



PROJECT DOCUMENT
United Nations Development Programme
Country: Kazakhstan

Project Title: Promoting Kazakhstan's Official Development Assistance Cooperation with Afghanistan

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

Expected CP Outcome: The national ODA agency is established and well-functioning

Expected Output(s): Promotion of civil service excellence and gender equality policies in Afghanistan is supported through a pilot project of Kazakhstan's ODA

Implementing Agencies: Ministry of Foreign Affairs of Kazakhstan

Responsible Party: UNDP, JTF (MOFA), Embassy of Japan in Kazakhstan/JICA

Brief Description

Development assistance is an integral part of the Kazakhstan's foreign policy and contributes to the achievement of its objectives and supports its national security. One of its strategic objectives is to promote security and prosperity through effective partnership, enabling poor and undeveloped nations to realize their development goals. At the high-level meeting of the President of Kazakhstan with the Prime Minister of Japan in Oct. 2015, the Joint Statement was signed. Its Article 13 says that Japan will support tripartite partnership with UNDP to help Kazakhstan in assisting women's empowerment in Afghanistan, one of the ODA priority countries for Kazakhstan's ODA. To achieve this goal, a tri-partite partnership will be established between the MFA of Kazakhstan, MOFA of Japan (as well as JICA), and UNDP. The 'learning-by-doing' capacity building approach for the Kazakhstan's ODA will be employed. "The project will serve two objectives: (1) Capacitate the newly established Kazakhstan ODA Agency in its operation and planning, through (2) joint implementation of Afghani women's empowerment project."

CP Programme Period: 2016-2020	Key Result Area (Strategic Plan) Atlas Award ID: 00092005 Atlas Project ID: 00096915	Total resources required: USD 410 000
End Date: 30 April, 2018	Start date: 1 May, 2016	Total allocated resources: USD 410 000
PAC Meeting Date: 09 December 2015	Management Arrangements: National implementation	UNDP-Japan Trust Fund: USD 300 000
		UNDP (parallel): USD 110 000
		Government of Kazakhstan: in-kind

Approved by UNDP:

Norimasa Shimomura, Resident Representative

19/08/2016

Approved by Ministry of Foreign Affairs of the Republic of Kazakhstan:

Erlan Idrissov, Minister

Since its independence twenty years ago, the Republic of Kazakhstan has taken good strides in terms of social and economic development. This large land-locked country located at the heart of Eurasia attracts attention in the form of trade and investment from the West, East, North and South. Its engagement in multi-lateral diplomatic process (including 2010 Chairmanship of the OSCE, Shanghai Cooperation Organization, and OIC), shows its growing influence as a trusted international partner, including for championing global development agendas such as the Sustainable Development Goals (SDGs).

Kazakhstan's foreign policy agenda is extensive. Recent Kazakhstan initiatives, such as the establishment of the national system of official development assistance (ODA), indicates an intention to deliver solid expertise and aid to recipient countries, and bring up the developmental agenda from sporadic bilateral interactions to a new level of systematic and well-structured aid programs/projects. For many years, Kazakhstan has been providing official development and humanitarian assistance, helping various countries in the Central Asian region and beyond.

To promote peace and security, to date Kazakhstan has provided an estimated more than \$350 million worth of humanitarian and development aid to other countries. To strengthen its role as an emerging donor, Kazakhstan wants to systematize and professionalize its efforts and align ODA with its foreign policy. The country is working to expand the geographical and thematic dimensions, Development. To do so Kazakhstan is working to expand the geographical and thematic dimensions, types and formats of technical assistance to the countries in need.

In December 2014, Kazakhstan adopted a law on ODA. Through joint projects with UNDP and other organizations in the major aid recipient countries - Afghanistan, Tajikistan and Kyrgyzstan, the Kazakhstan's ODA has outlined a course aimed at obtaining the know-how in the area of development assistance and improving the skills of the administration. Subsequently, UNDP and the MFA have launched a project to support establishment of the ODA system.

In May 2015, during the Conference dedicated to the ODA system in Kazakhstan within the framework of the Astana Economic Forum, UNDP and JICA along with the MFA of Kazakhstan had shared a common understanding and intention to collaborate in this important area of development not only for Kazakhstan, but also for the whole Central Asian region and Afghanistan. Minister of Foreign Affairs of Kazakhstan – *Mr. Erhan Idrissov*, Administrator of UNDP - *Ms. Helen Clark* and Vice President of JICA - *Ms. Kae Yanagisawa* shared their ideas how Kazakhstan was successfully promoting its best practices and acting as a model economy for development in the region, however, at the same time how the country can promote its ODA system by leaning best practices from other players in the related area.

In October 2015, the Prime Minister of Japan, Mr. Abe came on an official visit to Kazakhstan, during which the signing of the joint communiqué with the President of Kazakhstan took place. The article 13 of the communiqué stipulates that Japan welcomes the initiative of Kazakhstan to set up a national ODA system and its striving to cooperate with the countries of Central Asia and Afghanistan in the area of sustainable development. It also says that Japan will support tripartite partnership with UNDP to help ODA for assisting women's economic empowerment in Afghanistan.

Following the agreement reached at the high political level, UNDP Country office (CO) and the relevant department of the MFA of Kazakhstan conducted a needs assessment through a desk review and studying various reports on the development of Afghanistan. In addition, the UNDP CO

in Kazakhstan has consulted with the UNDP CO in Afghanistan to define a set of issues that require attention and assistance from new donors. After that, in November 2015, UNDP senior management together with the Country Director of the UNDP CO in Afghanistan paid a visit to the Embassy of Afghanistan in Astana, informed his Excellency Mohammad Farooq, the Ambassador of Afghanistan about the intention to develop a project and agreed the proposed areas of interventions with the Ambassador. The Ambassador of Afghanistan to Kazakhstan confirmed that the project is relevant and needed for women of Afghanistan. His Excellency has expressed his support to the following:

- His office will convey the idea of the project to the Government agencies, including the Ministry of Women's Affairs, and are ready to facilitate cooperation with relevant Ministries.
- Facilitation of visa obtaining for the Afghan participants to Kazakhstan
- Facilitation of visa obtaining for the Kazakhstan participants with regards of their trip to Afghanistan

In his latest meeting with the Ambassador of Japan, the UNDP Resident Representative once again discussed the matter of this project and sought advice on ways to consult/involve the Embassy of Japan in Kabul, possibly through the Embassy of Japan in Astana.

Moreover, in June 2015, a diplomat in charge of economic affairs of the Embassy of Japan in Kazakhstan also had a meeting with the Counsellor of the Embassy of Afghanistan in Kazakhstan. They discussed the situation of women in Afghanistan and agreed on the need for the project to support the development of professional skills of Afghan women.

Now given that the ODA legislative basis is in place, it is time for the Government of Kazakhstan to launch its pilot initiatives within its ODA system. This means that Kazakhstan's ODA staff will need to be trained in effectively designing, implementing and monitoring projects.

Afghanistan, as one of the priority ODA partners for Kazakhstan, has been undergoing significant transformations in recent years. The development challenges that the country is facing are complex, and require sustained international attention and support. Since 2008, Kazakhstan has financed various humanitarian and social projects implemented in Afghanistan exceeding USD 34,124,920¹.

The women of Afghanistan are the constituency that remains extremely vulnerable to poverty, persistent inequalities and social isolation². Women's ill health is a serious problem in Afghanistan, with life expectancy at only 44 years of age and the maternal mortality ratio at 1,800,000 live births. More than half of Afghan women suffer from anxiety, depression, and post-traumatic stress disorder, and are victims of gender violence. 73% of Afghan women show symptoms of depression, 84% suffer from anxiety, and 48% from post-traumatic stress disorder as well as gender violence as a result of long-lasting regional conflict.³ These issues affect all Afghan women, but especially poor, uneducated women living in rural areas. These problems can be most effectively solved by increasing access to health services for women, and improving rates of female education and literacy. Addressing Afghan women's leadership skills is essential to improving economic productivity as well as the budget transparency and wellbeing of the future generations of Afghan nation. A number of female officials will be trained in the area of civil service and development of inclusive local development plans and budgets. UNDP in Afghanistan provides a complex range of support to promote gender equality in the country, including providing policy support and capacity development to the Ministry of Women's Affairs.

¹<http://adhel.zan.kz/>

² Please, see the list of related publications in the Annex

³ Afghanistan: National Reconstruction and Poverty Reduction – The Role of Women in Afghanistan's Future. *The world bank*. Retrieved April 13, 2011, from <http://siteresources.worldbank.org/AFGHANISTAN/EXTRA/Resourses/AfghanistanGenderReport.pdf>

On 25 September 2015, Member States of the United Nations adopted the next global development agenda-Sustainable Development Goals (SDGs). Emerging and 'traditional' donors alike will need to realign the aid policies and programmes towards supporting SDGs. This is especially important for Kazakhstan, as one of the emerging champions for the implementation of the SDGs. According to priorities to modernize foreign policy stated in the Strategy Kazakhstan-2050, the country will make efforts to strengthen regional and global security, support progressive international initiatives. Together with all interested partners and neighbours, Kazakhstan will strive for immediate political stabilization and restoration of Afghanistan.

Relevant Sustainable Development Goals for the Project
<p>Goal 1. End poverty in all its forms everywhere</p> <p>1.b create sound policy frameworks, at national, regional and international levels, based on pro-poor and gender-sensitive development strategies to support accelerated investments in poverty eradication actions</p> <p>Goal 5. Achieve gender equality and empower all women and girls</p> <p>5.5 ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>5.a undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws</p> <p>Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>Finance</p> <p>17.3 mobilize additional financial resources for developing countries from multiple sources</p> <p>Capacity building</p> <p>17.9 enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all sustainable development goals, including through North-South, South-South, and triangular cooperation</p>

To address the above-mentioned needs, the Ministry of Foreign Affairs of Japan/Japan International Cooperation Agency (JICA), the MFA of Kazakhstan/and UNDP will form a tri-partite partnership to launch a project on strengthening economic independence and women empowerment in Afghanistan.

1. The project proposes that the selected Kazakhstan's staff will be trained by JICA and UNDP to manage time-bound capacity building interventions for Afghani women professionals (both at local and central levels).
2. The personnel of the MFA and other line ministries, as needed, will get access to the best practices (know-how and technology) in the field of international aid practices accumulated by Japan and UNDP globally.

Utilization of Kazakhstan's experience to Afghanistan

The proposed activities are aligned with the overall programmatic framework and planned results of UNDP's 2014-2017 Strategic Plan. Thus, the Strategic Plan Output 7.5 is devoted to *South-South and triangular cooperation partnerships*. Kazakhstan offers substantial technical experience sharing in some strategic areas that are critical to achieving structural economic and gender transformation in Afghanistan – especially in using its natural resources (e.g. coal, oil and gas) to improve lives of its people. It has also done well on urban sanitation, arid land irrigation, and sustainable transport management. Utilizing Kazakhstan's experience in achieving great results in MDGs, in particular, in such sectors as healthcare (improvement of maternal health and reduction of child mortality at birth), civil service reform, and building strong institutions, and openness in sharing this experience with other countries makes the specifics of this very project.

Kazakhstan has succeeded in eliminating poverty and the level of inequality (Gini index) is one of the lowest in the world (0.28), which only compares with the achievement of very few countries in the world.⁵ Providing opportunity for Afghanistan to learn from this enviable progress will facilitate substantial development exchange between Kazakhstan and Afghanistan. The project will allow also for showcasing best practices in mainstreaming the SDGs in national development planning and implementation of SDGs in Afghanistan.

Since its independence, Kazakhstan managed to develop strong institutions. Its academic and research centers operate in accordance with best international standards and will be used in the project as the venues able to provide cutting edge knowledge and technologies. For example, in 2015 the Government of Kazakhstan and UNDP organized three large capacity development trainings for 20 African countries, which were hosted by such institutions as Nazarbayev University, APEC Petrotechnic, and "Turan-Profi", in 3 large cities of Kazakhstan. The feedback received from the participants in the conducted post-study survey proves the project was a success. It was a new experience for UNDP and MFA to bring participants from such a remote continent. However, the lessons learnt, especially in the area of logistics – obtaining visas, planning of the trips, organizing a transparent and efficient selection of the participants for the course – were very useful and are filed in writing and kept within UNDP in order to utilize the experience in future projects for their efficient implementation.

The basis for this document is laid in the new Country Programme Document 2016-2020 of UNDP in Kazakhstan, and, in particular, its target to support development of the national ODA system. It is stated in the CPD that "UNDP will scale up its international pillar through two strategic initiatives: to support the establishment of Kazakhstan's ODA system, and the *Regional Hub for Civil Service in Astana*. The Hub and other UNDP initiatives will promote empowerment of women working in civil service, through targeted policy and capacity development support. The Hub initiative will demonstrate scaling up to meet high demand and expectations both domestically and internationally, by delivering concrete results and innovations in research, knowledge management and capacity building. The Hub platform also presents an opportunity to strengthen practical South-South/East-East partnerships and collaborations, including a potential for additional resource mobilization. Strong linkages will be established with UNDP global centres⁶ and hubs and other

⁵ Its Gini Index is only surpassed by Norway, Iceland, Finland, Czech Republic, Belarus, Ukraine, Slovenia and Slovak Republic (see 2015 World Development Indicators).

⁶ UNDP's Global Policy Centres contribute to its global development policy advisory functions shaping its global thought leadership by providing evidence-based support and development analytics for the global positioning of the organization and articulation of UNDP's discourse in global development processes. The Singapore Center, in particular, might be utilized to get expertise and resource persons or materials when crafting the training programmes for the participants of the civil service training (for foresight, risk management and

In addition, utilizing UNDP Country Office presence, and a functioning donor coordination mechanisms, a simple donor mapping will be provided at the start of the project to ensure complementarities and synergies between this project and the main players in this field.

There are many actors working on various aspects of gender in Afghanistan. These are UN Agencies, aid organizations, international NGOs, as well as research institutes. UNDP scope of work is very wide, although, it is known to champion in working with women in the area of civil service and public administration. UNFPA covers such areas as reproductive health, youth, and combating gender-based violence. The work on UNWOMEN in Afghanistan can be grouped around five biggest programmatic areas: (1) Gender and Justice, (2) Women Economic Rights and Security, (3) institutional capacity development, (4) Special Fund, and (5) Women, peace and governance. UNDP and UNWomen join their efforts in working together with UNDP in particular in the last area – women and governance.

Coordination with UNDP Afghanistan and other actors
To ensure alignment with Afghanistan government's policy and better synergies with other actors and avoid duplication, UNDP Kazakhstan will closely liaise with the UNDP Afghanistan. This agreement has been already achieved between management of both country offices at the meeting in Astana in November 2015. Having a physical presence in Afghanistan (Kabul and other provinces) and utilizing well established contacts, the Afghan CO will be best positioned to assist with spreading information about the newly launched initiative of the Government of Kazakhstan among the affected line ministries (the Ministry of Women's Affairs of Afghanistan and the Ministry on civil service), related NGOs and other beneficiaries. The information about the new joint project of the Government of Kazakhstan, UNDP and JICA/MOFA of Japan will also be distributed by the UNDP CO in Afghanistan among other donors and UN sister agencies, including UN Women .

Partnership with Government of Japan/JICA and the Embassy of Japan in Kazakhstan) support the UNDP and the Government of Japan (JICA and the Embassy of Japan in Kazakhstan) support the UNDP will act as partners willing to share their experience in implementing development projects. This will make a direct contribution to the achievement of forging an innovative cross-regional South-South partnership, reflecting priorities of the foreign policy of Kazakhstan. A joint project will be implemented in Afghanistan, one of priority countries for the national ODA policy of Kazakhstan, and will serve the practical instrument to strengthen the ODA stream of Kazakhstan while, at the same time, helping to improve the wellbeing of Afghani citizens.

Overall, this project will bring potential value-added as far as they are related to assistance provided to Afghanistan:

- by bringing to the table Kazakhstan's unique experience and approach in promoting women empowerment in a largely Muslim society.
- Kazakhstan is perceived by Afghanistan as a neutral country with no historical baggage, and thus, could potentially provide a different angle to the sensitive issue such as gender equality.
- Kazakhstan could provide a fresh perspective and South-South collaboration and exchanges on an equal footing to Afghanistan.

similar entities in order to reach stronger synergies. UNDP will actively support transforming the Kazakhstan's ODA concept into practice by providing policy advisory and technical support on ODA establishment and delivery".

Partnership with Ministry of Women's Affairs of Afghanistan (MoWA)

As regards to the national partners, UNDP Afghanistan developed close cooperation with the Ministry of Women's Affairs of Afghanistan (MoWA) and this Ministry will be a close partner of this project. MoWA was established in 2001, according to agreements of Bonn Conference and became part of the executive of the Interim Administration. It has 9 central departments and 34 provincial departments. MoWA has the responsibility over implementation of political and social policy of the government in order to secure and expand legal rights of women and ensure the rule of law in their lives within its activity area. MoWA serves as an implementing partner in the on-going projects conducted by the UNDP CO in Afghanistan

Utilization of existing framework of UNDP's gender programme in Afghanistan

Given the limited size and scope of this project and many partners that already support this area, this project will be implemented under the umbrella of the existing project being implemented by UNDP Afghanistan "Promoting Women's Empowerment and Gender Equality" (\$30 mln.). In particular, the following synergies will be achieved:

- The first pillar of Gender Equality Project aims at strengthening MoWA's policy making capacity, gender responsive budgeting, strengthening gender units, institutionalizing gender studies and implementing gender monitoring systems. This project will complement an ongoing initiative by providing training (see RRF below) for 20 female officials from MoWA and other local entities (as recommended by MoWA) in development of inclusive local development plans and budgets, as well as in gender-sensitive public service delivery, professional knowledge-sharing, etc. We will do it by bringing those participants to Astana, Kazakhstan and sharing the unique Kazakh success and expertise in these areas.
- Another target of the ongoing UNDP project in Afghanistan is to establish the inter-ministerial task force, advocacy plan for senior government officials to integrate gender related recommendations into policies. The proposed Kazakhstan project aims to facilitate exchange of practical experiences and best practices between the National Commission for Women Affairs and Family-Demographic Policy of Kazakhstan and Afghan Ministry of Women's Affairs) in promoting gender equality policies and programmes (see RRF below).

Project Approach

The project goal is twofold:

- The project aims at building a platform for initiating, organizing and implementing the cooperation and networking between Kazakhstan and Afghanistan⁷. The project will connect the needs of Afghanistan in terms of professional training and opportunities, which can be offered by leading educational institutions and corporations in Kazakhstan with a clear focus on the public healthcare and civil service excellence. It will ensure access to the best available knowledge and practice through a number of capacity building courses, short-term thematic trainings, field trainings, etc. From a gender and inclusion perspective, the project will target women's groups and networks, enabling them to actively build a greater local demand in their communities

⁷ Note that due to the unstable security situation in Afghanistan currently, the project envisages implementation of the seminars in Kazakhstan mostly. Implementation in Afghanistan is not excluded and events can be organized in Kabul, if needed, and if/when the security situation allows.

The Innovations Lab is a modern low-cost technique to bring experts into one place for an intensive training programme. This model will strengthen the opportunities for female, who have a unique insight into the challenges that affect their communities, to team up with local leaders to develop creative and sustainable solutions. The model will also engage all of these constituents with its local

challenges facing female).
 (open collaborative incubation accelerators to create sustainable solutions to the most pressing best practices on the women affairs, they will also be trained how to run thematic innovation Labs others, thus multiplying the synergy effect. Participants will learn about Kazakhstan! experience and rural area residents (min 60%). After training completion they will return to their country to train Kazakhstan for short term intensive training program. Selections will be made with preference to The project will bring Afghani female civil servants (Government officials, NGO leaders) to skills as well as in development of inclusive local development plans and budgets.
 Indicator 1: At least 20 female officials (60% from rural area) are trained in the area of leadership
 Baseline 1: Role of women professionals in civil service is low.

Activity 1: The capacity of Afghani women professionals is built in the area of civil service through the Kazakhstan's ODA

national agencies in various thematic areas (civil service, gender, etc.)
 ODA/MFA staff is well-networked and has a plan of action tested to network with specialists/healthcare workers;
 Training module in the area of healthcare developed for Afghani
 developed by ODA/MFA staff;
 Indicators: The first portfolio through the newly established ODA system for Afghanistan capacity of the Kazakhstan's ODA staff
 Baseline: Role of women professionals in healthcare and civil service is low. Nascent

Output: Promotion of civil service excellence and gender equality policies in Afghanistan is supported through a pilot project of Kazakhstan's ODA.

The project output and activities are designed as detailed below:

- The project aims at strengthening Kazakhstan's role as an emerging donor through systematization and professionalization of its Official Development Assistance (ODA) efforts. The project draws on lessons and experiences from Japan and Kazakhstan through strengthening knowledge sharing and development of effective mechanisms, tools and platforms. The project promotes coordination of various ODA flows, and ensures common action and provision of technical expertise through establishment of stakeholder engagement and collaboration with:
 - a. a wide range of stakeholders that are crucial for the delivery and/or effectiveness of ODA system in Kazakhstan;
 - b. civil society organizations and research institutions to ensure transparency, accountability and better coordination, involve them in both strategy formulation and aid delivery, ensure support for the work of ODA system in Kazakhstan;
 - c. "learning-by-doing" approach through donor mapping exercise to identify major international actors in Afghanistan to promote mutual learning in ODA cooperation.

As the result KAZ ODA/MFA staff will be capacitated to plan, implement, and monitor the ODA projects through "learning-by-doing" approach through donor mapping exercise to identify major

- 1) Formulate and conduct trainings based on the needs of the beneficiaries in specific sectors such as health, public service delivery, etc;
 - 2) Facilitate dialogues between sectoral specialists, such as nurses, civil servants and academia; Apply ODA DAC standards of transparency and accountability in delivering aid to developing nations, by learning from JICA and other well established bilateral aid agencies;
 - 4) Develop and implement ODA projects and programmes jointly with UNDP and UN agencies.
- UNDP Kazakhstan has partnered with the MFA throughout 2014-2015, and provided a series of technical trainings to 12-15 specialists from the MFA, the Ministry of Education, the Ministry of Health and Social Protection, the Ministry of Economy, the Ministry of Energy, the Ministry of Industry and Development, and the Ministry of Agriculture on how to best implement bilateral aid through an official system of ODA in line with OECD DAC standards. Various trainings have been also conducted in countries such as Tajikistan and Kyrgyzstan to witness development projects in action. This project will continue these capacity development initiatives with the same constituencies from the above Ministries by focusing the trainings on health, improving public services delivery, and education. More in-depth trainings will be provided for the MFA and sectoral ministries' staff on how

Baseline 3: Nascent capacity of the Kazakhstan's ODA staff.
Indicator 3: At least five personnel are taught and apply effective policies and practices in the field of ODA

Activity 3: The KAZ ODA/MFA personnel's capacity is built to manage projects in ODA field

The project will bring Afghani female public health workers to Kazakhstan for short term intensive training program. Selections will be made with preference to rural area residents (min 60%). After training completion they will return to their country to train others, thus multiplying the synergy effect. Participants will learn about Kazakhstan! experience and best practices on primary healthcare services, including essential obstetrics skills. The project will provide a platform for exchanging innovative skills and practices, including life-saving practices, between Kazakhstan! and Afghani public health workers through hands-on, so-called 'Lab' sessions. The model will also engage all of these constituents with its local networks of partners to facilitate best practices and applications necessary to enable and expedite systemic, sustainable change. To strengthen these efforts special field visits are envisaged to Government partners, academia and civil society.

Indicator 2: At least 30 healthcare workers (rural and urban women nurses and family doctors) of Afghanistan are trained in Kazakhstan to deliver essential healthcare services (maternal and child healthcare series).

Baseline 2: Women professionals in civil and public services have not collaborated with Kazakhstan! professionals/no experiences in exchange of knowledge-sharing and skills as of 2016.

Activity 2: Afghani healthcare female workers have increased their professional capacities through Kazakhstan's ODA

networks of partners to facilitate best practices and applications necessary to enable and expedite systemic, sustainable change. To strengthen these efforts special field visits are supposed to government units, academia and civil society.

international actors in Afghanistan to promote mutual learning in ODA cooperation. They will also consider next steps for achievements and new arising opportunities (e.g. Global Shapers, etc).

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: The national ODA agency is established and well-functioning

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number of effective mechanisms in place to access, deliver, monitor, report on ODA, Baseline: 0, Target: 3

Applicable Key Result Area (from Strategic Plan): 7

Partnership Strategy:

Project title and ID (ATLAS Award ID): Empowerment of women in Afghanistan through Kazakhstan's ODA in partnership with MOFA/JICA and UNDP

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (in USD)
<p>Output 1 Promotion of civil service excellence and gender equality policies in Afghanistan is supported through a pilot project of Kazakhstan's ODA.</p> <p>Baseline: Role of women professionals in healthcare and civil service is low. Nascent capacity of the Kazakhstan's ODA staff</p> <p>Target: 1. To promote the role of women and empower them with professional knowledge in the area of civil service and healthcare. 2. KAZ ODA/MFA staff is capacitated to plan, implement, and monitor the ODA projects through "learning-by-doing" approach</p> <p>Indicators: • First ODA portfolio for Afghanistan developed by KAZODAMFA staff.</p>	<p>Target 1 The capacity of Afghani women professionals is built in the area of civil service through the Kazakhstan's ODA</p>	<p>Activity result 1 At least 20 female officials (60% from rural area) are trained in the area of leadership skills as well as in development of inclusive local development plans and budgets.</p> <p>Action 1 Raise awareness through training interventions for officials to plan legal system and policies on gender equality: • Conduct in Astana, Kazakhstan/Kabul, Afghanistan a seminar on gender-based budgeting for local development policies and programmes; • Conduct 'the future of civil service' training- essential skills for foresight, risk management and change management (most likely in Astana, Kazakhstan; • Exchange of practical experiences and best practices between the National Commission for Women Affairs and Family-Demographic Policy of Kazakhstan and Afghan Ministry of Women's Affairs) in promoting gender equality policies and programmes.</p> <p>Action 2</p>	<p>UNDP MFA Kazakhstan Japan</p>	<p>110,000 0 300,000</p>

<ul style="list-style-type: none"> • Training module in the area of healthcare developed for Afghani specialists/healthcare workers; • KAZODAM/IFA staff is well-networked and has a plan of action tested to network with national agencies in various thematic areas (civil service, gender, etc.) 	<p>Target 2 Afghani healthcare female workers have increased their professional capacities through Kazakhstan's ODA</p>	<p>Conduct Women Leadership Skills Training for Afghani women in policy making:</p> <ul style="list-style-type: none"> • Train women leaders in promoting gender-sensitive public service delivery in the regional (rural) communities; • Train Afghani female officials at different level of policy-making to improve negotiation and communication skills needed for promotion of gender equality and women empowerment initiatives; • Provide assistance to the officials of the Ministry of Women's Affairs of Afghanistan in development of their skills to coordinate activities related to supporting women <p>Activity result 2 At least 30 healthcare workers (rural and urban women nurses and family doctors) of Afghanistan are trained in Kazakhstan to deliver essential healthcare services (maternal and child healthcare series)</p> <p>Action 1 Train Afghani healthcare workers (nurses, midwives, physicians etc.) in WHO/UN standards of primary health care delivery and management:</p> <ul style="list-style-type: none"> • Innovation platform in the area of maternal and child health care to exchange best practices in primary healthcare⁹ • Advanced training for practical skills development of rural nurses in 	<p>UNDP MFA Kazakhstan</p>	
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⁹ At the National Research Center for Maternal and Child Health or other relevant institutions

		<p>essential home care methods transformed to Afghan women for practice at home (as most women are not allowed to leave homes due to cultural restrictions);</p> <p>Action 2 Identify and promote cheap and easy to maintain mobile health care equipment, such as delivery kits for obstetricians and nurses for the use in rural Afghan clinics⁹</p> <p>Activity result 1 At least 5 personnel are taught and apply effective policies and practices in the field of ODA</p>	<p>UNDP MFA Kazakhstan Japan</p>	
	<p>Target 3 The KAZ ODA/MFA personnel's capacity is built to manage projects in ODA field</p>	<p>Action 1 Train KAZODAMFA personnel in developing and managing its nascent ODA portfolio (conducting necessary screening, needs assessment, etc. in recipient countries);</p> <p>Action 2 Second KAZ ODA/MFA personnel as project managers/experts by applying learning-by-doing principles:</p> <ul style="list-style-type: none"> • Skills building for practical project design, management and implementation (PM methodology, monitoring and evaluation); • Learn from existing projects implemented by JICA and UNDP in Central Asia and Afghanistan. <p>Action 3 Support KAZODAMFA staff in determining and prioritizing the initiatives</p>		

⁹ For example, : Examples of the currently available technologies in the public healthcare area by Kopernik (Toshi Nakamura/ Ewa Wojkowska) are presented at http://www.kopernik.org/technologies?field_development_category_tid%5B%5D=23&combine=&items_per_page=10

		that could be subsequently maintained through national ownership.		
		Action 4 Build skills of KAZ ODAM/EA staff in international ODA standards, including transparency and accountability standards ¹⁰ (OECD-DAC)		

I. ANNUAL WORK PLAN

Year: 2016-2018

EXPECTED OUTPUTS And baseline, indicators including targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		Amount (in USD)
		I 2016	II 2016	I 2017	II 2017			Budget Description		
Promotion of civil service excellence and gender equality policies in Afghanistan is supported through a pilot project of Kazakhstan's ODA.										
Subtotal 1										90,000
The capacity of Afghani women professionals is built in the area of civil service through the Kazakhstan's ODA	- Conduct a seminar on gender-based budgeting for local development policies and programmes; Conduct the future of civil service' training- essential skills for foresight, risk management and change management;		X	X	X	UNDP	MOFA /JTF UNDP (parallel)	71600 Travel expenses	Round trip tickets Visa, medical insurance In-country travel 40% DSA, per diem Terminals Other	36,000 16,000 1,600 2,000 13,400 1,520 1,480

¹⁰http://www.oecd-ilibrary.org/governance/public-sector-transparency-and-accountability_9789264176287-en

<p>- Train women leaders in promoting gender-sensitive public service delivery in the regional (rural) communities;</p>						<p>72100 Contractual services</p> <p>Accommodation Education cost Printing Translation Excursion Coffee breaks Expert consultancy Other</p>	<p>45,000 10,000 16,000 1,000 3,000 500 600 10,000 3,900</p>
Subtotal 2						<p>74500 Miscellaneous 75100 GMS</p>	<p>2,333 6,667</p>
<p>Afghani healthcare female workers have increased their professional capacities through Kazakhstan's ODA</p>	<p>- Create Innovation Labs in area of maternal and child health care - Training of rural nurses in essential home care methods - Identify and promote easy to maintain mobile health care equipment for use in rural Afghani clinics</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>MOFA /JTF UNDP (parallel) 72100 Contractual services Accommodation Education cost Printing Translation Excursion Coffee breaks Expert consultancy Other</p>	<p>56,000 15,000 24,000 1,500 3,000 900 750 10,000 850</p>
Subtotal 3						<p>74500 Miscellaneous 75100 GMS</p>	<p>2,180 8,824</p>
							<p>60,000</p>

	<ul style="list-style-type: none"> - Train KAZ ODA/MFA personnel in developing and managing its nascent ODA portfolio - Second KAZ ODA/MFA personnel as project managers/experts/assistants - KAZ ODA/MFA personnel will attend the training courses held in the neighboring countries. - Support KAZ ODA/MFA staff in determining and prioritizing the development initiatives - Build skills of KAZ ODA/MFA staff in international ODA standards 					<ul style="list-style-type: none"> UNDP MFA Kazakhstan Japan 	<ul style="list-style-type: none"> MOFA /JTF 	71600 Travel expenses	18,000
								<ul style="list-style-type: none"> Round trip tickets 4,000 Visa, medical insurance 500 100% DSA, per diem 11,725 Terminals 380 Other 1,395 	
	<ul style="list-style-type: none"> - KAZ ODA/MFA personnel will attend the training courses held in the neighboring countries. - Support KAZ ODA/MFA staff in determining and prioritizing the development initiatives - Build skills of KAZ ODA/MFA staff in international ODA standards 							72100 Contractual services	36,000
								<ul style="list-style-type: none"> Accommodation 2,500 Expert consultancy 10,000 Other 23,500 	
	<ul style="list-style-type: none"> - KAZ ODA/MFA personnel will attend the training courses held in the neighboring countries. - Support KAZ ODA/MFA staff in determining and prioritizing the development initiatives - Build skills of KAZ ODA/MFA staff in international ODA standards 							74500 Miscellaneous	1,600
								75100 GMS	4,400
	Subtotal 4								30,000
	Effective Project Management	X	X	X	X			71400 Service contract	25,000
								73100 Rent & maintenance	-
								74500 Miscellaneous	2,778
								75100 GMS	2,222
TOTAL									300,000

The Project will be carried out in conformity with the established UNDP procedures of the National Execution (NEX) modality. The project activities will be implemented according to the UNDP corporate policies and procedures for national implementation (NIM) as stipulated in Programme and Operations Policies and Procedures (POP).

Project Board

In order to ensure UNDP's ultimate accountability, a Project Board will be established to support the project activities in accordance with the UNDP corporate policies and standards and 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 will consist of three parties: MFA, Government of Japan (Embassy of Japan in Kazakhstan and JICA) and UNDP in Kazakhstan. The Project Board will meet twice a year.

The structure of the Project Board:

- **Beneficiary Representatives:** All activities, products and services will be geared towards beneficiaries of the project. The needs and demands of the beneficiaries will be reflected during Project Board meetings. Annual work plans will also reflect priorities set by the beneficiaries.
- **Senior Supplier:** senior suppliers are institutions that provide financial resources and/or technical expertise to the project. UNDP as the main supplier will provide the technical expertise and continuous financial oversight. MFA will provide technical expertise and in-kind contribution. **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 project 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 all stakeholders;
 - g) Ensure that all requests of Beneficiary Representative and Senior Supplier related to the project are properly addressed.

Project Implementation Unit (PIU)

For implementation of the project, the Project Implementation Unit will be established (hereinafter - PIU) the structure of which will include the Project manager, assistant on administrative and financial questions on a constant basis and national and/or international experts on a short-term basis.

The Project Manager will manage the Project on a day-to-day basis under direct supervision of the UNDP country office and in close cooperation with the Project Board (PB) and other stakeholders. An important task of the PIU is achieving of consent among all parties authorized for decision-making. For these purposes, the following is to be conducted:

- development of an Annual Working Plan (AWP) that will be annually updated in order to reflect the efforts of the project and accumulate learnt lessons;

Role of JICA: provision and sharing of technical know-how of JICA's projects, especially in Afghanistan and neighbouring Central Asian countries through its direct implementation modality. Provider of skills development of Kazakhstan's ODA in line with OECD DAC principles of transparency and accountability. Capacity building for Kazakhstan's ODA personnel through:

Role of the Embassy of Japan in Kazakhstan: The Embassy acts as an initiator of the project.

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. The project support function is carried out by the UNDP CO programme staff.

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

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

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 Project remains 'fit for purpose', follows the approved plans, and continues to meet planned targets without compromising output quality:

All travel expenses of the MFA staff, including representatives of the ministries and organisations from Kazakhstan side, approved for travel in the framework of the present project implementation, will be covered by the foreseen budget of the project;

The MFA will appoint a National Project Coordinator who will act as a link between the national partner, the MFA and the Project. Responsibilities of National Project Coordinator prescribed in a more detail in the Regulation on Project Board.

In the beginning of each year the PIU will prepare the Annual WFP for the approval of the PB. The allocation of funds, with the implementation of planned activity, will be based on this document. The AWP will be developed in close cooperation with the stakeholders. In addition, the PIU will prepare quarterly accounts about the accomplished work and the Annual Report under the Project. These reports will reflect the Project achievements and provide an explanation in case of an essential deviation from the plan. If necessary, certain adjustments will be made in the AWP to be approved by the PB.

The MFA will appoint a National Project Coordinator who will act as a link between the national partner, the MFA and the Project. Responsibilities of National Project Coordinator prescribed in a more detail in the Regulation on Project Board.

The Project personnel will pass through a competitive selection process according to UNDP procedures. The Project Manager will exercise the PIU administration. This will, namely, include preparation/specification of working plans, archiving storage of the Project documentation, accounting, reporting, procurement of contracts (preparation of TORs, technical specifications and other necessary documents, search and selection of consultants, coordination and monitoring of consultants and suppliers), organization of trips under the Project, public and other actions by the Project, establishment of working contacts with partners at the international, national and local levels.

- monitoring and evaluation of the Project implementation according to UNDP procedures;
- an exchange of knowledge and experience with other projects and initiatives in Kazakhstan and abroad;
- training and improvement of professional skills of the Project personnel concerning management of development projects according to the international standards;
- development of a detailed Action Plan for project implementation in the beginning of each year of implementation.

- Short-term business trips of JICA employees or experts (including specialists sent to other countries) for intensive lectures on suggested topics or trainings/seminars/workshops in Kazakhstan¹¹. The request should be submitted 6 months prior the proposed training dates.
- Study tour/case study for the study of practical project management or on-demand internships for Kazakhstan/MFA ODA personnel (exchange specific practical experience in the projects formulation, project management, implementation supervision, evaluation, monitoring, etc.) in the neighbouring countries (Tajikistan, Kyrgyzstan).¹² The request should be submitted 6 months prior the proposed training dates.

Role of MFA (ODA staff):

- Identification and management of Kazakhstan's MFA/ODA personnel to be involved in this project implementation (possibly deployed as short-term secondees to fulfil the roles of "project managers" or "project assistants")¹³.
 - Liaison with the Government of Kazakhstan.
 - Conveyer of Kazakhstan's/MFA ODA's policies, urgent needs and requests in capacity development.
 - Help, upon request from PIU, in determining best national partners and institutions in terms of conducting capacity development trainings in the area of civil service and public health.
- Role of UNDP Kazakhstan:** day-to-day project management, its oversight, technical support and facilitation. Project implementer and liaison between JICA/UNDP and MFA. Development and implementation of the Annual Work Plan, etc. Ensuring synergies between various components of the project.
- Overall management of the project (quality assurance, project support).
 - Establishing communication and liaison among main partners.
 - Identification of corresponding stakeholders and project participants in the country.

- Role of UNDP CO in Afghanistan:** support in identifying public health workers and officials for trainings/capacity interventions to be conducted in Afghanistan. Identification of essential equipment needs for rural health care in Afghanistan.
- On-site support of project activities.
 - Logistical and organizational support.
 - Assistance in procurement upon request of the UNDP CO in Kazakhstan
 - Identification of corresponding stakeholders and project participants in the country.
 - Guidance and assistance on security issues in Afghanistan

Role of Embassy of Afghanistan to Kazakhstan:

- support in conveying the idea of the project to the Government agencies, including the MoWA and local governments as appropriate.
- Facilitate cooperation with relevant Ministries
- Facilitate visa obtaining for the Afghani participants to Kazakhstan
- Facilitate visa obtaining for participants from Kazakhstan for their trip to Kabul, Afghanistan

¹¹ JICA has already implemented a country focused training "ODA Scheme Seminar" in Japan for the members of working group of Kazakhstan's ODA representatives in December 2014.

¹² More about JICA's activity in Afghanistan <http://www.jica.go.jp/afghanistan/english/>

¹³ Safety and security of the MFA personnel and other participants from Kazakhstan involved in project implementation in Afghanistan will be ensured in accordance with UNDP standards

V. MONITORING FRAMEWORK AND EVALUATION

According to the Program Policy and UNDP procedures, the Project monitoring is carried out as follows:

- On an annual cycle
- Progress concerning achievement of key results is estimated on a quarterly basis. The quality assessment is based on a qualitative criteria and methodology.
 - The Journal of problems is activated in Atlas and updated by the Project Manager to facilitate problem tracing and to solve potential problems or request changes. Atlas is an UNDP resource planning application. This administrative software package consists of several specialized and integrated systems, including finance, human resource systems, procurement, etc. Atlas also is a database of different operations of UNDP country offices.
 - Proceeding from the initial analysis of risks, the risks account should be activated in Atlas and with a regular update of environmental risks capable of affecting the project.
 - The «Lessons Learnt» journal should be activated and regularly updated for maintenance of an ongoing training and adaptation within the organization and in efforts to prepare the Report of the lessons learnt at the end of the Project.
 - The Monitoring Plan should be activated in Atlas and updated to track the key activities of the Project management.

Annually

- **The Annual Report.** The annual survey report should be prepared by the Project Manager and submitted to the PB following the minimum requirements. The Annual Report should cover the whole year with updated information per each element of the quarterly report, and a summary of the achieved outcomes versus the annual goals earlier determined in the comparative analysis. It will assess the course of the Project implementation and approval of the Annual Working Plan for the next year. The review is done by the PB and is focused on degree of outcome achievement.

- **The Project Audit.** The Project Audit is carried out in compliance with the established UNDP procedure.

VI. LEGAL CONTEXT

In accordance with Article III of the Standard Basic Assistance Agreement (SBA), the Implementing Partner carries the responsibility for the safety and security of the project personnel and property, and the UNDP's property in the custody of 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 within the framework of project operations, and the full implementation of the security plan.

The 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.

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 amount provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).¹⁴ This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

In order to implement the Standard Agreement for assistance, the implementing agency of the host country refers to the appropriate state authority designated by this agreement. This document is developed in English and Russian and consists of two original copies. In the event of any ambiguity or conflict between the English and Russian language versions, the English version shall prevail.

¹⁴The list can be accessed at: <http://www.un.org/docs/sc/committees/1267/1267listeng.htm>.

Analysis of risks and their mitigation action

Risks and liabilities	Risk mitigation strategy
Organizational risks	
Quality and productivity of all stakeholders, state and non-state.	The holding of regular meeting that will ensure the approval of the Plans of Action and maintenance of an appropriate information.
Quality and timely delivery of the planned activities	As an early-warning management tool, the country office will use the Atlas risk-log for operational and programme reporting. This will be informed by regular project boards, and meetings with UNDP programme staff
Lack of MFA ODA staff deployed for project implementation	The Project will work with the MFA ODA Unit to capacitate the staff there, so that they transfer their knowledge later on to the MFA ODA (Agency) staff
Political risks	
Lack of commitments from the beneficiaries in Afghanistan to participate in the proposed trainings and implement the received knowledge and skills in their future work and life.	Closely liaise with UNDP CO in Afghanistan and involve their established networks in Afghanistan to be able to choose proper target audience to work within our project
Security risks	
Unforeseen issues related to safety in Afghanistan (acts of terrorism, war, etc.) that may potentially delay project implementation	Safety and security in Afghanistan will be applied in accordance with UNDP standards
Financial risks	
Absence or insufficient financing from the donor in the conditions of an economic crisis, inflation, or the development of a situation of non-payments in the sectors, or deficiency of the budgetary funds.	Careful development and preparation of documents on interaction of the parties taking direct part in implementation of the Project, and also on interaction with the involved organizations; development of scenarios of adverse situations' development
Increase of procurement prices of goods, services.	Use of "value for money" principle is ensured

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE MINISTRY OF
FOREIGN AFFAIRS OF THE REPUBLIC OF KAZAKHSTAN FOR THE PROVISION OF
SUPPORT SERVICES**

1. Reference is made to consultations between officials of the Ministry of Foreign Affairs of the Republic of Kazakhstan (hereinafter referred to as "the Ministry") and officials of UNDP Kazakhstan (hereinafter referred to as "UNDP") with respect to the provision of support services by UNDP Country Office for the nationally managed Project titled *Strengthening economic independence and women empowerment in Afghanistan through a pilot project of Kazakhstan's Official Development Assistance system in partnership with MOFA/JICA and UNDP* (hereinafter referred to as "the Project"). UNDP and the Ministry hereby agree that the UNDP Country Office may provide such support services at the request of the Ministry.
2. The UNDP Country Office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP Country Office shall ensure that the capacity of the MFA is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP Country Office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP Country Office will provide, at the request of the designated institution, the following support services for the activities of the project:
 - a) identification and recruitment of project and programme personnel;
 - b) identification and facilitation of training activities;
 - c) procurement of goods and services; and
 - d) other services in consultation.
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures, and it will be done in coordination with the MFA. If the requirements for support services by the Country Office change during the life of a project, annex 3 of the Project Document is revised with the mutual agreement of the UNDP Resident Representative and the MFA.
5. The relevant provisions of the Standard Basic Agreement between UNDP and the Gok signed on October 4, 1994 (the "SBA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Gok shall retain overall responsibility for the nationally managed project through the MFA as its designated institution. The responsibility of the UNDP Country Office for the provision of the support services, described herein, shall be limited to the provision of such support services detailed in the annex 3 of this Project Document.
6. Any claim or dispute arising under, or, in connection with, the provision of support services by the UNDP Country Office, in accordance with this letter, shall be handled pursuant to the relevant provisions of the SBA.
7. The manner and method of cost-recovery by the UNDP Country Office in providing the support services described in paragraph 3 above shall be specified in annex 3 of this Project Document.
8. The UNDP Country Office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. Signature of the present Project Document, to which annex 3 is an integral part of, shall constitute an agreement with the provisions set forth above, as well as, it shall constitute an agreement between the MFA and UNDP on the terms and conditions for the provision of support services by the UNDP Country Office for nationally managed projects.

Description of UNDP country office support services

1. Reference is made to consultations between the MFA of the Republic of Kazakhstan and officials of UNDP with respect to the provision of support services by the UNDP Country Office for the nationally managed project *Strengthening economic independence and women empowerment in Afghanistan through a pilot project of Kazakhstan's Official Development Assistance system in partnership with MOFA/JICA and UNDP*, UNDP resources and additional resources will be contracted by the UNDP from other channels.
2. In accordance with the provisions of this Annex 3, which is an integral part of this Project Document, UNDP Country Office shall provide support services for the project *Strengthening economic independence and women empowerment in Afghanistan through a pilot project of Kazakhstan's Official Development Assistance system* as described below.
3. Support services to be provided are specified in UNDP Kazakhstan Universal Price for the support services locally provided.

List of Administrative Support services locally provided:

Service	Unit - Service Provider
Payment process	Finance Unit
Vendor profile	Procurement Unit
Service Contracts Administration	HR Unit
Consultant Recruitment: Advertising Short-listing & selection Contract issuance/amendment issuance	Procurement Unit
Travel Authorization	Administrative Unit
Travel Report Clearance	Administrative Unit
Procurement process involving CAP: Identification and selection Contracting/issue purchase order/issue amendment Follow-up	Procurement Unit
Procurement not involving CAP: Identification and selection Contracting/issue purchase order/issue amendment Follow-up	Procurement Unit
Disposal of equipment: Follow-up	Procurement Unit
Email account with undp.org domain: Mandatory monthly fee to UNDP ICT BOM (including access to UNDP corporate resources) Monthly maintenance by UNDP Kazakhstan	ICT Unit
Staff selection and recruitment process Advertising in newspaper Short-listing Interviewing	HR Unit

Project Board Regulations (PB)

1. General provisions

1. The PB is created based on the Project document signed by the Ministry of Foreign Affairs of the Republic of Kazakhstan.
- 1.2. The main objectives, structure, organization and the procedure for carrying out of PB sessions, its functions and rights are stated in the present document.
- 1.3. The provisions of the present document (further under the text - Provisions) are applicable to the activity of all PB participants.
- 1.4. The PB is a supervising and managing body, which provides political support to the Project and carries out coordinating functions.
- 1.5. The PB operates based on the Constitution of the Republic of Kazakhstan, the decrees and orders of the President of the Republic of Kazakhstan, the decisions and orders of the Government of the Republic of Kazakhstan, including the present Regulations.
- 1.6. Activity of the PB is built on principles of publicity and freedom of discussion.

2. The main tasks of the Project Board are:

- 2.1. Consideration, assessment and formulation of recommendations and proposals concerning the main directions of the Project surveys and works, including development of the drafts of the normative, legal and technical acts in the field of technical regulation of equipment and materials;
- 2.2. Provision of consultations and expert assistance as well as working out recommendations and proposals concerning the subject, content, volumes and terms of the concrete phases of the Project surveys and works.
- 2.3. Consideration and assessment of the results of Project surveys and works, including the drafts of the normative-legal acts and methodology documents in the field of technical regulation.

3. Main functions of the Project Board:

- 3.1. General management of the Project implementation;
- 3.2. To determine the main directions of the Project and to control high level execution of Project implementation;
- 3.3. To check and confirm the annual Project plans and their financing;
- 3.4. To consider and endorse the annual reports on the PIU work;
- 3.5. To provide interrelation of the Project with the current initiatives, programs, Projects and with other additional Projects;
- 3.6. To provide cooperation between the national establishments participating in implementation of the Project;
- 3.7. To provide maximum accessibility to all documents and the information which are available in various official bodies, necessary for the Project monitoring and implementation;
- 3.9. To provide participation of various state and non-state stakeholders in the Project;
- 3.10. To provide methodical and organizational support to the Project group while carrying out Project activity;
- 3.11. To act as the main implementing body of activity coordination and lobbying of interests of the Project to ensure political, normative, legal and financial support of the RK Government;
- 3.12. To attract additional financial assets to support the results of the Project and activity after termination of funding if needed.

4. Structure of the Project Board

- 4.1. The general management of the PB is carried out by the Chairman. The PB Chairman is the National coordinator of the Project appointed by the Ministry of Foreign Affairs of the Republic of Kazakhstan.

4.2. PB consists of following organizations:

- Relevant Departments of MFA
- UNDP CO
- JICA/ Embassy of Japan

- 4.4. The Project Group renders organizational and technical support to PB.

5. Organization and procedure for carrying out of the PB sessions
- 5.1. The PB works in the format of sessions conducted according to the established procedures, at least, once a year or if it is necessary, more often.
- 5.2. The PB sessions are considered lawful if the quorum of not less than 2/3 members of the Project Board is ensured.
- 5.3. The PB decisions are accepted by voting at sessions. At sessions the PB members should aspire to take all decisions on the basis of a consensus.
- 5.4. The PB decisions are registered in the form of the session minutes signed by the Chairman of the PB and the secretary.
- 5.5. The decisions accepted at the PB sessions are obligatory for the Project group and organizations-members of the PB;
- 5.6. The Project group will organize and hold sessions and carry out the following actions:
- the analysis of the information given by the organizations-members, and preparation of the agenda and necessary materials;
 - granting of the draft of the agenda with appendices (reports, reference materials, and other information) along with the cover letter for consideration and approval by the PB Chairman;
 - or its representative (by the order of the PB Chairman);
 - at approval of the agenda, prepared materials to be disseminated among the PB members;
 - notification of the PB members about the date and venue of sessions and submission of the agenda no later than 10 days prior to the session date.
6. The rights and duties
- 6.1. For performance of functions in the PB its members have the rights and duties and bear responsibility according to the Republic of Kazakhstan legislation, other normative-legal acts and the present Regulations.
- 6.2. Members of the PB have the right:
- 6.2.1. To take part in all PB sessions;
- 6.2.2. To receive any information about the PB activity;
- 6.2.3. To initiate decision-making by the PB;
- 6.2.4. To execute other powers.
- 6.3. Chairman of the PB:
- 6.3.1. Defines the internal procedures of the PB and approves responsible persons for control over carrying out of actions and financing of the Projects;
- 6.3.2. Chairs the PB sessions;
- 6.3.3. Conducts the PB ad-hoc meetings if necessary;
- 6.3.4. Supports a continuous communication with the PB members and the Project Manager;
- 6.3.5. Facilitates an information exchange between the PB members;
- 6.3.6. Jointly with the Project Manager appoints the dates of the PB sessions;
- 6.3.7. Checks and confirms the agenda of the PB sessions;
- 6.3.8. Coordinates actions of the PB directed on ensuring of implementation of the PB activity and provides all necessary support for successful Project implementation;
- 6.3.9. Bears responsibility for the timely notification (10 days before) of the PB members about a forthcoming meeting with the agenda provided;
- 6.3.10. Represents the PB at interaction with other organizations.
7. Activity control
- 7.1. The PB in its activity is guided by the present Regulations.
- 7.2. The PB activity should be assessed at the regular session of the PB after hearing of the Annual Report.