

- *Specify the key risks that can threaten the achievement of results through the chosen strategy and the assumptions on which the project results depends. Describe how project risks will be mitigated, especially how potential adverse social and environmental impacts will be avoided*

where possible and otherwise managed. Refer to the full risk log, which should be attached as an annex.

Stakeholder Engagement

- Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:
  - *Target Groups: Identify the targeted groups that are the intended beneficiaries of the project. What strategy will the project take to identify and engage targeted groups?*
  - *Other Potentially Affected Groups: Identify potentially affected people and a strategy for engagement and ensuring they have access to and are aware of mechanisms to submit concerns about the social and environmental impacts of a project (e.g. UNDP's Social and Environmental Compliance Review and Stakeholder Response Mechanism).*

South-South and Triangular Cooperation (SSC/TrC)

- *Describe how the project intends to use SSC/TrC to achieve and sustain results, if applicable.*

The Hub represents one of the examples of South-South and Triangular cooperation that help accumulate best practices and disseminate them across its 38 participating countries. The Hub has about 30 institutional partners from different parts of the world, rich in applied knowledge and expertise.

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

Building partnerships is one of the key pillars among the Hub's activities. In this regard, the Hub employs both traditional tools, such as seminars, research, case studies, and modern mechanisms, including, innovation schemes and peer learning alliances to promote South-South experience exchange.

In 2016 the Hub joined the Effective Institutions Platform and successfully pioneered a Peer Learning Alliance on public service delivery between Azerbaijan, Georgia and Kazakhstan given their successful experience in running One-stop Shops. The cases developed within this exercise helped draw important inferences on implementation of innovative public services.

Drawing on the previous success, the Hub will launch the second Peer Learning Alliance in order to enable the experience exchange in the field of e-governance, as it is one of the trending areas of public service reform.

Knowledge

- Describe any specific knowledge products, besides evaluations, that will be produced by the project (e.g., publications, databases, media products, etc.) and how the project will create visibility for knowledge and lessons learned generated by the project so others can benefit.

The one area of the project's development activities is research and knowledge management. In this regard, the Hub aspires to carry out research and analysis on civil service development issues.

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

Sustainability and Scaling Up

- *Describe how the project will use relevant national systems, and specify the transition arrangement to sustain and/or scale-up results, as relevant. Describe how national capacities will be strengthened and monitored as relevant, and how national ownership will be ensured.*

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

The Hub is a joint initiative of the Government of Kazakhstan and UNDP.

Cost Efficiency and Effectiveness

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

The project has developed an estimated

The project regularly reviewed the annual work plans to ensue the planned results were achieved in line with the approved AWP. The project monitored its AWPs and adjusted it according to the actual activities.

Project Management

Information on the location(s) where the project will be operationalized, the number and location of physical project offices, arrangements for dedicated or shared operations support, how the project will work with other projects, etc. In this section, also describe the audit arrangements, collaborative arrangements with related projects and UNDP Direct Country Office Support Services and direct project costing, if applicable.

The project will be operationalized in the UN common premises in Astana, Kazakhstan with allocated 4 office rooms. The project will rely on operational support (HR, Procurement, Finance, Administrative and Programme support) from the UNDP Country Office in accordance to UNDP rules and regulations.

Based on demand, the project will consider working with other UNDP projects to achieve common goals, including joint organization of conferences, seminars and workshops for civil servants.

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

V.   RESULT FRAMEWORK[28]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
Applicable Output(s) from the UNDP Strategic Plan:
Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS[29]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year …	FINAL	
Output 1 (Research and Knowledge Management) Hub's participating countries are better informed about global and	*1.1 Number of demand-driven and evidence-based knowledge products developed and disseminated*	*? Hub's web-portal*	Demand for research studies	2018-2020	*Hub's participating countries' civil service institutions are more knowledgeable about the modern trends in civil service*						

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

[29] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

regional trends of civil service development	*1.2 Number of demand-driven research and capacity building interventions to leverage research skills of civil service institutions of Hub's participating countries*		*Demand for research and capacity-building interventions*										
	1.3												
	1.4												
Output 2 (Capacity building)	*2.1*												
Output 2 (Partnerships)	*2.1*												
	2.2												
	2.3												

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:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost

				(if joint)	(if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues		

	the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		identified.		

Evaluation Plan[30]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

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[30] Optional, if needed

VII.   MULTI-YEAR WORK PLAN[31][32]

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

AWP 2018-2020

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1 (Research and Knowledge management)	**1.1 Activity** Carry out applied research in the field of public administration based on the assessment conducted in 2015, and involving practitioners and scientists, UNDP and OECD experts, etc., as well as consultations with the Steering Committee and the Hub team; Presentation of research results in the form of scientific publications.	101 363	101 363	101 364	-	UNDP	RB		304 090
	1.2 Activity Preparation and publication of subsequent issues of the bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service containing both academic and best-practice experience articles, with involvement of field experts to develop the journal further.	27 878	27 878	27 880	-	UNDP	RB		83 636
	1.3 Activity The research on administrative reforms in the participating countries and the publication of academic publications in cooperation with Hub's partners (BPPS, GCPSE, the Seoul Policy Center, ASPA etc.)	29 242	29 242	29 243	-	UNDP	RB		87 727

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

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

1.4 Activity Further development of case studies in the civil service delivery in the Hub's participating countries in cooperation with leading experts in this field. Presentation of case studies results in the Hub's participating countries.	45 455	45 455	45 454	-	UNDP	RB		136 364
1.5 Activity Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) and/or Istanbul Regional Hub conduct research in the field of providing an innovative environment in the civil service.	34 848	34 848	34 849	-	UNDP	RB		104 545
1.6 Activity Preparation of 5 scientific reports for the Executive Office of the President of the Republic of Kazakhstan and ACSACP on priority topics according to the joint work plans.	27 273	27 273	27 272	-	UNDP	RB		81 818
1.7 Activity TBC	40 394	40 394	40 394	-	UNDP	RB		121 182
1.8 Activity Study on the motivation of civil servants and/or HR management practices, ethics and integrity, civil servants training in other Hub's participating countries, as well as the publication of a result report of this study.	30 303	30 303	30 303	-	UNDP	RB		90 909
1.9 Activity Conduct research on selected areas of global and regional trends in the civil service: the comparative experience of the Hub's participating countries and developed countries.	28 545	28 545	28 536	-	UNDP	RB		85 636
1.10 Activity Conduct research on public management in the field of design, talent management, e-governance etc.	23 788	23 788	23 788	-	UNDP	RB		71 364
1.11 Activity Conduct subsequent rounds of the competition on innovative solutions in the field of civil service and public administration. The subject of each round of the competition is determined on the basis of the needs of the Hub's participating countries.	36 364	36 364	36 393	-	UNDP	RB		109 091

	MONITORING	425 454	425 454	425 456					1 276 364
	Sub-Total for Output 1								1 276 364
Output 2 (Capacity building)	**2.1 Activity** Organization of 5-7 on-demand capacity building seminars and trainings for civil servants of the central and local governments with engagement of leading subject-matter experts in the field of (innovation schemes, seminars on strategic planning, and so on.	127 273	127 273	127 272	-	UNDP	RB		381 818
	2.2 Activity Organization of on-demand capacity building seminars and trainings for civil servants in countries of the regions with engagement of leading subject-matter experts (ethics and integrity in HRM, anti-corruption, innovation in the civil service)	87 879	87 879	87 878	-	UNDP	RB		263 636
	2.3 Activity Hold an international conference in Astana for central and local executive bodies of the RK on topics related to civil service.	43 939	43 939	43 940	-	UNDP	RB		131 818
	2.4 Activity Allocation of scholarships (grants) for training of civil servants of the Hub participating countries at APA, involvement of foreign experts in capacity building of APA and Regional Training Centres.	33 636	33 636	33 637	-	UNDP	RB		100 909
	2.5 Activity Conduct seminars and master classes on the modernization of the civil service, and on-demand study visits to Kazakhstan for Hub's partners.	36 364	36 364	36 363	-	UNDP	RB		**109 091**
	2.6 Activity Develop and hold trainings in cooperation with Hub's partners with engagement of a guest lecturer on a long-term basis (1-2 weeks) from the participating countries of the Hub. Develop an exchange program or practice with partners (with engagement of partners as sponsors). Develop and hold a competition to attract academics to work with partners and young experts for in-depth joint study.	24 848	24 848	24 849	-	UNDP	RB		**74 545**

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	2.7 Activity Conducting joint activities with similar centers for improvement or hubs for sharing knowledge (GCPSE, Istanbul Regional Hub, Seoul Policy Center)	24 848	24 848	24 849	-	UNDP	RB		**79 545**
	2.8 Activity Building capacity of representatives from ACSACP, Academy of Public Administration and other state bodies of Kazakhstan and the institutions of the Hub's participating countries, in project management (trainings for trainers), research, design and development of research products and education resources, team building and risk management, etc. (for example, for civil service delivery at the national level)	75 758	75 758	75 757	-	UNDP	RB		**227 273**
	2.9 Activity Involvement of participation of young civil servants and specialists from the Hub's participating countries for trainings/seminars in leading research centers to develop research skills	36 364	36 364	36 363	-	UNDP	RB		**109 091**
	2.10 Activity Creation of at least one Peer Learning Alliance on the basis of the Effective Institutions Platform on demand-driven ares among Hub's partners for mutual learning.	13 636	13 636	13 637	-	UNDP	RB		**40 909**
	2.11 Activity Organization of a training seminar for representatives of the press services of government agencies of individual participating countries of the Hub.	4 625	4 625	4 625	-	UNDP	RB		**42 045**
	MONITORING	**171 675**	**171 675**	**171 675**	-				**515 025**
	Sub-Total for Output 2								**515 025**
Output 3	**3.1 Activity** Further development and promotion of the Hub's roster of experts in public administration in accordance with the SDGs.	16 364	16 364	16 363	-	UNDP	RB		49 091
	3.2 Activity Implementation of the integrated communications strategy of the Regional Hub	28 485	28 485	28 484	-	UNDP	RB		85 454
	3.3 Activity Development and production of	28 788	28 788	28 788	-				86 364

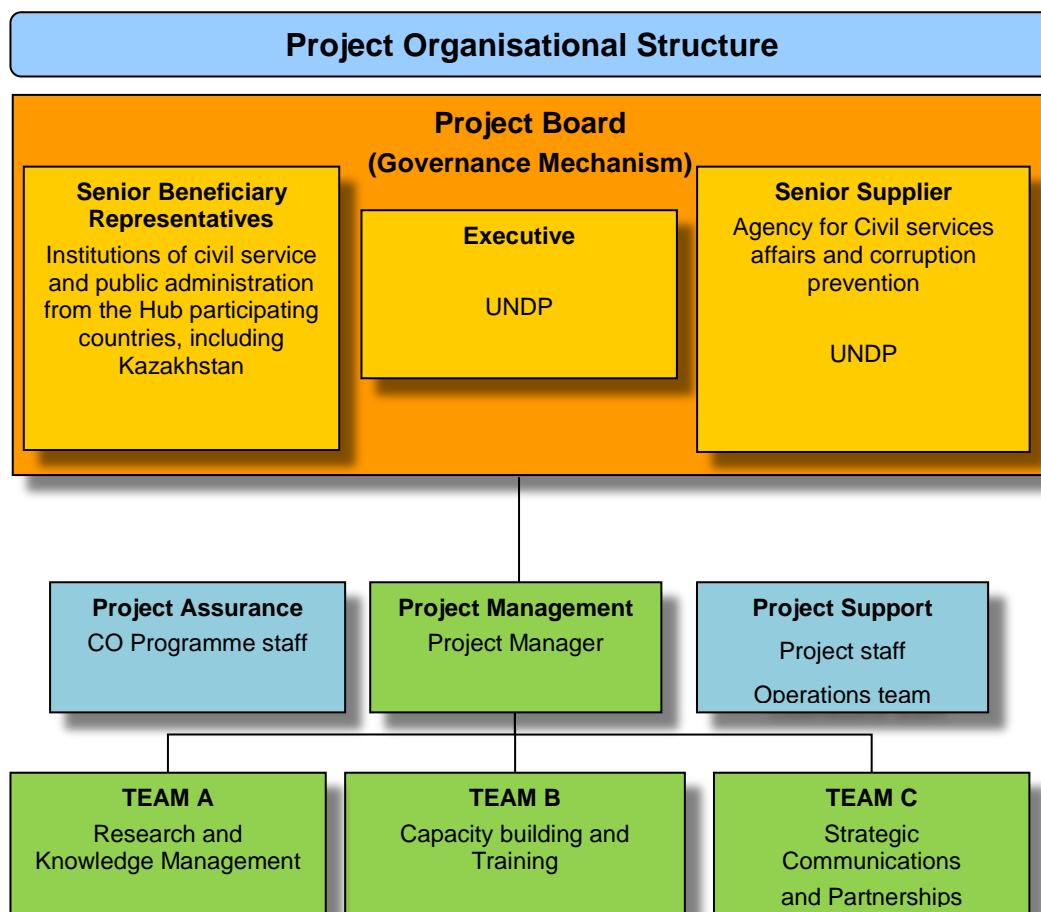|								
	various kinds of printed, audiovisual, informational, image products for training activities, partnerships, image events and events for the media.					UNDP	RB		
	3.4 Activity Hold the Hub's panel session in the framework of the Annual Conference of the American Society for Public Administration with the participation of representatives from the Hub's participating countries.	28 788	28 788	28 787	-	UNDP	RB		86 363
	3.5 Activity Ensuring the participation of Latin American and African countries in the activities of the Hub (as potential participants of the platform).	28 788	28 788	28 787	-	UNDP	RB		86 363
	3.6 Activity Participation in thematic events in Astana and abroad to raise awareness and recognizability of the Astana Hub as a brand.	56 061	56 061	56 060	-	UNDP	RB		168 182
	3.7 Activity Participation in the Annual Conference of the Asian Association of Public Administration, the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (AAPA, NISPAcee)	51 515	51 515	51 515	-	UNDP	RB		154 545
	3.8 Activity Conducting the annual conference of the Hub as a reporting event for participating countries and institutional partners.	51 515	51 515	51 515	-	UNDP	RB		154 545
	3.9 Activity Hold the thematic conference within the framework of the Astana Economic Forum in conjunction with the Hub's national partners.	13 636	13 636	13 637	-	UNDP	RB		40 909
	3.10 Activity Promotion of the Hub's web portal as an online source for training and sharing best-practices in public administration and civil service development among practitioners, academics, civil servants of the Hub participating countries, students and other target audiences through the introduction of online teaching tools (video lectures, webinars and	47 727	47 727	47 728	-	UNDP	RB		143 182

	etc.) and materials in a multimedia format.								
	MONITORING	351 668	351 668	351 667					1 055 003
	Sub-Total for Output 3								1 055 003
Output 4		260 651	260 651	260 652					781 954
	Sub-Total for Output 4								781 954
Evaluation *(as relevant)*	EVALUATION								
<mark>**General Management Support**</mark>									
TOTAL									**4 674 000**

VIII.   GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in governing and managing the project. While an example diagram is below, it is not required to follow this diagram exactly. A project can be jointly governed with other projects, for example, through a national steering sub-committee linked to Results Groups under the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach.

Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism. This section should specify the minimum frequency the governance mechanism will convene (i.e., at least annually.)

Project Organisational Structure

Project Board
(Governance Mechanism)

Senior Beneficiary Representatives	Executive	Senior Supplier
Institutions of civil service and public administration from the Hub participating countries, including Kazakhstan	UNDP	Agency for Civil services affairs and corruption prevention UNDP

Project Assurance
CO Programme staff

Project Management
Project Manager

Project Support
Project staff
Operations team

TEAM A
Research and Knowledge Management

TEAM B
Capacity building and Training

TEAM C
Strategic Communications and Partnerships

Steering Committee

The Steering Committee of the Hub was created as the main strategic oversight body to propose the strategic vision and directions for the Hub. The main functions of the Steering Committee include:
- Provide overall directions on research, capacity building and communications strategies on an annual basis;
- Promote and support cooperation between the participating countries, including financial and in-kind contributions to the Hub's activities;
- Provide cooperation between national institutions contributing substantively to the Hub's activities;
- Provide directions and strategic advice for the overall sustainability of the Hub.

Project Board

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

The structure of the Project Board:
- Beneficiary Representatives: All activities, products and services of the Hub will be geared towards beneficiaries of the project, comprising of individuals and institutions of all participating countries, including those from the host country Kazakhstan. The needs and demands of the beneficiaries will be reflected during annual Steering Committee/Project Board meetings. Annual work plans will also reflect priorities set by the beneficiaries of all participating countries, including Kazakhstan.
- Senior Supplier: senior suppliers are institutions that provide financial resources and/or technical expertise to the project. For this project, the functions of senior suppliers will be carried out by the Agency for Civil Service Affairs and Corruption Affairs (ACSCP), through which the financial resources for the project are channelled. UNDP as the main supplier will provide the technical expertise and continuous financial oversight.
- Executive: The Executive is responsible for the ultimate project compliance: UNDP, as the main executive of the project, will oversee the effective implementation of the Hub's activities, ensuring that all intended outcomes/outputs are delivered. UNDP will carry out the following functions as the Executive:
  a. Ensure that all activities are carried out in accordance with UNDP rules, regulations and processes;
  b. Endorse the project's annual reports on the progress made towards intended outputs;
  c. Provide technical support to the programmatic activities, including best practices and knowledge available to UNDP globally and regionally;
  d. Ensure that the project activities fit within the overall Country Programme Document;
  e. Provide operational and administrative support services to ensure efficient business processes, including establishing project assurance and project support mechanisms;
  f. Facilitate official correspondence and communications with the Senior Supplier, the GoK, state agencies and partners.

Project Implementation Unit (PIU)

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

Project Assurance and Project Support Services

UNDP will ensure that the following key parameters are adhered to throughout the implementation of the project, so that the Hub remains 'fit for purpose', follows the approved plans, and continues to meet planned targets without compromising output quality:
- Beneficiary needs and expectations are being met or are well managed;
- Risks are being controlled;
- Quality operational and administrative support services are being provided, following UNDP rules and regulations;

- Adherence to results-based monitoring and reporting requirements and standards.

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

Primary responsible parties for research and capacity building:

Within Kazakhstan, the following research and academic institutions will serve as main partners, or 'responsible parties,' in conducting joint studies and implementing other activities in research and capacity building: Academy of Public Administration under the President of Kazakhstan (APA), the Nazarbayev University, Almaty Management University and Eurasian National University named after L. Gumilyov. These institutions are empowered and specifically designated by legislative acts of the Republic of Kazakhstan as research and education centers of excellence (including in the field of public administration and civil service)[33].   Other participating countries will be responsible for identifying the most suitable partner institutions (in research, communications, and capacity building) for the Hub.

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

IX.   LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)
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."

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)
The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

Option c. For Global and Regional Projects
This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

This project will be implemented by the agency (name of agency) ("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.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][34].

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or 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.

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][35] [UNDP funds received pursuant to the Project Document][36] are used to provide support to individuals or entities

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

[35] To be used where UNDP is the Implementing Partner

[36] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. 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.

5. 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.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
    a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

    b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][37].

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or 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.

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[37] Use bracketed text only when IP is an NGO/IGO

Option d. UN Agency other than UNDP

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]³⁸ [UNDP funds received pursuant to the Project Document]³⁹ 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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. 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.

5. 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.

Option e. Global and Regional Projects (under UNDP implementation/DIM)

1. 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. 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. 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 this agreement.

2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. 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.

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³⁸ To be used where UNDP is the Implementing Partner

³⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

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

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**