

Project Document

United Nations Development Programme
Country: Kazakhstan

Project Title: *Institutional Support to the Regional Hub of Civil Service in Astana*

UNDAF Outcome: State actors at all levels and civil society are more capable and accountable for ensuring the rights and needs of the population, particularly vulnerable groups

Expected CP Outcome: Central and local governments operate in a more effective, transparent and accountable manner

Expected Output(s): National civil service institutions and their capacities of the countries participating in the Hub are strengthened to attain an equitable, accountable and effective delivery of services

Implementing Agencies: Agency for Civil Service Affairs and Corruption Prevention of the Republic of Kazakhstan

Responsible Party: UNDP

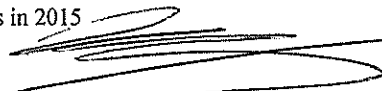
Brief Description

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

Programme Period:	2010-2015	Total resources required:	USD 14 050 000
Key Result Area (Strategic Plan)		Total allocated resources:	
Atlas Award ID:	_____	• Regular:	USD 50 000
Start date:	December 1, 2014*	• Other:	
End Date:	December 31, 2017	• Government of Kazakhstan:	USD 14 000 000 (includes \$164,500 rollover from the inception phase in 2014)
PAC Meeting Date	_____		
Management Arrangements	National Implementation		


* This is an initiation stage of the project. The implementation period begins in 2015

Approved by UNDP:


Stephen Tull, Resident Representative

Approved by Agency for Civil Service Affairs &
Corruption Prevention in the Republic of Kazakhstan




Soyun Akmetzhanov, Deputy Chairman
Kairat Kozhamzharov, Chairman

I. SITUATION ANALYSIS

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 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 2010-2015 UNDAF¹ was formulated to contribute to national efforts - in the priority areas of the Government of Kazakhstan (hereafter the **GoK**), which are among others: improving the economic and social well-being of the population, and increasing public sector effectiveness and efficiency. Since 1997, when significant public administration reforms were launched in Kazakhstan, the GoK has taken steps to improve the efficiency and effectiveness of the public service. In 1998, the Agency for Civil Service Affairs was established to enhance the legal framework for the civil service and improve civil service management.² In the period 2005-2007, UNDP supported the GoK in the elaboration of standards for public service delivery, design of a personnel policy for the civil service, improvement of human resource management, functional analysis and training. In 2011, a new model for the modernization of the civil service was adopted as the basis for reforms grounded in the principles of accountability to the public, transparency and meritocracy. The reforms to be introduced included competitive recruitment, career planning, and effective personnel management.³

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 UNDAF prioritizes the enhancement of national capacity and increased access to social services. It does so through the prism of human rights, culture, and gender and diversity mainstreaming to enable state actors to be more capable of - and accountable for - ensuring the rights and needs of the population. To emphasize this goal, President Nazarbayev has stated, "*Civil service development and bringing [the civil service] in line with rising citizen expectations are important priorities of any government activity.*"⁴ In order to adjust to critical challenges in this and other areas, the GoK has strongly encouraged the continuation of its cooperation with the United Nations.⁵

The Regional Hub 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 Mongolia, Thailand and FYROM having joined in 2014, comprises 30 countries. In March 2014, the Hub further reinforced its global outreach by signing a Memorandum of Understanding (MoU) with the United Nations Public Administration Network (UNPAN), and extending its collaboration with the American Society for Public Administration (ASPA), and the Organisation for Economic Cooperation and Development (OECD).

¹ <https://data.unfpa.org/downloadDoc.unfpa?docId=129>

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

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

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

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

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.

A number of activities have been accomplished since the Hub's inception in 2013. Three working groups have been established: [a] Partnership & Experience Exchange, [b] Training & Research, and [c] Knowledge Management & Expert Network; each headed by the Chairpersons of the Civil Service government bodies of two of the participating countries, and by the President of ASPA, respectively. The Global Conference of the Hub on civil service has been held twice, in 2013 and 2014, within the Astana Economic Forum. It has grown into an annual conference of the Hub attracting global and regional scholars and practitioners in civil service to discuss contemporary issues and solutions. Seminars and a master class of the Hub on pertinent issues of civil service and management in state agencies have also been implemented. Most importantly, a baseline study was conducted to survey 13 participating countries of the Hub, in order to identify their needs and priorities in civil service related research and training. One of the key findings of the baseline study was the need for joint research activities. As a result of this, a joint study on the "*Performance appraisal of civil servants in the context of the fight against corruption: the experience of the Regional Hub states*"⁹ was conducted together with experts from the Hub participating countries, in the fourth quarter of 2014.

Furthermore, the Hub's biannual academic publication, the "*International Journal of Civil Service Reform and Practice*"¹⁰ was launched to serve as a platform for debate and knowledge exchange among scholars and practitioners, as requested by the participating countries. Four issues of the journal have already been published and disseminated across the participating countries. Moreover, to foster further information and knowledge exchange, on a more regular basis, the Hub's web portal¹¹ was launched in 2014.

Some of the Hub's events have also been held outside Kazakhstan – e.g. a round table hosted by the Civil Service Commission under the President of Azerbaijan, in Baku. Moreover, other

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.

⁹ [www.regionalhub.org/.....](http://www.regionalhub.org/)

¹⁰ <http://www.regionalhub.org/en-us/e-journal.aspx>

¹¹ www.regionalhub.org

participating countries have indicated their strong interest in hosting future events of the Hub in the course of 2015, e.g. Georgia and the Kyrgyz Republic.

The year 2014 has been an important milestone for the Hub. An Agreement between the GoK and UNDP on the expansion of the institutional and financial support to the Hub has been reached. The GoK in demonstration of its strong support to the Hub has committed 14 million USD for the Hub's operation and activities. As a result of this development, the Hub's scope has been expanded to include not only issues of civil service human resources management, such as integrity and incentives for efficiency and effectiveness in civil service, and performance evaluation, but also topics such as public service delivery – with an emphasis on social services provision.

The signed Agreement led to the establishment of the position of Chair of the Steering Committee of the Hub and the expansion of the Secretariat staff; as well as the formation of the Civil Service Research Centre. Moreover, it has already been agreed that prospective activities of the Hub would include annual reviews of civil service development in the Hub's participating countries, scholarships for civil servants from the region, joint research activities on common and country specific issues with the aim to provide recommendations and solutions, and identification and dissemination of success stories in the region in the form of *case studies*, *white papers*, etc.

This is a timely initiative, as it also fits well into the plans to implement the UN's post-2015 development goals¹², with respect to national civil service systems capacity development, in keeping up with the increasing demands placed upon them to contribute to accomplish the new global developmental agenda.

Consequently, this joint endeavour of UNDP and the Government of Kazakhstan intends to secure the Hub's niche and sustainability as a regional player in the provision of technical assistance for development purposes, as well as to have measurable results in civil service modernisation and reform and public service delivery.

II. STRATEGY

The overall mission of the Hub is to contribute to the development of effective systems of civil service in the participating countries in delivering public services effectively and efficiently. The Hub will be 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)¹³, 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.

¹² http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf

¹³ 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).

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.¹⁴

The strategy outlined here is twofold:

- At the substantive level, the Hub will employ 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 will be engaged in exchanging and testing contemporary knowledge in order to build their capacity, in generating innovative solutions and practices, and thus contributing to civil service modernisation and quality and excellence in public service delivery.
- At the institutional level, the Hub will adopt strategic planning practices and appropriate management processes to continuously monitor and evaluate the results of the work it will carry 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.

1. Defining the Purpose and Niche of the Hub

The Hub represents a unique endeavour as an institution to systematically collect, analyse and share empirical data and evidence-based lessons on the state of civil service systems and public service delivery across CIS and Central Asia and other participating countries. It has been inspired by a range of international and regional initiatives in the field of civil service excellence within UNDP, i.e., the Oslo Governance Centre (OGC)¹⁵, the Global Centre for Public Service Excellence (GCPSE)¹⁶, and the Istanbul Regional Centre for Europe and the CIS¹⁷. However, the experience of the first two, with similar missions to that of the Hub, is particularly valuable in determining its strategic direction, and the essential elements of its strategic framework from the outset in order to effectively achieve and deliver its envisioned development-related results.

The Oslo Governance Centre (OGC) was established in 2002 as a policy support and knowledge hub where research would be conducted, debates convened, and results in the field assessed, analysed and fed back to practitioners on the ground, initially on the themes of governance and conflict prevention; civil society empowerment and access to information; human rights; and access to justice.¹⁸ The UNDP Global Centre for Public Service Excellence (GCPSE) started its operation at the end of 2012, and it invested considerable effort in defining a clear philosophy, mission and rationale, and elaborating its added value in what it saw as a crowded field.¹⁹

¹⁴ 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.

¹⁵ http://www.undp.org/content/undp/en/home/ourwork/democraticgovernance/oslo_governance_centre.html

¹⁶ <http://www.undp.org/publicservice>

¹⁷ <http://www.eurasia.undp.org/content/rbec/en/home.html>

¹⁸ The Oslo Governance Centre has been evaluated or reviewed on seven occasions to date. The most recent review found that, to be in a position to be effective, the following institutional elements are necessary: [i] clearly defined mission that articulates the comparative advantage in the current development context; [ii] programmatic objectives directly aligned with the mission; [iii] clear sense of who the target audience and end-users are, i.e., whether they are on the supply or demand side of public service or are national authorities, civil society, advocates, parliamentarians, the private sector, other donors, UNDP or others; and, [iv] clear typology of products or services that are demand-driven, responsive to end-users needs and take into account the return on investment from these services. Moreover, the review found that it was equally important to clarify the roles and functions that are not feasible for the institution given the human resources and time available (Jose Cruz-Osorio and Nave Purewell, "Desk-based Review of the UNDP Oslo Governance Centre: Recommendations for the Centre's Future Direction", June 2014).

¹⁹ Following extensive deliberations, the GCPSE arrived at the following mission statement: "Recognizing that strong public services are often societies' most powerful development resource, the UNDP Singapore Centre aims to consolidate the best thinking on public service policies, strategies and institutional innovation from around the globe and share it with senior policy makers worldwide" (Max Everest Phillips - Director of the UNDP Singapore Centre since its inception).

Given the striking thematic similarities of the Hub's mission with those of the two centres - in particular with the GCPSE - analysing their experiences vis-à-vis the definition of the role, programmatic activities, and comparative advantages of the Hub, will be a rather beneficial exercise. In this context, the Hub may attempt to explore the possibility for collaboration with these Centres at an operational level, thus building on the key lessons learned through their relevant experience. The collaboration with the GCPSE, the OGC and the Istanbul Regional Centre for Europe and the CIS may potentially assist the Hub, in developing a sound and feasible strategy from the outset of its operation by clarifying its mission, role, programmatic objectives, and range of services, and its audience; and hence better define the value added it may contribute to the development landscape. The issues discussed may include the geographic, as well as the thematic, focus of the Hub.

It is envisioned that if needed a background paper may be prepared, through joint collaboration, setting out the preferred options that take into account the experience of the mentioned UNDP Centres, in the area of public service enhancement and the existing and prevalent demand.²⁰ In addition to the paper, follow up discussions and other activities may be organised, as deemed necessary, to achieve the required clarity of purpose that will place the Hub on solid footing and thereby increase the likelihood of its development impact.

In fact, the Hub has the potential to broaden UNDPs base for offering advice and expertise on good practices by working together with the GCPSE and the OGC. Furthermore, considering Kazakhstan's ambition to position itself as an active player in the global economy and in a highly competitive development assistance environment, South-South, East-East and other triangular cooperation are useful means for partnership and coalition building among various development stakeholders in the area of civil service capacity development and public service delivery enhancement²¹.

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 upon and, where gaps exist, carry out applied research and analysis on civil service development and professionalization.

Research will be carried out through implementation of joint activities among 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 will identify enabling environments for effective modernisation efforts, by comparing civil service development and professionalization across participating countries. 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

²⁰ The recommendations of the review of the Oslo Governance Centre concluded that its mission should be to facilitate R&D in democratic governance, serving as a nexus between theory and practice; the function should be as a convening hub for state-of-the-art knowledge and as a platform for global debate on democratic governance; and ambitions should be lowered to focus on delivering well in two key thematic focus areas in view of the human and financial resources available.

²¹ This project also has the potential to position Kazakhstan as a leading member of the Global South-South Development Academy (www.academy.ssc.undp.org).

countries.²² Hub expert staff or individual experts and institutions from the Hub's roster, or both, will author such publications.²³

A flagship activity will be 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.

The agenda of research topics²⁴ will be selected by the Steering Committee of the Hub. Topics will be selected from a wide range of issues pertaining to the civil service, which are as follows:

- **Legislative and regulatory frameworks:** laws, regulations and statutes governing the institutional structures and their scope of authority to plan, manage and administer the civil service at national and sub-national levels of government, according to strategic needs of individual countries;
- **Integrity, standards and public service accountability:** values, principles and norms governing functions and performance of civil service, increasingly based on systems and standards of merit, professionalization, transparency, accountability, effectiveness, efficiency and service-oriented administration;
- **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;
- **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.

²² 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).

²³ See part b immediately below for more information concerning the roster that will be set up at the Hub.

²⁴ As well as the priority themes for capacity development and pilot service delivery projects.

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 & training

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.²⁵

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*²⁶ created by the Cognitive Edge, *Challenge Prizes* - citizen-driven innovation schemes²⁷, *KALLXO* - platform to report corruption cases²⁸ 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 region²⁹. In this manner, the Hub will leverage state-of-the-art knowledge and expertise in the civil service field for participating countries.³⁰ 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

²⁵ However, technical assistance services still need to be elaborated by the Hub. In addition to providing technical assistance by experts on its roster, the Hub could consider establishing a Public Service Delivery Innovation Fund to provide small grants as an incentive for participating countries to experiment with testing innovative models of service delivery in the health and education sectors at the national and sub-national levels. The concept of such a fund could be similar to UNDP's regional UPR Support Facility grants now managed out of the Istanbul Regional Centre (<http://www.upr-info.org/followup/?qclid=CL368razrMQCFeQMcwodKacAFg>).

²⁶ www.cognitive-edge.com

²⁷ <http://europeandcis.undp.org/blog/tag/challenge-prizes/>

²⁸ https://kallxo.com/page/index/2?l=en_US

²⁹ <http://hurilab.org/>

³⁰ 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>

new models, the Hub will promote hands-on experience utilising these new and innovative approaches. In turn, it is hoped that these projects will generate new knowledge to assist in the identification of new areas for applied research and learning and training.

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

b.2 Learning & Training

Facilitation and support to learning and training programmes 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. Training 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 below³¹.

- **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

³¹ 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.

to an established platform of knowledge in related areas, and thus acquire practical knowledge through the on-the-job application of particular models, technologies and/or skills in specific areas of civil service development (e.g., organizational planning, aspects of service delivery, etc.). On the other hand, these specialists act as valuable resource persons on specific areas where the Hub may require particular expertise in its activities.

- **Regional training and learning activities** consisting of on-site training and learning, webinars, and certificated courses, delivered through face-to-face or online, or through a combination of both:
 - ✓ **Short-term Training Courses**, 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 activities³², in collaboration with the Hub. Each of these training courses 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.³³
- **Webinars**. The Hub could conduct webinars³⁴ 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.³⁵
- Well-designed **Study Programmes** 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 Programmes 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 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..

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

³² 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.

³³ For instance, to receive a Course Certificate in Public Administration and Governance, participants would have to complete the training modules on Public Administration and Management, Leadership Development, and Monitoring and Evaluation of Public Sector Projects.

³⁴ 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>)

³⁵ 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.

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 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. These tasks are also linked with, and will be part of, the Hub's knowledge management related work.

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

- Partners from the GoK: to demonstrate that the Hub is a useful investment, in terms of international aid contribution, which enhances the country's visibility and reputation;
- Potential partner countries or those countries already participating in the Hub: to demonstrate the value of working with the Hub in fostering and reinforcing their active and continuous engagement;
- Potential donors: to highlight and reinforce the value of South-South (East-East), Europe-Asia and other triangular cooperation with a view to seek and secure their current and future support for the project;
- Civil servants and the public: 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.³⁶

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

Regarding partnerships, the Hub will 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

³⁶ 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*.

the Hub, utilising the UN Wide South-South roster platform³⁷ 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.³⁸

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.³⁹ 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's fundamental role as a knowledge network broker will facilitate 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;
- 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;
- 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

³⁷ Tcdc2.undp.org

³⁸ 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.

³⁹ 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.

<p>developed and disseminated</p>	<p>network drawn from Hub activities anchored to sustainability strategy.</p>	<p>learnt and innovations in civil service professionalization in the region</p> <ul style="list-style-type: none"> Produce a publication series of policy, research, advocacy papers and issue briefs (including white papers, public service standards, manuals, guidelines, brochures, one-pagers and public and/or civil servant opinion surveys) on civil service professionalization priority themes 	
<p>Output 2 (Capacity Building)</p> <p>Civil service institutions in Hub participating countries are empowered and able to apply gained knowledge and skills in making their civil service professional, responsive and transparent</p> <p>Baseline: Demand for capacity building interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p> <p>Indicators: Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p>		<p>2 Activity Result: Training Resources and Capacity Development Support</p> <p>Activity 1 Conduct capacity assessment of civil service academies/training institutions in Hub participating countries to identify entry points for Hub capacity development interventions</p> <p>Activity 2 Develop and pilot short-term and medium-term civil servants training modules and learning programmes on priority topics of Hub participating countries</p> <p>Activity 3 Produce and disseminate information and advocacy materials (online, printed) on the Hub's various training and learning programmes to inform participating countries and generate interest for partnership and/or participation in training and learning programmes</p>	

<p>Output 3 Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South / East-East (SS/EEC) and Triangular Cooperation (TC)</p>		<p>Activity 4 Allocate scholarships/small grants for staff immersion, fellowships, sabbaticals, and/or scholars-in-residence programs for civil servants from Hub participating countries</p> <p>Activity 5 Convene regional workshops, conferences, symposia, seminars, lectures, research presentations and master-classes on civil service professionalization in the Hub participating states, involving international experts as needed</p> <p>Activity 6 Develop guidance documents for civil service modernization and professionalization based on, and informed by, Hub's advisory services and best practices documented from Hub's participating countries</p> <p>Activity 7 On demand technical assistance and advisory services provided to Hub participating countries to help develop, assess, evaluate and/or introduce solutions to professionalize the civil service.</p>	
		<p>3 Activity Result: Regional Expert Network, Exchange Platform, Partnerships and Strategic Communications</p> <p>Activity 1 Conduct an annual conference on the Hub's activities to exchange and disseminate knowledge, expand</p>	

exchanges to apply and adapt innovations in civil service excellence.

Baseline: Demand for South-South/East-East and Triangular

Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives

Indicators: Number of South-South/East-East and Triangular

Cooperation exchanges taking place among Hub participating countries

professional networks, and strengthen capacity of participating experts and civil service professionals

Activity 2

Establish e-library, on-line portal, roster of experts for practitioners and academics using existing South-South cooperation and knowledge sharing platforms, and virtual forum (e.g. communities of practice)

Activity 3

Provide for government officials from Hub participating countries to undertake longer-term secondments into the Hub.

Activity 4

Study the experience of similar centres of excellence or knowledge hubs to adapt best strategic and operational practices (e.g., Singapore Global Centre for Public Service Excellence, US Partnership for Public Service, OECD/SIGMA, etc.), and establish and facilitate a network of institutions, practitioners, private sector, and academics, both male and female, engaged in civil service issues and supporting Hub initiatives

Activity 5

Develop criteria and launch an annual competition on innovation in the field of civil service with a high-profile award ceremony

Activity 6
Use the annual UN and other international fora (e.g. Global South-South Expo; the UN General Assembly side events; UN Public Service Forum, the Development Cooperation Forum, etc.) to present the Hub's work.

Activity 7
Initiate a partnership with 1-2 relevant networks of civil service and public administration practitioners from various countries, ideally linking the European and the Asian networks

Activity 8
Negotiate partnerships with countries, donors, think tanks, and international organizations to support joint projects in Hub participating countries, including funding for agreed upon initiatives matching it to potential donor interest (possibly for joint projects with Kazakhstan's future aid agency)

IV. ANNUAL WORK PLAN⁴⁰

Year: 2014

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible party	PLANNED BUDGET		
		QI	QII	QIII	QIV		Budget Description	Amount (thousands USD)	
Output 1 (Research and knowledge management) Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service. Baseline: Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (based on <i>Baseline Study 2013</i>) Indicators: Number of evidence-based research studies by the participating countries conducted and high quality knowledge products developed and disseminated	Activity 1. Hold lectures, seminars, presentations and master classes with involvement of civil servants in Kazakhstan and the Hub participating countries (Azerbaijan, Armenia) on the topics of civil service reform and public service delivery with involvement of international experts of UNDP, OECD, World Bank, etc. Activity 2. Conduct one joint study with the Hub participating countries on civil service, public administration, public service delivery Activity 3. Conduct applied research on current issues of civil service and public administration			III	IV	UNDP	RB	500	
									270
									115

⁴⁰ May be subject to amendments

<p>Output 2 (Capacity Building)</p> <p>Civil service institutions in Hub participating countries are empowered and able to apply gained knowledge and skills in making their civil service professional, responsive and transparent</p> <p>Baseline: Demand for capacity building interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p> <p>Indicators: Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p>	<p>Activity 1. Preparation and publication of bi-annual journal of the Hub on civil service</p> <p>Activity 2: Support for web-portal on civil service for scholars, practitioners of the Hub participating countries and for e-library on civil service</p>	<p>III</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>Total</p> <p>Preparation and publication of bi-annual journal of the Hub on civil service</p> <p>Support for web-portal on civil service for scholars, practitioners of the Hub participating countries and for e-library on civil service</p>	<p>500</p> <p>150</p> <p>350</p>
<p>Output 3 (Regional expert network, exchange and partnership platform, strategic communications)</p>	<p>Activity 1. Conduct annual reporting conference on the Hub activities</p> <p>Activity 2. Hold a meeting of working groups</p>	<p>III</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>Total:</p> <p>Annual reporting conference</p> <p>Meeting of working groups</p> <p>Meeting of the Steering committee in Baku, Azerbaijan</p> <p>Study the experience of similar centres of excellence</p>	<p>520.5</p> <p>100</p> <p>70.5</p> <p>130</p> <p>120</p>

<p>Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South/ East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence</p> <p>Baseline: Demand for South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives</p> <p>Indicators: Number of South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries</p>	<p>Activity 3. Hold Steering Committee meeting in Baku, Azerbaijan</p> <p>Activity 4. Study the experience of two similar centres of excellence or hubs abroad (Singapore, Norway)</p> <p>Activity 5. Hold a seminar for Kazakhstani civil servants in the Academy of Public Administration under President of Kazakhstan (APA) with involvement of international experts</p>			<p>or hubs abroad (Singapore, Norway)</p> <p>Seminar for Kazakhstani civil servants</p> <p>100</p>
<p>Total</p>	<p>4. Effective Project Management</p>	<p>III</p> <p>IV</p> <p>UNDP</p> <p>RB UDNP</p>	<p>Total</p>	<p>315</p> <p>50</p> <p>365</p> <p>1,885.5</p>

Year: 2015

EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				PLANNED BUDGET	
		QI	QII	QIII	QIV	Budget Description	Amount (thousands USD)
Output 1 (Research and knowledge management) Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service. Baseline: Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (based on <i>Baseline Study 2013</i>) Indicators: Number of evidence-based research studies by the participating countries conducted and high quality knowledge products developed and disseminated	1. Activity Result: Research Studies and Knowledge Products/Tools are developed Activity 1 Conduct applied research on current issues of civil service, public administration, public service delivery or protection of consumer rights with involvement of experts, including needs assessment, in-depth research, presentation of preliminary findings in the form of at least 3 brochures, 5 one-pagers, issue briefs, case studies on the Hub participating countries jointly with the Academy of Public Administration under the President of Kazakhstan (APA), and of final findings in Hub participating countries, preparation of annual review report for the Government of Kazakhstan. Activity 2 Preparation and publication of bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service (5 th and 6 th issues) containing both academic and best-practice experience articles, with Hub partners in 2017		II	III	IV	UNDP	990
						RB	520
			II		IV	UNDP	100

	<p>involvement of field experts to develop the journal further.</p> <p>Activity 3 Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) conduct research on profile of civil servants competencies and on talent management in civil service</p> <p>2. Activity result: Research capabilities are enhanced</p> <p>Activity 4. Participation of a group of civil service and public administration specialists in courses to develop the research capabilities.</p> <p>Activity 5. Develop and pilot a competition on innovative solutions in the field of civil service and public administration with a particular topic determined by the Steering Committee. Institutionalization of the competition on an annual basis with a search for potential co-financing partners</p>	<p>with involvement of field experts to develop the journal further.</p> <p>3. Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) conduct research on profile of civil servants competencies and on talent management in civil service</p> <p>4. Participation of a group of civil servants and public administration specialists in courses to develop the research capabilities.</p> <p>5. Develop a competition on innovative solutions in the field of civil service and public administration with a particular topic determined by the Steering Committee. Institutionalization of the competition on an annual basis with a search for potential co-financing partners</p>	<p>200</p> <p>100</p> <p>70</p>
<p>Output 2 (Capacity Building)</p> <p>Civil service institutions in Hub participating countries are empowered and able to apply gained knowledge and skills in making their civil service</p>	<p>1. Activity result: Trained civil servants and capacitated Hub's staff</p> <p>Activity 1. Organization of 5-7 on-demand capacity building seminars, trainings and a conference for civil servants of the central and local governments</p>	<p>Total 2</p> <p>1. Organization of 5-7 on-demand capacity building seminars, trainings and a conference for civil servants of the central and local governments with</p>	<p>1,160</p> <p>500</p>

<p>professional, responsive and transparent</p> <p>Baseline: Demand for capacity building interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p>	<p>with engagement of leading subject-matter (citizen-local government driven innovation schemes) experts.</p> <p>Activity 2. Organization of on-demand capacity building seminars, trainings for civil servants of the Hub participating countries with engagement of leading subject-matter experts (citizen-local government driven innovation schemes).</p>						<p>engagement of leading subject-matter (citizen-local government driven innovation schemes) experts.</p>	100
<p>Indicators: Number of capacity development interventions coordinated by Regional Hub to support civil service modernization efforts of Hub participating countries</p>	<p>Activity 3. Allocation of scholarships (grants) for training of civil servants of the Hub participating countries at APA, involvement of foreign experts in capacity building of APA and Regional Training Centres.</p>						<p>3. Allocation of scholarships (grants) for training of civil servants of the countries of the region at the APA, involvement of foreign experts in capacity building of APA and Regional Training Centres.</p>	60
	<p>Activity 4. Jointly with ACSACP conduct a seminar and a master-class on profile of civil servants competencies and recruitment, and a round table on career development, performance appraisal of civil servants</p>						<p>4. Jointly with ACSACP conduct a seminar and a master-class on profile of civil servants competencies and recruitment, and a round table on career development, performance appraisal of civil servants</p>	125
	<p>Activity 5. Building capacity of representatives from ACSACP, Academy of Public Administration and other state bodies of Kazakhstan and the Hub's participating countries, in strategic and operational practices (e.g., from Singapore, Brazil, etc)</p> <p>Activity 6</p>						<p>5. Building capacity of representatives from ACSACP, Academy of Public Administration and other state bodies of Kazakhstan and the Hub's participating countries, in strategic and operational practices (e.g., from Singapore, Brazil, etc)</p>	300
								75

<p>Output 3 (Regional expert network, exchange and partnership platform, strategic communications)</p> <p>Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South/ East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence</p> <p>Baseline: Demand for South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives</p> <p>Indicators: Number of South-South/East-East and Triangular</p>	<p>Hub's staff development in project management (ToT), research, design and development of knowledge products (innovation toolkits), and on-line resources, team building and risk management, etc.</p>				
<p>1. Activity result: Widened partnerships, expert networks and communication tools</p> <p>Activity 1. Formation of the roster of experts in public administration and determination of the opportunities for integration of expert networks and databases; including their invitation to Kazakhstan (if needed) to get more involved in the Hub's work</p> <p>Activity 2. Development of electronic library and centre of resources on public administration for participants of the Hub, including the utilization of social networks</p> <p>Activity 3. Creation of a short promo 3 min video and media files, stands and billboards, other PR materials for particular events, holding briefings for the media community about the activities of the Hub</p> <p>Activity 4. Participation in thematic international activities:</p>	<p>Hub's staff development in project management (ToT), research, design and development of knowledge products (innovation toolkits), and on-line resources, team building and risk management, etc.</p>				<p>1,445</p> <p>25</p>
			UNDP	RB	
			UNDP	RB	40
			UNDP	RB	240
			UNDP	RB	500

Cooperation exchanges taking place among Hub participating countries	<ul style="list-style-type: none"> - Hold a panel discussion at the UN headquarters (New York, the USA). - Hold round tables for the Latin American and African countries or another region. - Participation in annual conference of the American Society of Public Administration (ASPA) to network. 	II				UNDP	RB	<ul style="list-style-type: none"> - Hold round tables for the Latin American and African countries or another region. - Participation in annual conference of the American Society of Public Administration (ASPA) to network. 	250	
		Activity 5. Hold joint events in Georgia, the Kyrgyz Republic, Thailand, Azerbaijan and Tajikistan on thematic areas.	II	III	IV	UNDP	RB	5. Hold joint events in Georgia, the Kyrgyz Republic, Thailand, Azerbaijan and Tajikistan on thematic areas.	240	
		Activity 6. Hold the Global Conference on civil service within the Astana Economic Forum; meetings of the Steering Committee; and the annual conference on the Hub's work.	I	III	IV	UNDP	RB	6. Hold the Global Conference on civil service within the Astana Economic Forum; meetings of the Steering Committee; and the annual conference on the Hub's work.	150	
		Activity 7. Support of a web portal and Internet forum on civil service issues for scientists, experts and practitioners of the countries of the region	I	II	III	IV	UNDP	RB	7. Support of a web portal and Internet forum on civil service issues for scientists, experts and practitioners of the countries of the region	405
		4. Effective Project Management							Total 4	4,000
	Total									4,000

Year 2016

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				PLANNED BUDGET		Amount (thousands USD)
		QI	QII	QIII	QIV	Budget Description		
<p>Output 1 (Research and knowledge management)</p> <p>Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service.</p> <p>Baseline: Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (<i>based on Baseline Study 2013</i>)</p> <p>Indicators: Number of evidence-based research studies of Hub participating countries conducted and high quality knowledge products of the Hub developed and disseminated</p>	<p>1. Activity Result: Research Studies and Knowledge Products/Tools are developed</p> <p>Activity 1 Continue conducting series of applied research studies on civil service, based on the conducted needs assessment of 2015 with involvement of practitioners and scholars from the Hub participating countries, experts of UNDP, OECD, etc. by means of consultation with the Steering Committee and the relevant working group of the Hub; presentation of preliminary research findings in the form of at least 3 brochures, 5 one-pagers, issue briefs, and preparation of annual review report for the Government of Kazakhstan</p> <p>Activity 2 Preparation and publication of bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service (7th and 8th issues) containing both academic and best-practice experience articles, with involvement of field experts to develop the journal further.</p>	I	II	III	IV	UNDP	RB	1,090
		<p>Total 1</p> <p>1. Continue conducting series of applied research studies on civil service, based on the conducted needs assessment of 2015 with involvement of practitioners and scholars from the Hub participating countries, experts of UNDP, OECD etc. by means of consultation with the Steering Committee and the relevant working group of the Hub; presentation of preliminary research findings in the form of at least 3 brochures, 5 one-pagers, issue briefs, and of final findings in Hub participating countries; and preparation of annual review report for the Government of Kazakhstan</p> <p>2. Preparation and publication of bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service (7th and 8th issues) containing both academic and best-practice experience articles, with involvement of field experts to develop the journal further.</p> <p>3. Conduct analysis of approaches to civil servants' training in the Hub participating countries for publishing</p>						
			II		IV	UNDP	RB	100
				III	IV	UNDP	RB	100

<p>Activity 3. Conduct analysis of approaches to civil servants' training in the Hub participating countries for publishing a book jointly with Hub partners in 2017</p>	II	IIII	IV	UNDP	RB	150
<p>Activity 4 With lessons learned from outputs of case study development in 2015, further develop case studies on civil service issues of the Hub's participating countries jointly with the Academy of Public Administration under the President of Kazakhstan (APA), and Academies of Public Administration from the participating countries</p>	II	III		UNDP	RB	100
<p>Activity 5 Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) conduct research on a priority topic</p>			IV	UNDP	RB	100
<p>Activity 6 Jointly with the ACSACP conduct research on a priority topic</p>	II	III	IV	UNDP	RB	100
<p>2. Activity result: Research capabilities are enhanced</p> <p>Activity 7. Organization of participation of young civil servants and PA specialists of the Hub's participating countries in training courses / seminars at a leading research centre to develop their research capabilities and monitor their progress following their return to their countries.</p>	II			UNDP	RB	70

<p>Output 3 (Regional expert network, exchange and partnership platform, strategic communications)</p> <p>Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South/East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence</p>	<p>Jointly with ACSACP and APA conduct a seminar and a master-class on civil service modernization issues</p> <p>Activity 6. Continue studying the experience of leading research and educational organizations in the field of public administration and civil service in advanced countries; and develop cooperation to strengthen the human and analytical capacity of staff of the ACSCPA, other state bodies, and APA.</p> <p>Activity 7 Conduct joint activities with similar centres of excellence or knowledge hubs (e.g., Singapore, Brazil, etc)</p> <p>Activity 8 Staff development (ACSCPA, APA, state bodies and the Hub) in project management (ToT), research, design and development of knowledge products and on-line resources, team building and risk management, etc.</p>	<p>I</p> <p>III</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>6. Continue studying the experience of leading research and educational organizations in the field of public administration and civil service in advanced countries; and develop cooperation to strengthen the human and analytical capacity of staff of the ACSCPA, other state bodies, and APA.</p> <p>7. Conduct joint activities with similar centres of excellence or knowledge hubs (e.g., Singapore, Brazil, etc)</p> <p>8. Staff development (ACSCPA, APA, state bodies and the Hub) in project management (ToT), research, design and development of knowledge products and on-line resources, team building and risk management, etc.</p>	<p>150</p> <p>200</p> <p>50</p>
<p>Output 3 (Regional expert network, exchange and partnership platform, strategic communications)</p> <p>Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South/East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence</p>	<p>3. Activity result: Widened partnerships, expert networks and communication tools</p> <p>Activity 1. Further develop the roster of experts in public administration and determine the opportunities for integration of expert networks and databases, including their invitation to Kazakhstan (if needed) to get more involved in the Hub's work</p> <p>Activity 2.</p>	<p>II</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>Total 3</p> <p>1. Further develop the roster of experts in public administration and determine the opportunities for integration of expert networks and databases, including their invitation to Kazakhstan (if needed) to get more involved in the Hub's work</p> <p>2. Further development of electronic library and centre of resources on public administration for participants</p>	<p>1,145</p> <p>25</p> <p>50</p>

<p>Baseline: Demand for South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries to inform civil service initiatives</p> <p>Indicators: Number of South-South/East-East and Triangular Cooperation exchanges taking place among Hub participating countries</p>	Further development of electronic library and centre of resources on public administration for participants of the Hub, including the utilization of social networks																						
	II	III	IV	UNDP	RB																150		
	I			UNDP	RB																	25	
				UNDP	RB																		150
				UNDP	RB																		70
				UNDP	RB																		100
			IV	UNDP	RB																		200
				UNDP	RB																		200
		II		UNDP	RB																		200

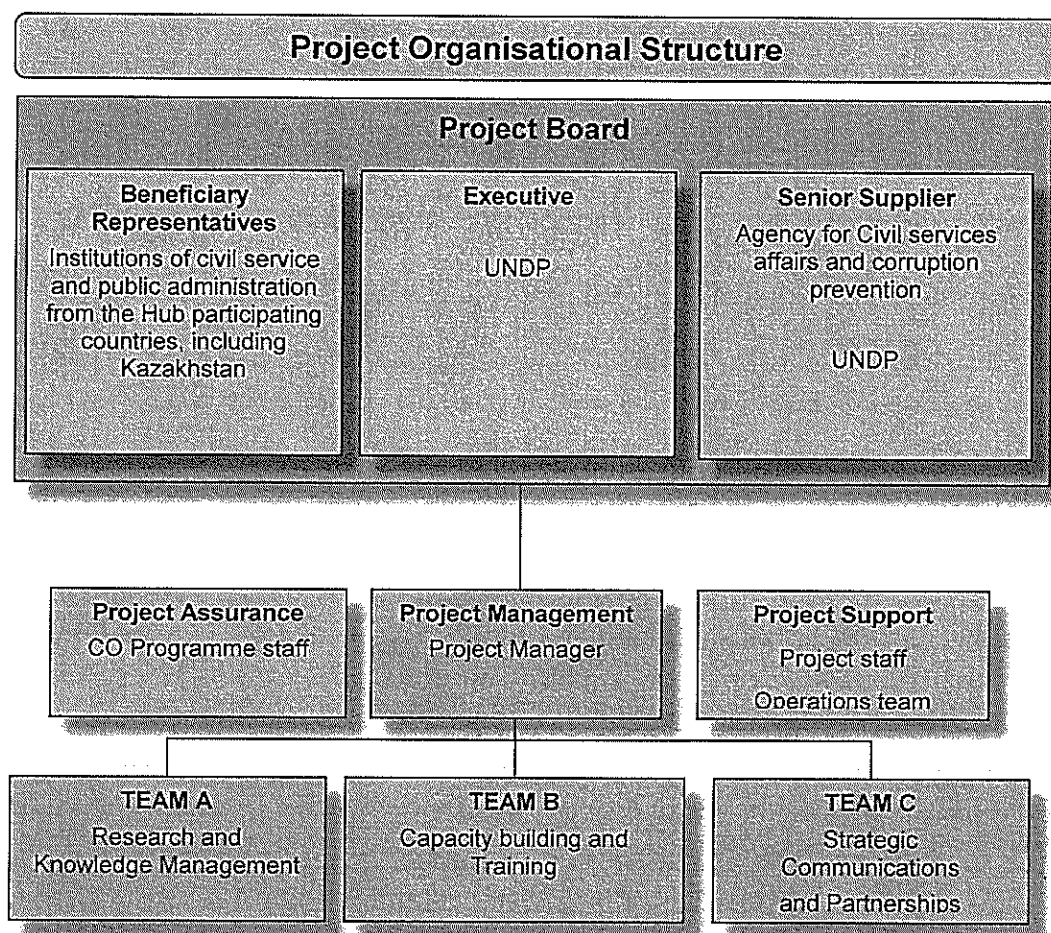
	<p>Activity 8. Hold a round table in Turkey on relevant issues of civil service with invitation of civil servants of countries of the region with proceedings published as a one-pager or brochure.</p> <p>Activity 9. Hold the Global conference on civil service issues within the Astana Economic Forum; and organize a training seminar for ACSCPA and other state bodies, APA and Regional Training Centres with proceedings published as a one-pager and brochure and Hub journal articles</p> <p>Activity 10. Hold meetings of the Steering Committee, and working groups of the Hub; hold an annual conference on the Hub's work in Astana.</p> <p>Activity 11. Support of a web portal and Internet forum on civil service issues for scientists, experts and practitioners of the countries of the region</p>	<p>II</p> <p>IV</p> <p>II</p> <p>III</p> <p>IV</p> <p>II</p> <p>III</p> <p>IV</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>RB</p> <p>RB</p> <p>RB</p> <p>RB</p> <p>RB</p> <p>RB</p> <p>UNDP</p>	<p>Economic Forum; and organize a training seminar for ACSCPA and other state bodies, APA and Regional Training Centres with proceedings published as a one-pager and brochure and Hub journal articles.</p> <p>10. Hold meetings of the Steering Committee, and working groups of the Hub; hold an annual conference on the Hub's work in Astana.</p> <p>11. Support of a web portal and Internet forum on civil service issues for scientists, experts and practitioners of the countries of the region</p>	<p>25</p> <p>150</p> <p>605</p> <p>4,000</p>
Total	4. Effective Project Management	I	UNDP	RB UNDP	Total 4	605 4,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				PLANNED BUDGET	
		QI	QII	QIII	QIV	Budget Description	Amount (thousands USD)
Output 1 (Research and knowledge management) Hub participating countries are better informed about global and regional trends and challenges in professionalizing civil service. Baseline: Demand for evidence-based research studies of Hub participating countries and high quality knowledge products (<i>based on Baseline Study 2013</i>) Indicators: Number of evidence-based research studies of Hub participating countries conducted and high quality knowledge products of the Hub developed and disseminated	1. Activity Result: Research Studies and Knowledge Products/Tools are developed Activity 1 Continue conducting series of applied research studies on civil service based on the conducted needs assessment of 2015 with involvement of practitioners and scholars of the Hub participants, experts of UNDP, OECD, etc, by means of consultation with the Steering Committee and the relevant working group of the Hub; presentation of preliminary research findings in the form of at least 5 brochures, 10 one-pagers, issue briefs, and of final findings in Hub participating countries; and preparation of annual review report for the Government of Kazakhstan Activity 2 Preparation and publication of bi-annual and bi-lingual (Russian and English versions) professional journal of the Hub on civil service (9 th and 10 th issues) containing both academic and best-practice experience articles, with involvement of field experts to develop the journal further. Activity 3. Conduct analysis of administrative reforms of the Hub participating countries	I	II	III	IV	UNDP	RB
		Total 1 1. Continue conducting series of applied research studies on civil service based on the conducted needs assessment of 2015 with involvement of practitioners and scholars of the Hub participants, experts of UNDP, OECD, etc, by means of consultation with the Steering Committee and the relevant working group of the Hub; presentation of preliminary research findings in the form of at least 5 brochures, 10 one-pagers, issue briefs, and of final findings in Hub participating countries; and preparation of annual review report for the Government of Kazakhstan					
			II		IV	UNDP	RB
				III			
				IV			
					III		
					IV	UNDP	RB
							100
							100

<p>undertaken since independence and publish a book jointly with Hub partners</p>						<p>since independence and publish a book jointly with Hub partners</p>	<p>150</p>
<p>Activity 4 Further development of case studies on civil service issues of the Hub's participating countries jointly with the Academy of Public Administration under the President of Kazakhstan (APA) and relevant international field experts; and incorporate them into curricula of education programmes for civil service and public administration specialists in the Hub's participating countries</p>	II	IIII	IV	UNDP	RB	<p>4. Further development of case studies on civil service issues of the Hub's participating countries jointly with the Academy of Public Administration under the President of Kazakhstan (APA) and relevant international field experts; and incorporate them into curricula of education programmes for civil service and public administration specialists in the Hub's participating countries</p>	100
<p>Activity 5 Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) conduct research on a priority topic</p>	II	IIII	IV	UNDP	RB	<p>5. Jointly with the Agency for Civil Service Affairs and Corruption Prevention (ACSACP) conduct research on a priority topic</p>	100
<p>Activity 6 Jointly with the ACSACP conduct research on a priority topic</p>	II	IIII	IV	UNDP	RB	<p>6. Jointly with the ACSACP conduct research on a priority topic</p>	100
<p>2. Activity result: Research capabilities are enhanced</p> <p>Activity 7. Organization of participation of young civil servants and PA specialists of the Hub participating countries in training courses / seminars at a leading research centre to develop their research capabilities and ensure research trainings conducted by new trainers in their own countries</p>	II	IIII	IV	UNDP	RB	<p>7. Organization of participation of young civil servants and PA specialists of the Hub participating countries in training courses/ seminars at a leading research centre to develop their research capabilities and ensure research trainings conducted by new trainers in their own countries</p>	100
<p>Activity 8. Continue running the annual competition on innovative solutions in the field of civil</p>	II	IIII	IV	UNDP	RB	<p>8. Continue running the annual competition on innovative solutions in the field of civil service</p>	70

<p>Output 3 (Regional expert network, exchange and partnership platform, strategic communications)</p> <p>Civil service institutions in the Hub participating countries benefited from peer-to-peer learning and South-South/East-East (SS/EEC) and Triangular Cooperation (TC) exchanges to apply and adapt innovations in civil service excellence</p> <p>Baseline: Demand for South-South/East-East and Triangular Cooperation exchanges taking</p>	<p>Activity 6. Continue studying the experience of leading research and educational organizations in the field of public administration and civil service in advanced countries; and develop cooperation to strengthen the human and analytical capacity of staff of the ACSCPA, other state bodies, and APA.</p> <p>Activity 7 Conduct joint activities with similar centres of excellence or knowledge hubs (e.g., Singapore, Brazil, etc)</p> <p>Activity 8 Staff development (ACSCPA, APA, state bodies and the Hub) in project management (ToT), research, design and development of knowledge products and on-line resources, team building and risk management, etc.</p>	<p>I</p> <p>III</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>6. Continue studying the experience of leading research and educational organizations in the field of public administration and civil service in advanced countries; and develop cooperation to strengthen the human and analytical capacity of staff of the ACSCPA, other state bodies, and APA.</p> <p>7. Conduct joint activities with similar centres of excellence or knowledge hubs (e.g., Singapore, Brazil, etc)</p> <p>8. Staff development (ACSCPA, APA, state bodies and the Hub) in project management (ToT), research, design and development of knowledge products and on-line resources, team building and risk management, etc.</p>	<p>150</p> <p>200</p> <p>50</p>
<p>3. Activity result: Widened partnerships, expert networks and communication tools</p> <p>Activity 1. Further develop the roster of experts in public administration and determine the opportunities for integration of expert networks and databases, including their invitation to Kazakhstan (if needed) to get more involved in the Hub's work</p> <p>Activity 2. Further development of electronic library and centre of resources on public administration for participants of the Hub, including the utilization of social networks</p>	<p>Total 3</p> <p>1. Further develop the roster of experts in public administration and determine the opportunities for integration of expert networks and databases, including their invitation to Kazakhstan (if needed) to get more involved in the Hub's work</p> <p>2. Further development of electronic library and centre of resources on public administration for participants of the Hub, including the utilization of social networks</p> <p>3. Creation of a short promo 3 min video and media files, stands and billboards, other PR materials for</p>	<p>II</p> <p>IV</p> <p>UNDP</p> <p>RB</p>	<p>1,145</p> <p>25</p> <p>50</p> <p>150</p>	

IV. MANAGEMENT ARRANGEMENTS



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 (POPP).

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: the Academy of Public Administration under the President of Kazakhstan (APA) and the Nazarbayev University. 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)⁴¹. 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.

V. MONITORING FRAMEWORK AND EVALUATION

According to the UNDP POPP, project monitoring is carried out as follows:

Annual monitoring cycle:

- Progress concerning achievement of key results is estimated on a quarterly basis. The quality assessment is based on qualitative criteria and methodology;
- The journal of problems is activated in Atlas⁴² and updated by the Project Manager of the Secretariat to facilitate problem tracing and to solve potential problems or request changes;
- Proceeding from the initial analysis of risks, the risks account should be activated in Atlas, regularly updating environmental risks capable of affecting the project;
- Based on the information maintained in Atlas, the Project Manager of the Secretariat should submit the project execution report to the Project Board using the standard UNDP format for reporting;
- The "Lessons Learnt" journal should be activated and regularly updated, with the view to preparing a Lessons Learnt Report at completion of the Project;
- The Monitoring Plan should be activated in Atlas and updated quarterly to track the key activities of project management and implementation.

Annual reporting and auditing

- **Annual Progress Report:** This report should be prepared by the Project Manager of the Secretariat and submitted to the Project Board. The annual report should cover the whole of the preceding year with information for each component of the project based on the quarterly reports; as well as a summary of achieved outputs and outcomes against the predetermined annual goals;
- **Annual Project Review:** The annual review is conducted at the end of the fourth quarter of soon after the end of the year reviewed. The annual review will assess progress in project implementation and it will approve the annual working plan (AWP) for the following year. The review is conducted by the Project Board and it is focused on degree of output and outcome achievements;
- **Project Audit:** A project audit is carried out in compliance with established UNDP procedures.

⁴¹ 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.

⁴² 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 is also a database of different operations of UNDP Country Offices.

VI. LEGAL CONTEXT

In accordance with Article III of the Standard Basic Assistance Agreement (SBAA), 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).⁴³ 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.

⁴³ The list can be accessed at: <http://www.un.org/docs/sc/committees/1267/1267listeng.htm>.

Annex 1.

Analysis of risks and their mitigation action

#	Description	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted / updated by	Last Update	Status
1	Decrease of interest by the Hub's participating countries' governments due to irrelevance of the Hub's activities, low quality knowledge products, and sensitivity of research and events topics	Political	Participating countries' governments may question the necessity to participate in the Hub's activities, and hence demand for the project may decrease P – 3 I – 3	Regular consultation with, and approval of, the research and activities' topics by the Hub's Steering Committee, participating countries' governments; research on current global and regional trends; ensure a demand-driven, flexible agenda and plans of the Hub	Head of Secretariat and Head of Research of the Hub			
2	Decrease of interest of the Government of Kazakhstan as principal donor in the project	Political	Government may question the necessity to fund the project further P – 3 I – 3	Involving a wide range of key government agencies in Kazakhstan (central and local) as partners, and organizing special capacity building activities by the Hub, on topics they demand. Ensuring recognition by key government stakeholders of the Hub's activities as fulfilling the Kazakhstan Government's strategic objectives. Regular consultations with key government agencies overseeing the project	Head of Secretariat and Head of Research of the Hub			
3	Funding reduction of the Hub's activities from the Republic's budget	Financial	It may affect the scale and quality of the planned activities to be delivered P – 3 I – 3	Hold regular revisions of the Hub's activities focusing on potential reduction of some of them, revising their dates and scale down if necessary in order to achieve annual targets	Finance specialist of the Hub			
4	Duplication of objectives or contradiction with other projects in Kazakhstan	Operational	It may affect the relevance and efficacy of the project P – 1 I – 3	Holding regular coordination meetings with government agencies	Head of Secretariat and Head of Research of the Hub			

Annex 2.

Standard letter of agreement between UNDP and the Agency for Civil Service Affairs and Corruption Prevention of the Republic of Kazakhstan for the provision of support services

1. Reference is made to consultations between officials of the Agency for Civil Service Affairs and Corruption Prevention of the Republic of Kazakhstan (hereinafter referred to as "the **Agency**") 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 "*Institutional Support to the Regional Hub of Civil Service in Astana*" (hereinafter referred to as "the **Project**"). UNDP and the Agency hereby agree that the UNDP Country Office may provide such support services at the request of the Agency.
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 Agency 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 Agency. 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 Agency.
5. The relevant provisions of the Standard Basic Agreement between UNDP and the GoK signed on October 4, 1994 (the "SBAA"), 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 Agency 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 SBAA.
7. The manner and method of cost-recovery by the UNDP Country Office in providing the support services described in paragraph 3 above shall be specified in 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 Agency and UNDP on the terms and conditions for the provision of support services by the UNDP Country Office for nationally managed projects.

Annex 3.

Description of UNDP country office support services

1. Reference is made to consultations between the Agency for Civil Service Affairs and Corruption Prevention 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 funded from the Republican Budget "*Institutional Support to the Regional Hub of Civil Service in Astana*". 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 "*Institutional Support to the Regional Hub of Civil Service in Astana*" 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 / Administrative 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:	Administrative 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

Annex 4.

List of partner organizations – current and future – and key areas of collaboration

Current Partners	
Academic institutions	Key Areas of Collaboration
Academy of Public Administration under the President of Kazakhstan	Research, training, e-journal of the Hub
Chinese Academy of Governance	Research, training, grooming new generation of public sector leaders
Academies of Public Administration in the CA region and beyond	Joint training events (seminars/conferences), experience exchange
Central Officials Training Institute, Korea	Joint training
Expert networks	
American Society for Public Administration	Promoting the e-journal of the Hub. Support for training, research activities and international outreach of the Hub
NISPAcee	NISPAcee is a longstanding network of experts on public administration in Central and Eastern Europe. Jointly organize events for the Hub participating countries
OECD	OECD has a Eurasian regional focus through its Eurasia competitiveness and other projects. Hold joint events, involving OECD experts and promoting OECD standards in civil service, ethics, anti-corruption and transparency. Joint research and co-sponsorship of future Hub events
EU Civil Service Reform Project	Trainings, co-organization of Hub events
UN partners	
UN Department of Economic and Social Affairs – UNPAN	The UN online Public Administration Network is an expert network facilitated by UNDESA. Exchange of experts database, jointly hold events, and research
Future Partners	
Academic institutions	
Nazarbayev University	NU is an education and research institution in the region. Its newly established Graduate School of Public Policy partners with the Lee Kuan Yew School of Public Policy in Singapore. Research, capacity building trainings for civil servants of the region
University of S. California	Research and training
Federal Executive Institute	FEI is an elite institution training civil service executives in the USA. Design of executive training curriculum, adult learning methodologies, and joint trainings in the region
Harvard Kennedy School of Government	Research and training
Lee Kuan Yew School of Public Policy, National University of Singapore	Research, training, grooming new generation of public sector leaders, lessons from Singapore's transformation and delivery of innovative solutions to improve civil service systems
Tsinghua University	Research, training, grooming new generation of public sector leaders
Chinese Academy of Personnel Sciences	Personnel science research, training
Brookings Institute	Collaboration on research, involvement of Brookings scholars in Hub activities
Korea Advanced Institute of Science and Technology	Research on and promotion of e-governance
Korea Development Institute	Joint training
London School of Economics	Research, training and joint events
Cambridge University	Research, training and joint events
Duke University	Research cooperation with Sanford School of Public Policy
European Institute of International Relations	Thematic research, analyzing policy trends in Hub's participant countries
International Anti-Corruption Academy, Austria	Thematic research, training, joint events

Public Service Academy of Hungary	Thematic research, training, joint events
Korean International Cooperation Agency	Co-funding training sessions in Korean training centres
Japanese International Cooperation Agency	Co-funding training sessions in Japanese training centres
Turkish Cooperation and Coordination Agency	Collaboration on sectors such as health and education for developing countries in the Eastern European and CIS regions
Public Service Excellence Institute, Canada	Thematic research, trainings, joint events
National School of Government International, UK	Thematic research, trainings
Expert networks	
International Institute of Administrative Sciences, Belgium	Training, research activities and outreach in Europe. Connect with European Group of Public Administration (EGPA)
Transparency international	Research and capacity building on anti-corruption and ethics
National Academy of Public Administration	Thematic research and training
International Public Management Association, USA	Thematic research and training
International City Managers Association, USA	Thematic research and training on city management
Administrative Conference of the USA	Thematic research and policy analysis practices for decision making
Asian Public Governance Forum	Joint research and training in Asia
World Economic Forum	Global expert networks with potential for various forms of collaboration
IMD World Competitiveness Centre	With partner institutions worldwide, cooperation with IMD in assisting the Hub's outreach to other regions
National Association of Student Personnel Administrators	Collaboration on creating the roster of experts, professional development
National Democratic Institute	Experience exchange, research and publications
British Council	Collaboration in training and capacity-building
Samruk-Kazyna Corporate University	Research and joint events on HR management
European Institute for Public Administration	Collaboration on thematic research, trainings
UN partners	
UN Office for South-South Cooperation	South-South methodology, UN Wide roster platform and advice on how to set up and use
UNICEF	Support for the implementation of innovative service delivery pilots in improving access to education
WHO	Support for implementation of innovative service delivery pilots in improving access and quality of medical services
UN ESCAP	Information on social development and information and communications technology on sub-regional basis
UN Women	Promoting women and women's rights in the public service
UN Project Office on Governance, DESA, Seoul	Research in the areas of e-government, institutional and human resource development in the public sector, citizen engagement and development management, and knowledge management in government
World Bank	Joint events and capacity building in relevant fields

***Welcome address to the participants of the Founding conference of
Regional hub of civil service***

Dear Participants of the Conference!

Let me cordially welcome you in a hospitable capital of Kazakhstan in Astana.

Civil service development and bringing its features in accordance with rising citizens' expectations are important priorities of any government activity.

The agenda of civil service reform in each country is defined as a result of analysis of key issues with considering international experience, regional and national characteristics.

Kazakhstan is interested in actively learning the best international practices and claims its readiness to share its own experience in developing the civil service model which is highly graded by the experts.

That's why I have supported an initiative of creating Regional hub which can establish an efficient institutional base for continuous exchange of experience, knowledge and information in civil service sphere.

We are intended to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional Hub's capacity.

I wish a productive work to the conference participants!

The President of the Republic of Kazakhstan

N. Nazarbayev

March 12, 2013

DECLARATION OF THE FOUNDING CONFERENCE OF THE REGIONAL HUB OF CIVIL SERVICE

We, the participants of the Founding Conference of the Regional hub for sharing knowledge and experience on civil service (hereinafter referred to as Regional hub),

being convened in Astana, the Republic of Kazakhstan, to discuss based on the principles of openness, transparency, voluntariness and mutual obligations the establishment of the Regional hub aimed at creating an institutional network for a continuous knowledge and experience sharing on civil service,

realizing the importance of improving civil service for sustainable development as well as the need for continuous exchange of accumulated international and regional experiences in the area of civil service,

understanding the necessity of an expert network and institutional opportunities for knowledge and experience sharing in the area of civil service as well as for training and excellence of civil servants,

assuming that each of the participating states independently defines its own civil service reform and modernization agenda and in a view of accumulated international and regional experiences,

WE DECLARE THAT:

We welcome the initiative of the Agency of the Republic of Kazakhstan for Civil Service Affairs and the United Nations Development Programme to establish the Regional hub of civil service in Astana.

We endorse the establishment of the Regional hub of civil service.

We consider that the main goals of the Regional hub of civil service shall be as follows:

- to analyze current reforms of civil service in countries of the region;
- to strengthen cooperation and build capacity of professional and expert networks;

- to create conditions and establish an institutional platform for continuous exchange of best practices;
- to implement joint programs and projects;
- to improve the system of civil service and public services provision within the region.

With the aim of effective operation of the Regional hub, we have agreed to establish the Steering Committee of the Regional hub.

We welcome the initiative of the Republic of Kazakhstan to finance operation of the Regional hub at its initiation stage and agree to seek and attract additional sources of financing.

We welcome the intentions of the Agency of the Republic of Kazakhstan for Civil Service Affairs and the United Nations Development Programme to proceed with establishment of the Regional hub and ensure founding and operation of the Secretariat.

We express our gratitude to the Republic of Kazakhstan for organizing the Founding Conference of the Regional hub.

Astana city, 15 March 2013

