

United Nations Development Programme
Country: Kazakhstan
Project Document

Project Title Improving the System of Social Protection of Population in Line with Priorities of Social Modernization

UNDAF Outcome: By 2015 the population of Kazakhstan and vulnerable groups in particular, will enjoy improved social, economic and health status

Expected CP Outcome: Strengthening capacity of national partners (in public sector and NGOs) in planning, implementing and monitoring a quality of special social services; a special attention is given to the services to be rendered to the vulnerable populations

Expected Output: Enhancing an access of vulnerable populations to qualitative medical and social protection services

Executing Entity: Ministry of Healthcare and Social Development of the Republic of Kazakhstan

Implementing Agencies: Non-governmental organizations of persons with disabilities, other government agencies

Brief Description

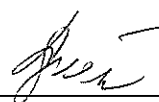
Project objective: assisting the Ministry of Healthcare and Social Development of the Republic of Kazakhstan in modernizing and improving the system of social protection in line with the best international practice.

The Project is aimed to improve social standards and make the payments effective based on international models and best practice, facilitate in implementing regulations of the Convention on the Rights of Persons with Disabilities in Kazakhstan, pilot a development of targeted social services and innovative forms of employment of vulnerable populations.

Programme Period:	2010-2015
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start Date:	March, 2015
End Date:	December, 2017
PAC Meeting Date:	_____
Management Arrangements	NIM

Project budget for 2015:	USD 433,971
Project budget for 2016:	USD 524,701
Project budget for 2017:	USD 599,333
Total allocated resources:	USD 1,558,005
• Regular sources:	USD 300,000
• Other sources:	
o Kazakhstan Government	USD 1,258,005

Approved by the Ministry of Healthcare and Social Development of the Republic of Kazakhstan:
Minister



T.B. Duissenova

Approved by the UNDP:
UNDP Resident Representative



Munkhtuya Altangerel
Deputy Resident Representative

S. Tull

I. SITUATION ANALYSIS

As the discussion of global development goals for post-2015 proceeds, increasing recognition is being given to the positive roles which social protection and social inclusion policies can play in building more resilient and more equitable societies. There is also an increasing awareness that well-designed and integrated approaches to social protection and social inclusion can help improve social security and cohesion, increase livelihoods and employment opportunities for the vulnerable, and combat the discriminatory attitudes which often underpin and re-inforce the exclusion of disadvantaged groups.

Kazakhstan has since independence maintained a comprehensive system of social protection, which compares favourably in terms of coverage and expenditure levels with other middle income countries. The traditional elements of a social protection system are in place, namely social insurance based on employer and employee contributions; tax-financed social assistance benefits for the poor or vulnerable categories of the population; and local specialized social services for those with particular needs. However, like many other middle-income countries, Kazakhstan is now undertaking a review of the roles and effectiveness of the traditional components of its social protection system, and to consider a series of reforms aimed at updating and modernizing it, in line with international best practices. There are several reasons for this:

Firstly, current social assistance programmes do not reflect the improvements in average living standards and the increased fiscal possibilities of the country which have occurred over the last decade. If in the 1990s the task was to ration scarce resources and target them on the extreme poor, in the current phase of development it is important to reach out not just to the extreme poor, but to those vulnerable to poverty, to build resilience, help address inequalities and ensure that regions, households and individuals are not "left behind" as the country transforms. Narrowly targeted and low benefits were originally designed to protect the extreme or chronically poor, and to discourage passivity among those who could in theory improve their living standards through employment. In today's Kazakhstan, improvements in data collection are required to understand better the extent to which the benefits of growth are being distributed unequally, and how social assistance can be used to promote inclusion of disadvantaged groups. The task now is to reach out to those excluded from economic development, through an integrated approach to social assistance and active labor market policies, which in turn have to be synchronized with economic growth strategies.

Secondly, Kazakhstan has become a signatory of several international conventions on human rights, and is preparing to ratify the Convention on the Rights of People with Disabilities (CRPD). In order to ensure that the government can meet its obligations under this convention, a review of social protection rights of this group of the population is required, and measures designed to ensure progressive realization of these rights. These measures will include adaptation of legislation, as well as practical measures connected with accessibility and facilitating the participation of people with disabilities (PWD) in the socio-economic life of the country, and expanding the range of social services available to promote this participation. This in turn requires further professionalization of social workers, capable of working with households on a case by case basis to establish what means can best be employed to ensure that the rights of disabled members can be guaranteed.

Thirdly, Kazakhstan – like other countries in the world – is reviewing the role which social protection can play in increasing the resilience of vulnerable groups to the shocks which may occur due to globalization (such as those experienced during the financial crisis), as well as with the possible impact of extreme weather events due to climate change. Social protection will have to be adapted and reinforced if it is to play a role in reducing the loss to livelihoods which can be caused through such external shocks. International experience shows that social protection offers a wide range of instruments (e.g. cash transfers, insurance products, pension schemes and employment guarantee schemes) that can be used to support households that are particularly vulnerable to both economic and climate - change – related shocks.

Fourthly, Kazakhstan has adopted a Green Economy Strategy, and, as an active and responsible member of the international community, is striving to ensure that its future economic growth is based on sound principles of environmental sustainability. This will involve *inter alia* incentivizing energy saving and promoting the use of renewable sources of energy, which in turn implies a reduction in the subsidies for non-renewable fossil fuels. However, such measures will have to be carefully

synchronized with social protection/ assistance, in order to ensure that vulnerable households are not penalized, and also that a previous social contract (whereby utilities were heavily subsidized) is not broken without taking measures to ensure that threats are not posed to social stability. Moreover, international experience can be studied to look at best practices, for example, in using conditional cash transfers to incentivize environmentally friendly agricultural and other practices.

II. STRATEGY

The country's long term development strategy, "Kazakhstan 2050", as well as the Strategy for Socio-Economic Development until 2030, has set out the government's priority of creating the conditions for ensuring access to productive employment, and developing a comprehensive system of social protection with the aim of achieving more inclusive economic growth patterns. Moreover, Kazakhstan has set itself the goal of becoming one of the 30 most developed countries in the world, and this will also imply studying international experience in social protection and modernizing the existing system in order to take on the roles associated with social protection in developed countries. Furthermore, Kazakhstan is committed to meeting the obligations, which it will take on with ratification of CRPD, and has requested assistance in ensuring that it responds appropriately to meet its obligations, as well as ensuring adequate protection to other groups at risk of exclusion.

As a member of UN's Social Protection Floor Initiative (SPF-I), UNDP supports the rights of citizens to adequate social protection. Since this initiative was adopted in 2009, 19 UN agencies have adhered to it, and it has been endorsed by the WB and G20. The SPF-I calls on governments to recognize the rights of all citizens to minimum levels of income security (through wages or transfers), and to minimum levels of public services, all of which are needed to tackle the multi-dimensional nature and causes of poverty, vulnerability and exclusion. Governments are called upon as duty bearers to take responsibility for establishing minimum standards, and expanding access to all citizens, in line with their fiscal possibilities. They are also called upon to expand the size of the minimum standards, in line with increases in average standards in their countries, and as fiscal possibilities increase.

UNDP's Strategic Plan for 2014-2017 also stresses the need to support countries in expanding and adapting social protection systems in order to prepare for risks associated with climate change. It has also worked with the ILO to produce a report commissioned by the G20 advocating for expansion of social protection systems in order to reduce vulnerability to future economic shocks.

UNDP is currently assisting several countries in the CIS and SEE in their work to meet the obligations taken on under the CRPD. Moreover, its Regional Human Development Report of 2011 studied the drivers of exclusion, and ways in which discrimination and stigmatization should be addressed. The Ministry of Healthcare and Social Development (MHSD) and the UNDP will draw on their respective comparative advantages and experience in order to work together in a joint effort to improve key aspects of the social protection system, and ensure greater synchronization of social protection measures with labour market policies, as well as ongoing reforms in energy sector, and policies aimed at disaster risk reduction. This will be done on the basis of a joint project which will be financed and implemented and evaluated in partnership with the Ministry of Healthcare and Social Development.

UNDP will facilitate access to national and international expertise, identify areas where technical assistance is required, facilitate access to and help design relevant training courses, identify opportunities for south-south learning, and assist, where appropriate, in the piloting of reform measures or innovative approaches by exploiting synergies with its other ongoing initiatives/ projects in different regions of the country (East Kazakhstan, Kyzylorda, and Mangistau).

UNDP will also contribute to ensuring cross-agency cooperation and integration in modernizing the social protection. It will facilitate coordination with other donor agencies (mainly UNICEF and WB), and also with other government agencies which are partnering with UNDP on related issues. UNDP will also support improvements in data for policy design and monitoring, including poverty data and poverty definitions; as well as employment and unemployment, including definitions of self-employed.

The overall aim is to modernize the current system of social protection, to ensure that it is contributing to the policy priority of obtaining more inclusive growth patterns.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Vulnerable groups, especially women, young and aged people, oralmans, people with disabilities, have improved access to markets, goods, services and social safety nets</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: % of unemployed population (age 15-24) covered by inclusive and life-skills-based education programmes, Baseline (2008): 7.3% Target: 50%</p> <p>Applicable Key Result Area (from Strategic Plan): Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection Output indicator 1.2.1 Number of countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregated by sex, rural and urban</p> <p>Partnership Strategy The project is implemented in cooperation with the Ministry of Healthcare and Social Development of the Republic of Kazakhstan and local authorities. At all stages of the project implementation, other concerned government and non-government institutions will be attracted, including non-government organizations.</p> <p>Project title and ID (ATLAS Award ID): Improving the system of social protection of population in line with priorities of social modernization</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p>	<p>Target 1: Development of targeted social services system for people in difficult life situation</p> <p><u>Indicator:</u> a proportion of persons covered with targeted social services (in total number of persons being in need of such services)</p> <p><u>Baseline:</u> 95.9% (2013, MHSD Strategic plan)</p> <p><u>Target value:</u> 96.4% (2017, MHSD Strategic plan)</p>	<p>Activity Result 1: Improving the quality of guaranteed targeted social services based on international experience and best practices</p> <p>1.1. Implementation of pilot project on development of small-scale, home-like facilities 1.2. Development of social worker institute in line with international standards 1.3. Research with regard to development of alternative forms for rendering the targeted social services considering gender aspect 1.4. Assessment of implementation of the Law of the Republic of Kazakhstan "On Special Social Services" considering gender aspect</p>	<p>UNDP MHSD of RoK</p>	<p>278,644</p>
	<p>Target 2: Implementation of the strategy of transition of key</p>	<p>Activity Result 2: Enhancing the efficiency of programs to promote socially vulnerable groups (PWD,</p>	<p>UNDP MHSD of RoK</p>	<p>221,750</p>

	<p>social groups, including PWD, youth and rural population from unemployment benefits as part of development of an effective model of social and labour relations</p> <p><u>Indicator:</u> Unemployment rate among PWD</p> <p><u>Baseline:</u> 77% (Source - Research of the Committee of statistic of Ministry of National Economy 2014)</p> <p><u>Target value:</u> at most 60%</p> <p>Target 3: Compliance with liabilities undertaken by Kazakhstan related with ratification of the Convention on the Rights of Persons with Disabilities</p> <p><u>Indicator:</u> Share of PWD who are aware about their rights and benefits</p> <p><u>Baseline</u> - 55% (Source- Research of the Committee of statistic of Ministry of National Economy 2014)</p> <p><u>Target value:</u> at least 65%</p> <p><u>Indicator:</u> Subjective assessment of PWD's attitude towards their life</p>	<p>youth and rural population)</p> <p>2.1. Pilot project on forms and models of employment for socially vulnerable populations considering gender aspect</p> <p>2.2. Trainings for unemployed population</p> <p>2.3. Analysis of International experience in increasing quality of employment for self-employed</p>		
	<p>Activity Result 3: Providing technical assistance to promote the standards of the Convention on the Rights of Persons with Disabilities</p> <p>3.1. Arrangement of scientific-practical conferences, seminars, meetings with NGOs to increase the capacity of healthcare and social protection workers, providing social and medical services for PWD</p> <p>3.2. Research on current situation of PWD to introduce innovative practices of social support for PWD considering a gender perspective</p> <p>3.3. Pilot project to introduce a resource centre to provide PWD with rehabilitation equipment and new technologies in prosthesis development and repair</p> <p>3.4. Report on implementation of commitments undertaken by Kazakhstan after ratification of the CRPD</p> <p>3.5. Support NGO leaders and experts</p>		<p>UNDP MHSD of RoK</p>	<p>582,958</p>

	<p>Baseline: 46% of PWD is positive and believe that society share their problems (Source- Research of the Committee of statistic of Ministry of National Economy 2014)</p> <p><u>Target value:</u> at least 55%</p>	<p>representing the interests of PWD during the Coordination Council on social protection of PWD, as well as the events conducted by the Government of Kazakhstan</p> <p>3.6. Organization of study tours to examine international experience on development of barrier free environment, integration of ICF (International Classification of Functionality) and providing of technical (support)</p>		
<p>Target 4: Strengthening of strategic, analytical and management capacity of the Ministry</p> <p><u>Indicator:</u> Awareness of the Ministry staff on the best practices and progress done by the country in the thematic area</p> <p><u>Baseline:</u> Medium <u>Target value:</u> High</p>		<p>Activity Result 4: Providing best practices in capacity building and analysis for the healthcare and social protection institutions at central and local level</p> <p>4.1. Capacity building, expert and analytical support 4.2. Technical assistance in preparation of the Report on execution of the UN International Covenant on Economic, Social and Cultural Rights</p>	UNDP MHSD of RoK	21,400
<p>Target 5: Effective project management</p>		<p>Activity Result 5: Maintaining project management arrangements</p> <p>5.1. Determination of the project organizational structure, regular meetings of the Project Board 5.2. Operating project management 5.3. Project monitoring and risk management 5.4. Regular preparation of reports on project progress</p>	UNDP MHSD of RoK	453,253
Total				1,558,005

IV. ANNUAL WORK PLAN

YEAR 1: 2015

RESULT	PLANNED ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Amount, USD	
		Q1	Q2	Q3	Q4				
<p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p> <p>Target 1: Development of targeted social services system for people in difficult life situation</p> <p>Indicator: a proportion of persons covered with targeted social services (in total number of persons being in need of such services)</p> <p>Baseline: 95.9% (2013, MHSD Strategic plan)</p> <p>Target value: 96.4% (2017, MHSD Strategic plan)</p>	<p>1. Improving the quality of guaranteed targeted social services based on international experience and best practices</p> <p>1.1. Implementation of pilot project on development of small-scale, home-like facilities</p>					UNDP MHSD of RoK	MHSD of RoK	150,000	
		X	X	X			72100 Contractual services RB	72100 Contractual services RB	13,000
							73100 Rental and maintenance RB	73100 Rental and maintenance RB	10,000
							74200 Newspaper advertisement RB	74200 Newspaper advertisement RB	1,000
							74500 Miscellaneous expenses RB	74500 Miscellaneous expenses RB	3,348
									177,348
							UNDP MHSD of RoK	MHSD of RoK	5,000
									2,500
					X				1,200
						X			500
							74200 Newspaper advertisement RB	74200 Newspaper advertisement RB	300
					74500 Miscellaneous expenses RB	74500 Miscellaneous expenses RB	500		
							10,000		
	Indirect costs related with general administration of contribution (7%)	X	X	X		UNDP MHSD of RoK	MHSD of RoK	14,101	

Target value: High	Total										21,400
Output	5. Effective project management										
Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed Target 5: Project Management	5.1. Determination of the project organizational structure, regular meetings of the Committee on project management								UNDP MHS of RoK	71400 Service contract UNDP	27,600
	5.2. Operating project management	X							UNDP MHS of RoK	71400 Service contract RB	56,400
	5.3. Project monitoring and risk management		X						UNDP MHS of RoK	72400 Communications UNDP	7,400
	5.4. Regular preparation of reports on project progress			X					UNDP MHS of RoK	72400 Communications RB	16,193
	Total								UNDP MHS of RoK	73100 Rental and maintenance RB	8,490
Indirect costs related with general administration of contribution (7%)									UNDP MHS of RoK	74500 Miscellaneous expenses RB	19,200
Total									UNDP MHS of RoK		135,283
TOTAL									UNDP MHS of RoK	75100 Administration RB	2,450
											137,733
											433,971

Year 2: 2016

RESULT	PLANNED ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	Amount, USD	
		Q 1	Q 2	Q 3	Q 4				
<p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p> <p>Target 1: Development of targeted social services system for people in difficult life situation</p> <p>Indicator: a proportion of persons covered with targeted social services (in total number of persons being in need of such services)</p> <p>Baseline: 95.9% (2013, MHSD Strategic plan)</p> <p>Target value: 96.4% (2017, MHSD Strategic plan)</p>	1. Improving the quality of guaranteed targeted social services based on international experience and best practices								
	1.2. Development of social worker institute in line with international standards	X	X	X	X	UNDP MHSD of RoK	MHSD of RoK	72600 Grants RB	21,000
								74200 Printing and publication RB	1,500
								74200 Newspaper advertisement RB	385
								74500 Miscellaneous expenses RE	500
	Total								23,385
	1.3. Research with regard to development of alternative forms for rendering the targeted social services considering gender aspect	X	X	X	X	UNDP MHSD of RoK	MHSD of RoK	72100 Contractual services 74200 Printing and publication RB	20,000 1,500
								74200 Newspaper advertisement RB	385
								74500 Miscellaneous expenses RE	1,500
	Total								23,385
<p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p> <p>Target 2: Implementation of the strategy of transition of key social groups,</p>	2. Enhancing the efficiency of promoting programs for socially vulnerable groups (primarily persons with disabilities, women, youth)								
	2.1. Pilot project on forms and models of employment for socially vulnerable populations considering gender aspect	X	X	X	X	UNDP MHSD of RoK	MHSD of RoK	75100 Administration	3,520
	Total								50,290

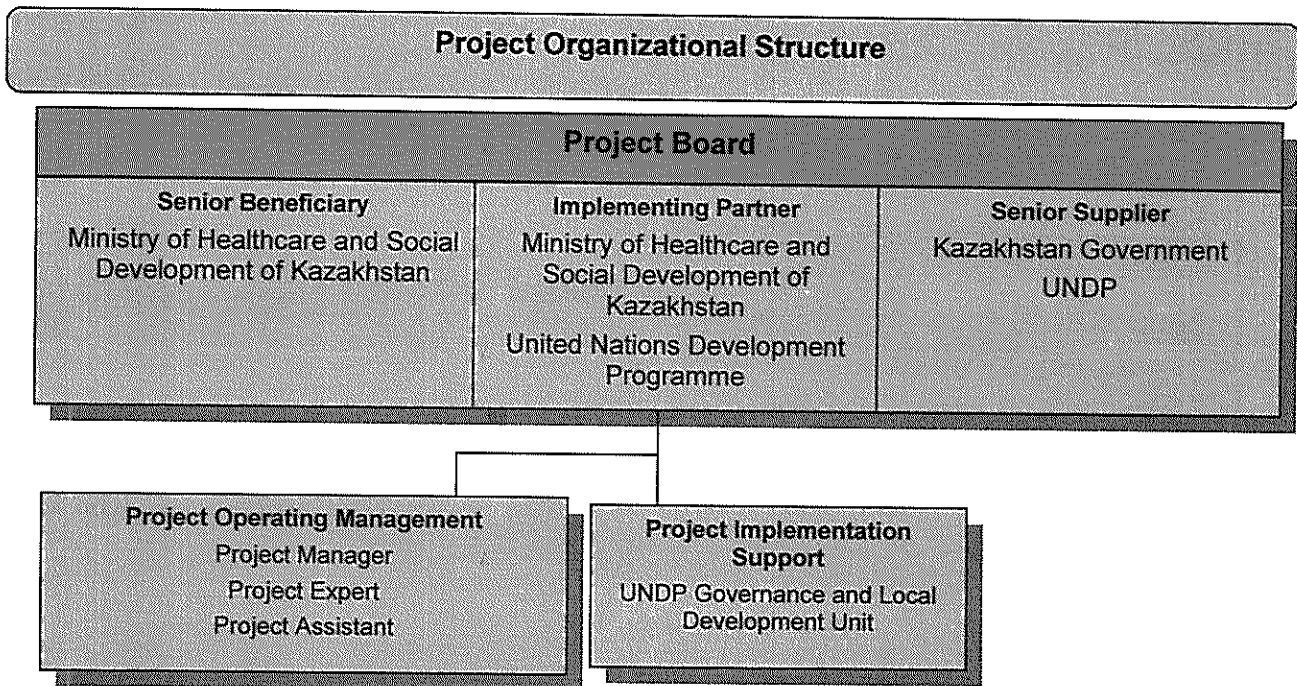
modernization is developed Target 5: Project Management	structure, regular meetings of the Committee on project management 5.2. Operating project management 5.3. Project monitoring and risk management 5.4. Regular preparation of reports on project progress	X	X	X	X	X	X	X	X	X	X	RB	7,400
												72400 Communications UNDP	18,680
												73100 Rental and maintenance RB	8,490
												74500 Miscellaneous expenses RB	30,597
	Total												149,167
	Indirect costs related with general administration of contribution (7%)											75100 Administration RB	8,593
	Total												157,760
TOTAL													524,701

Year 3: 2017

RESULT	PLANNED ACTIONS	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		Amount, USD	
		Q1	Q2	Q3	Q4		Financing	Budget description		
<p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p> <p>Target 1: Development of targeted social services system for people in difficult life situation</p> <p><u>Indicator:</u> a proportion of persons covered with targeted social services (in total number of persons being in need of such services)</p> <p><u>Baseline:</u> 95.9% (2013, MHSD Strategic plan)</p> <p><u>Target value:</u> 96.4% (2017, MHSD Strategic plan)</p> <p>Output Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed</p> <p>Target 2: Implementation of the strategy of transition of key social groups, including PWD, youth and rural population from unemployment benefits as part of development of an effective model of social and</p>	1. Improving the quality of guaranteed targeted social services based on international experience and best practices									
	X				UNDP MHSD of RoK	MHSD of RoK	72100 Contractual services 74200 Printing and publication 74200 Newspaper advertisement 74500 Miscellaneous expenses	RB RB RB RB	20,000 4,000 422 600	
	Total									25,022
	Indirect costs related with general administration of contribution (7%)	X	X	X	X	UNDP MHSD of RoK	MHSD of RoK	75100 Administration	RB	1,883
	Total									26,905
	2. Enhancing the efficiency of promoting programs for socially vulnerable groups (primarily persons with disabilities, women, youth)									
	2.1. Piloting of various forms and models of employment of socially vulnerable populations considering gender aspect	X	X	X	X	UNDP MHSD of RoK	UNDP MHSD of RoK	72600 Grants 72600 Grants 74200 Printing and publication 74200 Newspaper advertisement 74500 Miscellaneous expenses	UNDP RB RB RB RB	25,000 60,000 4,000 400 700
	Total									90,100
	Indirect costs related with general administration of contribution (7%)	X	X	X	X	UNDP MHSD of RoK	MHSD of RoK	75100 Administration	RB	4,900

Effective system of social support of vulnerable populations in line with the priorities of social modernization is developed Target 5: Project Management	5.1. Determination of the project organizational structure, regular meetings of the Committee on project management	X	X	X	X	UNDP MHS of RoK	UNDP MHS of RoK	71400 Service contract	UNDP	27,600	
	5.2. Operating project management							71400 Service contract	RB	56,400	
	5.3. Project monitoring and risk management							72400 Communications	UNDP	7,400	
	5.4. Regular preparation of reports on project progress							72400 Communications	RB	18,680	
								73100 Rental and maintenance	RB	8,490	
								74500 Miscellaneous expenses	RB	30,597	
	Total									149,167	
	Indirect costs related with general administration of contribution (7%)	X	X	X	X		UNDP MHS of RoK	MHS of RoK	75100 Administration	RB	8,593
	Total										157,760
	TOTAL										599,333

IV. MANAGEMENT ARRANGEMENTS



The project will be implemented nation-wide in cooperation with the Ministry of Healthcare and Social Development of the Republic of Kazakhstan discharging a function of the implementing partner.

The implementing partner has been chosen according to the following criteria:

- a) the Ministry of Healthcare and Social Development of the Republic of Kazakhstan is main public authority responsible for development of social policy and social protection programs in Kazakhstan, including for persons with disabilities. Furthermore, this project has been developed in response to vision of the former Ministry of Healthcare and Social Development educed during meetings and discussions;
- b) the Ministry has a required capacity in expertise as well as powers for further implementation of recommendations resulting from the project actions;
- c) previous experience of cooperation of the UNDP and Ministry during which an ability of the Ministry to manage and execute the project has been confirmed, as well as render consulting and technical services, act as a partner under full-scale project.

The UNDP is responsible for common implementation of the project, preparation of reports on financial and program issues.

The UNDP prepares and signs the contracts and other administrative and financial documents, processes payments in accordance with the UNDP regulations and the UNDAF procedures and requirements.

The Ministry and UNDP Kazakhstan will be responsible for comprehensive implementation of the project and achievement of the project results.

For effective implementation of the project, its structure shall stipulate the following roles / coordinators:

1. Project Board / management decision making, project implementation control and monitoring;
2. UNDP Country Office /project implementation support;
3. Project Manager/ project operating management.

Project Board:

The Project Board is in charge of making management decisions under the project and notification of the project manager in case of significant deviations from fixed period of achievement of intermediate results or excess of budget limitations. Responsibility for final decision remains with the UNDP in accordance with the rules, procedures and policy.

The Project Board will discharge common functions on project control and monitoring.

During implementing the project, the Project Board will be convoked at least twice a year to assess project progress and results and to compare them with the planned results, to determine the strategic areas of the project activity implementation, take any necessary corrective actions, and to assess the achieved results.

The Project Board includes:

- **Chairman** – National Project Director/ Vice-Minister of Healthcare and Social Development of the Republic of Kazakhstan;
- **Senior Implementing partner** – UNDP Deputy Resident Representative (an alternative member is a Head of Governance and Local Development Unit);
- **Senior Beneficiary** is a Director of the Social Service Department of the Ministry of Healthcare and Social Development of the Republic of Kazakhstan (an alternative member is a Deputy Director of Social Service Department);
- **Observers** – representatives of non-governmental organizations, Program Analyst of the UNDP Governance and Local Development Unit (an alternative member is a Program Associate of the UNDP Governance and Local Development Unit).

UNDP Country Office:

UNDP supports the project implementation; is responsible for common project implementation, preparation of financial and program reports, and for project monitoring and assessment; prepares and signs the contracts and other administrative and financial documents, processes payments in accordance with the UNDP rules and UNDAF procedures and requirements. An attraction of staff and procurements will be performed in accordance with the UNDP rules and procedures.

Project Manager:

To support the implementing partner in project implementation, the Project Manager will be assigned. The Project Manager will work under auspices of the UNDP and will be in charge of project operating management and project decision making. The main responsibility of the Project Manager will be an achievement of the project results determined in the project document in accordance with quality standards and within time and cost constraints. A deviation from terms for project activity implementation for 3 weeks is allowed as well as an excess in approved budget by 10%.

Information about Partners:

- Organization: United Nations Development Programme in Kazakhstan
Address: 26, Bukey Khan ave., Astana, Kazakhstan
Tel. / Fax: +7 7172 69 65 50, +7 7172 696544, Web-site: <http://www.kz.undp.org/>
UNDP contact person: Munkhtuya Altangerel
Position: Acting Head of the UNDP Governance and Local Development Unit
Tel. / Fax: +7 7172 696544 (ext. 2111), E-mail: tuya.altangerel@undp.org
- Organization: Ministry of Healthcare and Social Development of the Republic of Kazakhstan
Address: 8, Orynbor str., Astana, 010000, House of Ministries, entrance 5,6
Tel. / Fax: +7 7172 743603, Web-site: <http://www.mzsr.gov.kz>
Contact person of the Ministry of Healthcare and Social Development of the Republic of Kazakhstan: Aigul Tabergenova, Deputy Director of Social Service Department
Tel. / Fax: + 7 7172 743581, E-mail: a.tabergenova@mzsr.gov.kz

V. MONITORING FRAMES AND FINAL ASSESSMENT

The project will be monitored by the UNDP Office in accordance with the UNDP program rules and monitoring and assessment procedures:

Within the annual cycle

- A qualitative assessment of the project progress is performed quarterly in terms of main achieved results, using key criteria of matrix and methods specified in the table of quality criteria.
- The Project Manager activates the matrix in ATLAS system and updates it as the potential problems or requests occur and as they are resolved during the project implementation.
- Based on abovementioned information, the Atlas system will prepare a report on project progress which shall be submitted by the Project Manager for consideration of the Project Management Committee.
- The Project Manager shall activate and update the matrix of "lessons learned". At the end of work on the project, the report on "lessons learned" for the project will be prepared.
- The Atlas system shall have an activated monitoring plan which shall be updated in accordance with the basic events / management activities.

Annually

- **Annual review report.** It shall be prepared by the Project Manager and submitted for consideration of the Project Management Committee.
- **Annual project review.** Based on abovementioned report, during quarter IV of the relevant year or after its completion an annual review of the project will be prepared to assess the project activities and prepare annual working plan for next year. The project review is performed by the Project Board, if necessary other concerned parties can be involved in preparation of the project review.

Besides, the following monitoring instruments will be used:

- project progress reports;
- visits of representatives of UNDP Governance and Local Development Department, including the project on-site visits;
- the Project Board will be convoked at least twice a year;
- check of forms for assessment of the conducted actions.

Audit

The project is audited in accordance with the UNDP financial rules, regulations, policies and procedures.

Quality management for project activity results

Output 1: Assistance in development of the effective system of social support of vulnerable populations as per the priorities of social modernization		
Target result 1	Improving the quality of guaranteed targeted social services based on international experience and best practices	Commencement date: March 2015 Completion date: December 2017
Objective	Development of the system of targeted social services for persons in difficult life situation	
Description	<i>Planned actions for achievement of the activity results.</i> 1.1. Implementation of pilot project on development of small-scale, home-like facilities 1.2. Development of social worker institute in line with international standards 1.3. Research with regard to development of alternative forms for rendering the targeted social services considering gender aspect 1.4. Assessment of implementation of the Law of the Republic of Kazakhstan "On Special Social Services" considering gender aspect	
Quality assessment criteria	Quality assessment method	Assessment date
1. Applicability of results of the	• MHSD opinion	March 2015 –

<p>pilot project / researches</p> <ol style="list-style-type: none"> 2. Quantity of social workers, completed training 3. Degree of practice of new knowledge/skills/experience 4. Level of knowledge of trainees "before and after" training visit 5. Expert recommendations 6. Consideration of gender aspect 7. Discussion of the research and pilot project results (presentations, round tables, meetings) 	<ul style="list-style-type: none"> • Monitoring of pilot project implementation • List of participants, including women • Training program • Report on action results • Expert's Terms of Reference • Reports and recommendations on expert researches • Minutes of the meetings of working groups • Comprehensive reports on actions have been drawn up and distributed among the members of the Project Management Committee (quarterly) • Training impact assessment • Participation of the parties in workshops has been registered and documented • Programs of working meetings • Final decisions/ recommendations • Practice of obtained knowledge in work, individual interviews 	<p>December 2017</p>
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<p>Output 1: Assistance in development of the effective system of social support of vulnerable populations as per the priorities of social modernization</p>		
<p>Target result 2</p>	<p>Enhancing the efficiency of promoting programs for socially vulnerable groups (primarily persons with disabilities, women, young people)</p>	<p>Commencement date: March 2015 Completion date: December 2017</p>
<p>Objective</p>	<p>Assistance in implementation of the strategy of transition of key social groups, including disabled people, women, young people from allowances to a work as part of development of an effective model of the social and labor relations</p>	
<p>Description</p>	<p><i>Planned actions for achievement of activity results.</i> 2.1. Piloting of various forms and models of employment of socially vulnerable populations considering gender aspect 2.2. Trainings for unemployed population 2.3. Analysis of International experience in increasing quality of employment for self-employed</p>	
<p>Quality assessment criteria</p>	<p>Quality assessment method</p>	<p>Assessment date</p>
<ol style="list-style-type: none"> 1. Applicability of the results of pilot project / researches 2. Dissemination of experience of pilot projects at the national level 3. Quantity of people unemployed, completed training 4. Degree of practice of new knowledge/skills/experience 5. Level of knowledge of trainees "before and after" 	<ul style="list-style-type: none"> • MHSD opinion • Monitoring of pilot project implementation • List of participants, including women • Training program • Report on action results • Expert's Terms of Reference • Reports and recommendations on expert researches • Minutes of the meetings of working groups • Comprehensive reports on actions have been drawn up and distributed 	<p>March 2015 – December 2017</p>

training visit 6. Expert recommendations 7. Discussion of the pilot project results (presentations, round tables, meetings) 8. Consideration of gender aspect	among the members of the Project Management Committee (quarterly) <ul style="list-style-type: none"> • Training impact assessment • Participation of the parties in workshops has been registered and documented • Programs of working meetings • Final decisions / recommendations 	
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Output 1: Assistance in development of the effective system of social support of vulnerable populations as per the priorities of social modernization		
Target result 3	Maximum possible performance of liabilities undertaken by Kazakhstan related with ratification of the Convention on the Rights of Persons with Disabilities	Commencement date: March 2015 Completion date: December 2017
Objective	Technical assistance in promotion of the regulations of the Convention on the Rights of Persons with Disabilities (development of an inclusive society)	
Description	<p><i>Planned actions for achievement of activity results.</i></p> <p>3.1. Arrangement of scientific-practical conferences, seminars, meetings with NGOs to increase the capacity of health and social protection of the population workers, providing social and medical services for persons with disabilities</p> <p>3.2. Ensuring the participation of the NGO leaders representing the interests of persons with disabilities, persons with disabilities themselves, as well as the experts and representatives of academic world during the meetings of the Coordination Council with regard to social protection of people with disabilities, and during the events conducted by the Government and MHSD of Kazakhstan</p> <p>3.3. Organization of study tours to examine international experience on development of barrier free environment, integration of ICF (International Classification of Functionality) and providing of technical (support) rehabilitation means for persons with disabilities</p> <p>3.4. Conducting series of researches on actual situation of people with disabilities for maximum accurate simulation of social support of people with disabilities with a gender perspective</p> <p>3.5. Implementation of the pilot project on establishment of resource centre dealing with practical solution of a wide range of problems related with provision of disabled people with rehabilitation equipment and attraction of investments to introduce new technologies in prosthesis development, prosthetic repair and hearing aid</p> <p>3.6. Assistance in preparation of report on implementation of commitments undertaken by Kazakhstan after ratification of the Convention on the Rights of Persons with Disabilities</p>	
Quality assessment criteria	Quality assessment method	Assessment date
1. Quantity of participants of round tables 2. Level of knowledge of trainees "before and after" training event 3. Proposals from the project partners concerning trainings (Yes/No) 4. Impact of training and degree of practice of new knowledge/skills/experience 5. Application of developed courses, textbooks as part of the existing educational programs 6. Dissemination of experience of the pilot projects at the national level 7. Consideration of gender aspect	<ul style="list-style-type: none"> • List of participants, including women • Plans of actions • Educational modules for trainers and participants • Report on result of training events • Analysis of assessment questionnaires of participants • Guides, textbooks and user manuals have been published and distributed among partners • Comprehensive reports on actions have been drawn up and distributed among the members of the Project Management Committee (quarterly) • Training impact assessment 	March 2015 – December 2017

	<ul style="list-style-type: none"> • (annually) • Participation of the parties in workshops has been registered and documented • Minutes of workshops and working meetings • Experts' final decisions / recommendations • Quantity of printed materials in mass media, publication monitoring 	
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Output 1: Assistance in development of the effective system of social support of vulnerable populations as per the priorities of social modernization

Target result 4	Increase the capacity of healthcare and social protection institutions on central and local levels	Commencement date: March 2015 Completion date: December 2017
Objective	Strengthening of strategic, analytical and management capacities of workers/experts of social protection authorities at the central and regional levels	
Description	<i>Planned actions for achievement of activity results.</i> 4.1. Expert and analytical support. Assistance to the Ministry in preparation of regular report on execution of the UN International Covenant on Economic, Social and Cultural Rights	

Quality assessment criteria	Quality assessment method	Assessment date
<ol style="list-style-type: none"> 1. Availability of draft report 2. Quantity of participants of round tables 3. Level of knowledge of trainees "before and after" training event 4. Proposals from the project partners concerning trainings (Yes/No) 5. Impact of training and degree of practice of new knowledge/skills/experience 	<ul style="list-style-type: none"> • MHSD opinion • Experts' final decisions / recommendations • List of participants • Plans of actions • Education modules for trainers and participants • Report on results of training events • Analysis of assessment questionnaires of participants • Comprehensive reports on actions have been drawn up and distributed among the members of the Project Management Committee (quarterly) • Participation of the parties in workshops has been registered and documented • Minutes of workshops and working meetings • Quantity of printed materials in mass media, publication monitoring 	March 2015 – December 2017

Output 1: Assistance in development of the effective system of social support of vulnerable populations as per the priorities of social modernization

Target result 5	Effective project management	Commencement date: March 2015 Completion date: December 2017
Objective	Achievement of the project results	

Description	<i>Planned actions for achievement of activity results.</i> 5.1. Determination of the project organizational structure, regular meetings of the Project Management Committee 5.2. Project operating management 5.3. Project monitoring and risk management 5.4. Regular preparation of the project progress reports	
Quality assessment criteria	Quality assessment method	Assessment date
<ol style="list-style-type: none"> 1. Project organizational structure, composition of the Project Board 2. Quantity of meetings of the Project Board 3. Assignment of the Project Manager 4. Proposals of the parties involved on the project planning and implementation 5. Regular updating of risk registers, adequate risk management 6. Implementation of the project in accordance with the working plan 7. Efficient management of project resources in accordance with the working plan 	<ul style="list-style-type: none"> • Minutes and reports of the meetings of the Project Management Committee • Report of the Selection Board on assignment of the Project Manager and Assistant • Risk register • Project working plan and reports on review of annual budget • Financial and descriptive reports • Conclusion of Independent Expertise of the Impact Evaluation of the Project 	<p>March 2015 – December 2017</p> <p>July-December 2017</p>

VI. LEGAL CONTEXT

This document as per Standard Agreement between the Government of the Republic of Kazakhstan and UNDP on Assistance dated October 4, 1994 is governed by relevant articles of the Standard Agreement. According to Article III of the Standard Agreement, a responsibility for maintenance and security of the Implementing Partner, its employees and property as well the UNDP's property is entrusted on the Implementing Partner.

The Implementing Partner shall:

- a) have a proper security plan which considers a situation in a country where the project is implemented;
- b) foresee all possible risks and obligations related to security of the Implementing Partner and a full implementation of the security plan.

The UNDP reserves the right to check for availability of such plan and propose to make amendments to it as needed. Failure to implement this plan or an absence of this security plan is treated as a breach of this agreement.

The UNDP shall make all reasonable efforts to ensure a proper use of funds as per this project document as well as prevent directing the allocated funds for assistance of persons or organizations related to terrorist activities, and check that the recipients of these funds are not on the lists of the Security Council Committee established by resolution 1267 (1999). These lists are available on web-site <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision shall be included in all contracts and agreements with subcontractors to be signed as part of this Project Document.

The present agreement is made in English and Russian and consists of two original copies and both languages will be of equal legal weight. In case of any ambiguity or conflict between the English and Russian languages, the English version shall prevail.

Annex 1: Standard letter of agreement between UNDP and the Ministry of Healthcare and Social Development of the RK

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE MINISTRY OF HEALTHCARE AND SOCIAL DEVELOPMENT OF THE REPUBLIC OF KAZAKHSTAN FOR THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between officials of the Ministry of Healthcare and Social Development of the Republic of Kazakhstan (hereinafter referred to as "Ministry") and officials of UNDP Kazakhstan hereinafter referred to as UNDP with respect to the provision of support services by the UNDP Kazakhstan country office for nationally managed project "Improving the System of Social Protection of Population in Line with Priorities of Social Modernization" (Hereinafter referred to as Project). UNDP and the Ministry hereby agree that the UNDP country office may provide such support services at the request of the Ministry through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Ministry designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office 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;[^]
- d) and other service 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, which will also be in coordination with the Ministry. Support services described in paragraph 3 above shall be detailed in an annex 4 of the project document, in the form provided in the Attachment 4 hereto. If the requirements for support services by the country office change during the life of a project the annex 4 to the project document is revised with the mutual agreement of the UNDP resident representative and the Ministry.

5. The relevant provisions of the Standard basic agreement between UNDP and the Government of Kazakhstan signed on October 4, 1993 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through the Ministry 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 4 to project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office, in accordance with this letter, shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the appendix 4 to 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 making an integral part, shall constitute an agreement with the provisions set forth above, as well as it shall constitute an agreement between the Ministry and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed projects.

Annex 2: Risk Log

No.	Description	Degree of Impact and Probability	Risk Mitigation Measures / Managerial Response	Date of Establishment	Last Update	Status
1	Political reshuffles and staff changes in the government bodies	I – Average P – Average	Engagement of a wider range of partners and responsible entities within Project activities, alignment of project targets with country's programmatic and strategic goals;			
2	Duplication or mismatch with the other similar initiatives of donor organizations and state bodies	I – Low P – Average	Regular coordination and donor meetings with international and national partners working in this area			
3	Increase / decrease in cost of the project (including due to the devaluation of the KZT / US dollar exchange rate changes, reduction, sequestration of budget expenditures related to grants)	I – Average P – High	Regular coordination and donor meetings with international and national partners working in this area			
4	Changes in project managements and as a result delays in project implementation	I – Low P – Average	Adherence to the UNDP recruitment procedures and HR rules; coordination and monitoring of the project by the UNDP Governance and Local Development Unit			

Annex 3: Communications and Monitoring Plan

Action Type	Parties Involved	Due Dates	Completion	Status
Quarterly project progress reports	Project Manager	Every quarter		
Quarterly overview report and update of the project work plan	Project Manager	Every quarter		
The Project Board meetings, conducted every six months or at least annually	The Project Board	July 2015, December 2015, December 2016, December 2017		
Annual project progress review	The Project Board	December 2015, December 2016, December 2017		
Annual project progress report	Project Manager	December 2015, December 2016, December 2017		
Project monitoring on site	UNDP Program staff	Each project activity		
Annual procurement plan	Project Manager	May 2015, February 2016, February 2017		
Annual inventory	Project Manager	Annually		
Transfer of assets	Project Manager	December 2017		
The session on the final review of the project results	Project Manager, The Project Management Committee	At the end of the project, December 2017		

Annex 4: Terms of Reference for the Project Manager



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: **Project Manager**

Project reference: **Improving the System of Social Protection of Population in Line with Priorities of Social Modernization**

Grade: SB-3 MID

Type of contract: Service Contract

Supervisor: Head of Governance and Local Development Unit

Duty station: Astana, Kazakhstan

Duration of employment: 12 months with possible extension

II. Organizational Context

The project aims to assist the Ministry of Healthcare and Social Development of Kazakhstan in implementation with disabilities, and to facilitate poverty reduction policies.

These efforts include:

- promotion of phased implementation of the 2012-2018 Action Plan to Ensure Rights and Improve the Quality of Life for People with Disabilities in the Republic of Kazakhstan
- facilitate in implementing regulations of the Convention on the Rights of Persons with Disabilities in Kazakhstan
- improve social standards and make the payments effective based on international models and best practice
- pilot a development of targeted social services and innovative forms of employment of vulnerable populations

The project is under CIPAP Outcome I "Economic and social well-being for everyone: vulnerable populations are in the focus" under supervision of Governance and Local development Unit.

The project is nationally executed with the Ministry of Healthcare and Social Development acting as an Implementing Partner. UNDP Kazakhstan is responsible for the overall project implementation and attainment of project results as well as for monitoring and evaluation of the project.

III. Functions / Key Results Expected

Under overall guidance from UNDP Resident Representative/Deputy Resident Representative and day-to-day supervision from the Head of Governance and Local Development Unit Project Manager will be responsible for implementation of the project in accordance with the Project Document and approved Annual Work plan.

The Project Manager is expected to closely cooperate with project counterpart Ministry of Healthcare and Social Development and other government bodies involved in project activity.

1. Ensure smooth implementation of project activities and attainment of the overall project objectives as stated in the project documents;
2. Coordinate project activities with the activities of national counterparts and other projects of UNDP;
3. Draft annual project work plan in consultation with major project stakeholders and UNDP;
4. Ensure sound management of financial resources of the project, analyse and monitor the project budget, and prepared revisions to ensure optimal use of resources; manage financial allocations, ensure timely payments in accordance with UNDP rules, regulations and procedures; generate Atlas reports, including combined delivery reports;
5. Prepare procurement plans and oversee procurement and logistics for project implementation;
6. Develop Terms of Reference for project personnel and consultants and ensure proper delivery of technical services and submission of technical and other report;
7. Develop Terms of Reference for the evaluations and its reports;
8. Organise workshops and outreach activities as planned in the project document;
9. Draft project progress reports and organise other monitoring actions as per the project document;
10. Responsible for administration of the projects in accordance with UNDP Programming rules and regulations;
11. Supervise work of project assistant, project consultants/sub-contractors, local consultants and conduct performance reviews in accordance with UNDP rules, regulations and procedures.
12. Performs other duties targeted on project implementation as required.

IV. Impact of Results

The general impact of this post will be reflected in the results achieved as defined in the project documents. Specific impact should be created through smooth implementation of the project and attainment of projects results.

V. Competencies

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Core competencies

- **Communication:** Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- **Team work:** Ability to interact, establish and maintain effective working relations with a culturally diverse team, as a team member, to build trust, and to manage in a deliberate, transparent and predictable way.
- **Client orientation:** Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

Managerial competencies

- **Managing Performance:** Ability to develop clear goals that are consistent with agreed strategies; Ability to identify priority activities and tasks and allocate appropriate time and resources for effective and efficient work completion; Ability to monitor progress against milestones and deadlines; Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships; Ability to foresee risks and develop mitigation strategies.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none">▪ An advanced university degree (masters or equivalent) in social sciences, public administration or related field
Experience:	<ul style="list-style-type: none">▪ At least 5 years of substantive experience working in or directly related to project management, social protection areas▪ Proven record of theoretical knowledge and practical experience in the area of social security;▪ Proven communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders;▪ Maturity, excellent inter-personal, negotiation and team leading skills required;▪ Ability to work to tight deadlines and to handle multiple concurrent project components;▪ Good computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource
Language Requirements:	<ul style="list-style-type: none">▪ Fluency in Russian and English with proven drafting and presentation skills;▪ Knowledge of Kazakh is an asset

Annex 5: Terms of Reference for the Project Expert



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Title:	Project Expert
Project:	<i>Improving the system of social protection of population in line with priorities of social modernization</i>
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB3 Q1
Supervisor:	Project Manager

II. Project Information

The Project is aimed to improve social standards and facilitate in implementing regulations of the Convention on the Rights of Persons with Disabilities in Kazakhstan, pilot a development of special social services and innovative forms of employment for those most vulnerable in the society. The overall aim of the project is to modernize the current system of social protection, to ensure that it is contributing to the policy priority of obtaining more inclusive growth patterns.

The project facilitates access to national and international expertise, designs relevant training courses and assist in the piloting of reform measures or innovative approaches by exploiting synergies with its other ongoing UNDP initiatives/ projects in different regions of the country.

III. Organizational Context

Under the guidance and direct supervision of the Project Manager, Project Expert provides expert support to the project. Project Expert works in close collaboration with the national partner (Ministry of Healthcare and Social Development) and UNDP GLD Unit.

Project Expert is responsible for the day-to-day expert support of project activities and liaising with the national partner (Ministry of Healthcare and Social Development) to ensure timely and efficient support to programme related activities.

VIII. IV. FUNCTIONS / KEY RESULTS EXPECTED

- Overall day-to-day support to the Project Manager in all aspects of the project implementation as stated in the project documents;
- Work closely with UNDP and Ministry of Healthcare and Social Development in building linkages within the project and with relevant programmes;
- Provide technical expertise in the area of targeted social services and rights of persons with disabilities;
- Provides expertise in day-to-day project implementation and related project activities;
- Supports Project Manager in updating and regular reviewing of the project work plan;
- Supports Project Manager in development of terms of reference for consultants within activities related with capacity building of MHSB and improvement of social services provision system in accordance with the project work plan;
- Ensures implementation of the project activity related with the improvement of special social services provision system and promotion of the Convention on the Rights of Persons with Disabilities in accordance with the project document;
- Organises workshops and outreach activities in accordance with the approved project work plan; Assists in drafting of the project progress reports;
- Performs other duties as required.

V. Impact of Results

The general impact of this post will be reflected in the results achieved as defined in the project documents. Specific impact should be created through smooth implementation of the project and attainment of projects results as well as active dialogue and coordination with the national stakeholders and on project activities implemented. The main results of the project will be reflected in the following target outcomes:

- promotion of phased implementation of the Action Plan to ensure rights and improve the quality of life for People with Disabilities in the Republic of Kazakhstan
- facilitate in implementing regulations of the Convention on the Rights of Persons with Disabilities in Kazakhstan
- improve social standards and make the payments effective based on international models and best practice
- pilot a development of special social services and innovative forms of employment of vulnerable populations

VI. Competencies

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Core competencies

- Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Ability to interact, establish and maintain effective working relations with a culturally diverse team, as a team member, to build trust, and to manage in a deliberate, transparent and predictable way.
- Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

Managerial competencies

- Ability to develop clear goals that are consistent with agreed strategies; Ability to identify priority activities and tasks and allocate appropriate time and resources for effective and efficient work completion; Ability to monitor progress against milestones and deadlines; Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships; Ability to foresee risks and develop mitigation strategies.

VII. Recruitment Qualifications

Education:	<ul style="list-style-type: none">▪ University degree in social work, public administration or other social sciences
Experience:	<ul style="list-style-type: none">▪ <i>At least 5 years of experience working in social services provision and previous work with persons with disabilities;</i>▪ <i>Ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders</i>▪ <i>Excellent inter-personal, communication and organisational skills</i>▪ <i>Ability to work to tight deadlines and to handle multiple concurrent project components</i>▪ <i>Excellent computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource</i>
Language Requirements:	<ul style="list-style-type: none">▪ <i>Good command of Russian</i>▪ <i>Knowledge of Kazakh and English is an asset</i>

Annex 6: Terms of Reference for the Project Assistant



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: **Project Assistant**

Project reference: **Improving the System of Social Protection of Population in Line with Priorities of Social Modernization**

Grade: SB-2 MID

Type of contract: Service Contract

Supervisor: Project Manager

Duty station: Astana, Kazakhstan

Duration of employment: 12 months with possible extension

II. Organizational Context

The project aims to assist the Ministry of Healthcare and Social Development of Kazakhstan in implementation with disabilities, and to facilitate poverty reduction policies.

These efforts include:

promotion of phased implementation of the 2012-2018 Action Plan to Ensure Rights and Improve the Quality of Life for People with Disabilities in the Republic of Kazakhstan

facilitate in implementing regulations of the Convention on the Rights of Persons with Disabilities in Kazakhstan

improve social standards and make the payments effective based on international models and best practice pilot a development of targeted social services and innovative forms of employment of vulnerable populations

The project is under CIPAP Outcome I "Economic and social well-being for everyone: vulnerable populations are in the focus" under supervision of Governance and Local development Unit.

The project is nationally executed with the Ministry of Healthcare and Social Development acting as an Implementing Partner. UNDP Kazakhstan is responsible for the overall project implementation and attainment of project results as well as for monitoring and evaluation of the project.

III. Functions / Key Results Expected

The Under direct supervision of the Project Manager the Project Assistant is responsible for the day-to-day implementation and operational support of project activities to ensure timely and efficient support to programme related activities

1. Provides operational support to the project management for the smooth implementation of the three project components as per UNDP rules and regulations on project management;
2. Prepares requests for direct payment, cash advances, reports on expenses, budget revisions and other required supporting documentation for all financial transactions; records these transactions accordingly;
3. Provides support in all procurement activities within the project;
4. Prepares and maintains inventories of non-expendable project equipment and maintains stock-record of other supplies;
5. Provides logistical support for project activities and events, and prepares background materials for use in workshops, seminars, training sessions, meetings, visiting missions, field trips, etc.;
6. Establishes and maintains accurate and up-to-date filing system for the documents, keeps information and reference material in a manner which allows easy retrieval;
7. Contributes to the preparation of status and progress reports by collecting information, preparing tables and drafting selected sections;
8. Drafts and/or types correspondence, notes, documents, reports, prepares required contracts, keeps the necessary flow of correspondence;
9. Receives telephone calls and visitors concerning the projects, responding directly where appropriate;
10. Prepares unofficial translations and acts as interpreter;
11. Performs other duties targeted on project implementation as required.

IV. Competencies and Critical Success Factors

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Professionalism:

- Solid knowledge of administrative and secretarial work; understanding of financial processes and accounting
- Good knowledge of computer and organizational technology.
- Ability to perform a broad range of activities related to workshop and meeting arrangements;
- Excellent writing and presentation skills for preparation of presentations and reports – in English and Russian;
- Ability to use information and communication technology as a tool and resource.

Development and Operational Effectiveness

- Excellent coordination skills to facilitate internal and external collaboration
- Builds strong relationships with stakeholders, focuses on impact and result and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates openness to change and ability to manage complexities.
- Works effectively in a team and shows conflict resolution skills.
- Schedules activities to ensure optimum use of time and resources; monitors performance against development and other objectives and corrects deviations from the course.
- Identifies priority activities and assignments; adjusts priorities as required
- Ability to build and sustain effective partnerships with project stakeholders, UN Agencies and main constituents, advocate effectively, communicate sensitively across different constituencies.

V. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> ▪ Secondary education ▪ University degree is desirable
Experience:	<ul style="list-style-type: none"> ▪ At least 3 years of substantive experience working in administrative support, logistics, finance management related fields ▪ Ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders ▪ Excellent inter-personal, communication and organisational skills ▪ Ability to work to tight deadlines and to handle multiple concurrent project components ▪ Excellent computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource
Language Requirements:	<ul style="list-style-type: none"> ▪ Good command of Russian and English ▪ Knowledge of Kazakh is an asset