

PROJECT DOCUMENT

Project Title	Assistance in improving the system of provision and evaluation of public services
UNDAF Outcome(s):	By 2015, state actors at all levels and civil society are more capable and accountable of ensuring the rights and needs of the population, particularly vulnerable groups
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	Central and local governments operate in a more effective, transparent and accountable manner
Expected Output(s): <i>(Those that will result from the project and extracted from the CPAP)</i>	Central government bodies enhance their capacity, including for promotion of regional co-operation
Implementing Partner:	Ministry of Economy and Budget Planning
Responsible Parties:	Administration of the President of Kazakhstan, Agency of Civil Service, Ministry of Transport and Communications, NGO

Brief Description

The Ministry of Economy and Budget Planning of Republic of Kazakhstan and Administration of the President of Republic of Kazakhstan will be assisted in further public administration reform through developing the sector of public service delivery and improving the public administration assessment.

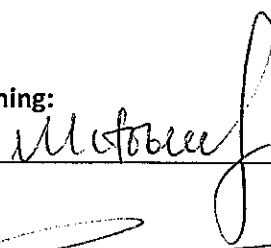
The project will contribute to enhancing the participation of civil society experts in assessment of public service quality, promoting their expert capacity and mechanisms of interaction with state authorities.

Programme Period:	2010-2015	2013 AWP budget:	USD 410,000
Key Result Area (Strategic Plan):	Democratic Governance	2014 AWP budget:	USD 340,000
Atlas Award ID:		Total resources required	USD 750,000
Start date:	March, 2013	Total allocated resources:	USD 750,000
End Date:	December, 2014	• Regular	
PAC Meeting Date:	4 December 2012	• Other:	
Management Arrangements: National implementation (NIM)		RK Government	USD 680,000*
		UNDP	USD 70,000

* in tenge (KZT) equivalent in accordance with the cost-sharing Agreement between UNDP and the Government of Kazakhstan

Agreed by the Ministry of Economy and Budget Planning:

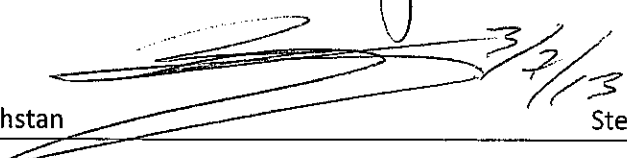
Vice-Minister of Economy and Budget Planning



Madina Abylkasymova

Agreed by UNDP:

UNDP Resident Representative in Kazakhstan



Stephen Tull

I. SITUATION ANALYSIS

Within the last few years, Kazakhstan has implemented important reforms in advancing its public administration. Success of these reforms is evidenced by economic and social indicators, enhancement of international ratings and willingness of the Government of Kazakhstan to further improve the state system.

One of the last initiatives of the Government was introduction of a system of public administration assessment to upgrade the quality of functions of state authorities, including delivering public services to population, efficient use of resources and implementation of state programs and presidential decrees.

Under the Project "Strengthening responsive governance through MDG acceleration", the UNDP assisted national partners in implementing those initiatives. This Project implemented in 2011 and 2012, has contributed to the development of capacity of state authorities in assessment of their performance. Project outcomes established a base for further improvement of the system of assessment, modernization of state administration and improvement of public service sector. Briefly, the following results were achieved as part of the project:

- Kazakhstan assessment methodology was reviewed and refined by the international experts;
- To increase the transparency a dedicated web-site on the issues of public administration assessment www.bagalau.kz was developed;
- Medium-term Concept of development of public administration assessment was elaborated;
- Facilitated trip of Kazakhstan official delegation to Canada to learn the experience in assessment and public administration;
- Workshops on improvement of assessment methodology were conducted with participation of the international experts;
- A group of NGO's trained and interested in participating in the state administration assessment was established;
- The development of the law "On Public Services" was assisted with the international expertise;
- A number of panel discussions and conferences to discuss the issues of public administration assessment were arranged.

To achieve further progress in the area of delivering public services, the Ministry of Economy and Budget Planning of Kazakhstan decided to expand collaboration with UNDP through the joint initiative for 2013-2014 based on co-financing and requested technical assistance. The project will assist in improvement of public services domain and assessment of state performance on the basis of best practices and expert knowledge.

It should be noted that in recent years, a special attention is given to the public services sector becoming a key indicator for the state performance assessment. Starting from 2007, as per Kazakhstan President's Address to the Nation titled "New Kazakhstan in the New World", the Government of Kazakhstan conducts a consistent work aimed to improve delivering public services. Thus, for the first time a clear definition of "public service" was stipulated in the legislature, the register of public services, their standards and norms were defined, and One-Stop-shops and e-Government portal were launched to deliver the services to population.

However, the analysis of the Kazakhstan's current legal system reveals a certain degree of fragmentation and redundancy in the norms regulating public services, as well as a lack of common approach to regulation in this sector, clear descriptions of the rights and obligations for those who provide and receives services.

Following the conclusions of public administration assessment in 2010-2011 it was decided that the public service sector should be regulated by a specific law to enable a coherent approach and removing existing legislative gaps in regulation.

Thus, Expert Commission on public administration assessment has concluded that public services sector requires significant improvement and systematic measures. The measures should be aimed primarily at:

- Revision of “public service” notion in view of up-to-date requirements to development of state administration in the country;
- Ensuring effective coordination in the public service sector;
- Targeting state authorities on the quality of public services they provide;
- Introducing the system of a comprehensive quality audit system for public service delivery;
- Better utilization of the capacity of One-Stop-Shops;
- To promote the use of e-services more widely.

In this regard, taking into account the assessment outcomes, the Head of State gave a number of instructions related to public service delivery including the development of a draft Law “On Public Services”, further improvement of methodological framework for public service delivery, creating clear division powers between the state authorities in public service sector and significantly upgrading the quality of public services.

In addition to that, the requirement to increase citizens’ participation in the public service assessment was highlighted and resulted in introduction of public monitoring of state services. Participation of non-governmental organizations represents an important link in public service system and it should be aligned to the common state objectives, reinforced with necessary capacities and authority. Citizens’ participation in the decision-making regarding the quality of public services shall be of primary concern.

Relying on its accumulated experience, the UNDP will assist in future initiatives of the Government of Kazakhstan to improve the quality of life in the country, support strengthening the capacity of state and NGOs in rendering public services and efficient use of best international practices in this regard.

In addition, an independent international assessment of the previous UNDP project in public administration was concluded as effective, efficient and sustainable. The project has successfully achieved its goals and objectives and effectively implemented the vast variety of activities in accordance with the work plan. UNDP as an organization working around the globe helps to strengthen the institutional capacity of the countries with best practices, demonstrates a strong corporate advantages to maintain its position as one of the key development partners of the Government of Kazakhstan.

II. STRATEGY

By implementing the project, the UNDP will rest upon the achievements of the previous initiative of 2011-2012 on assistance in introduction of the system of public administration assessment and programs of previous years within the frameworks of which UNDP supported the development of public service standards, assisted in improvement of methods of public human resources management.

New program will base on the national initiative and provide international expertise to improve service delivery system, align methodology of public service assessment with international standards and enhance participation of citizens and public associations in the assessment and monitoring of public services.

The Project will be targeted on the three main objectives:

1. Alignment of legislature on public service delivery with international standards of quality, accountability and transparency principles.
2. Enhancement of civil society’s participation in the assessment of public service delivery and quality.
3. Improvement of methodology of state performance assessment based on international experience.

To achieve the first objective, the Project will provide technical and expert support to the Ministry of Economy and Budget Planning to assist in elaborating the strategy of development of public service sector based on the international principles and leading practices as well as to implement the new Law of Kazakhstan “On Public Services”. This would involve engagement of international and local experts whose recommendations will be a basis for further improvement of public service delivery.

Methodological framework of public service delivery will be revised and improved following the requirements of the new trends of state administration, ongoing reforms of civil service and provisions of

the new Law "On Public Services". Leading international and local experts will be involved in this work, and their recommendations will form a basis for further improvement of public services provision.

Besides, the project will improve and revise the methodological base of public services provisions system, stemming from the modern requirements, ongoing civil service reform and provisions of the new Law On Public Services. Thus, a full-scale and comprehensive inventory of the current regulations of public services, bringing it in compliance with the new definition of "public service" and their classification is envisaged by the Project.

Based on this inventory, a new draft Register of public services will be elaborated to include previously undefined public services in healthcare, education, social sectors, culture and information, sports and environment. Along with this and based on the proposals of international and local experts, the new standards and norms for public service delivery will be suggested.

Within this direction there will be 5 training workshops ("panel discussions") for the state authorities with regard to development of new draft standards and norms for public service delivery.

The project will also enable inclusive approach and will take into account opinions and needs of citizens, including vulnerable groups, within the development and update of a Register of public services, news standards and norms.

In particular, it is expected to conduct a satisfaction survey among public service users to measure the quality of services in different regions of the country, determine problem areas and identify the reasons for poor service delivery. Based on the findings, there will be a rating of state entities with regard to quality of service delivery broken down by sectors, regions, offices and category of public service users. Rating outputs will be taken into account during the future external and internal audit of the quality of public services.

To achieve the second objective on enhancement of civil society participation in assessment of public services, the project will work on creating additional opportunities for public organizations, experts and service users in assessment of service quality. It is expected that firstly, such participation will increase transparency and accountability in state performance, and secondly it will enable independent opinion about the quality and level of public service delivery at the central state authorities, local authorities and One-Stop-Shops.

Enhancement of expertise and professionalism of civil society organizations, specifically at regional level, shall enable to develop a pool of independent experts that in the long view will be able to undertake basic load on public service assessment, interviewing population and developing practical recommendations for state authorities. In the longer term, development of expert capacity of non-governmental organizations in will lay the grounds for the future possible outsourcing of social services provision to NGOs (especially, services to vulnerable groups) which is a recognized world practice.

Based on the list of some priority public services, the pilot programs of service quality assessment will be launched with NGOs and civil society experts. These include the quality assessment of services rendered by the state authorities directly, and also through the One-Stop-Shops and E-government portal.

Through open tender procedure, the project will contract the most qualified organizations and experts to implement at least 10 pilot projects on assessment of public services, both at local and national levels. The project will provide necessary small grants financing to that. The priority will be given to the organizations that have leading practices and modern technologies to assess service quality and collect users' opinions (including, through interviewing, direct contacts with beneficiaries among vulnerable groups and use of social media and new Internet technologies).

The project will also conduct the required training for small grants recipients on development of service quality indicators, consideration of opinions of vulnerable groups, procedures of analysis and generalization of data and elaboration of practical recommendations.

Following the results of the pilot projects, the experts will be involved to generalizing the recommendations, reports and obtained experience. Lessons learned and possibilities will be studied for further dissemination of public monitoring experience at a national level.

A number of panel discussions and meetings will be arranged by the project to study the experience and advantages of the involvement of NGOs in assessment of public services and programs, possible formats of financing of such activity with preservation of principles of voluntariness, independence and integrity as well as ways for effective cooperation between the state and civil society organizations in this regard.

Aside from trainings for civil society experts, the project will establish a platform for discussion and piloting of various arrangements for financing and involving public organizations in the assessment of public services.

To achieve the third objective on improvement of methodology of assessment, the Project will assist in studying leading international experience in public administration assessment area. The international experts will be engaged to examine the methods of public administration assessment and the next round of optimising the assessment methods and system will be undertaken in the following directions:

- On the issues of assessment of public administration efficiency on exercising state control and to include those functions in the PA assessment system;
- To elaborate assessment of policy implementation within specific area of responsibility and impact analysis of state and thematic programmes on overall strategic goals implementation within a direction of "Achievement and realisation of Strategic goals and tasks".

The state employees of central and local executive levels will be given an opportunity to discuss the issues of methodology improvement at a number of workshop discussions. Besides, the project will continue its annual international conference dedicated to the public administration assessment issues, improvement of public service planning and delivery.

The project is based upon the national initiative, thus its results will most likely be sustainable in Kazakhstan's management practice. The program is also targeted to initiate wider reforms of state administration and deeper behavioural changes that contribute to the establishment of accountable, transparent, responsible and democratic civil service in the country. The project will also serve as umbrella-type initiative accumulating resources and efforts of other donors in this regard. In case of proper implementation and effective dissemination, the program may cause a catalytic effect on the whole system of state administration in Kazakhstan.

It is expected that at the project completion, the Ministry of Economy and Budget Planning and Administration of the President of the Republic of Kazakhstan, other related government institutions and civil society will have necessary knowledge and skills in the assessment of public administration and services. It is also expected that the state strategic objectives will become more measurable and results-based while the public services are focused on quality and satisfaction of population needs. Project implementation will contribute to the more transparent and effective performance of public sector and will make a contribution to the general social welfare of Kazakhstan.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme (CPAP) Results and Resource Framework: Central and local governments operate in a more effective, transparent and accountable manner</p> <p>Outcome indicators as stated in the Country Programme (CPAP) Results and Resources Framework, including baseline and targets: <i>Indicator:</i> Number of joint initiatives implemented using RBM and capacity development tools. <i>Baseline:</i> Zero. <i>Target:</i> Three</p> <p>Applicable Key Result Area (from 2008-2013 Strategic Plan): Key result area 2.2: strengthening responsive governing institutions</p> <p>Partnership Strategy: The project will work closely with the Ministry of Economy and Budget Planning and Administration of the President. Other state and non-state stakeholders will be involved at relevant stages of the project</p> <p>Project title and ID (ATLAS Award ID): Assistance in improving the system of provision and evaluation of public services</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Improvement of the system of public service delivery and public administration assessment in Kazakhstan in a view of international standards of democratic governance</p>	<p>Targets Target 1 Public services legislative basis and regulation are improved</p>	<p>1 Activity result <i>Development of a comprehensive regulatory framework for public service delivery</i> Action 1. Expert support in developing strategic directions for public services domain and implementation of Law of Kazakhstan "On Public Services", including engagement of international experts on a long-term basis Action 2. Development of an updated and extended Register of public services, development of new standards and norms for each type of public services Action 3. Training workshops for the state authorities on methodological support to develop new draft standards and norms of public services (5 seminars) Action 4. Organisation of a study visit to review best practices in provision of public services.</p>	<p>UNDP Ministry of Economy and Budget Planning</p>	<p>RK Contribution USD 680,000 UNDP USD 70,000</p>

	<p>Target 2 Assessment of public service delivery and state performance are improved based on international experience and line with accountability and transparency principles</p>	<p>2. Activity Result <i>The opportunities for civil society experts to participate in evaluation of public services are increased. Assessment methodology brought in compliance with international standards with account to national context of state administration</i></p> <p>Action 1. Pilot small grants program for civil society representatives on evaluation of public services in 8 regions of the country</p> <p>Action 2. Workshops (panel discussions) for civil society experts with regard to assessment of quality of public services</p> <p>Action 3. International expertise of the methodology of public administration assessment, including comprehensive review of state planning and approaches to improve efficiency of the government</p> <p>Action 4. Translation of international documents on public administration assessment into local language</p> <p>Action 5. Workshops for the central and local executive officers on improvement of the assessment methods</p> <p>Action 6. Annual international conference on public administration assessment</p>	<p>UNDP Ministry of Economy and Budget Planning Administration of the President</p>	
	<p>3. Activity result <i>Effective project management</i></p>	<p>UNDP</p>		

IV. ANNUAL WORK PLAN

Year 1: 2013

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET ¹	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description
Output 1 Improvement of the system of public service delivery and public administration assessment in Kazakhstan in a view of international standards of democratic governance Target 1 Public services legislative basis and regulation are improved Baseline: Currently, the public service sector is still underdeveloped and under regulated Indicator 1: Recommendations aligning the laws, standards and norms of public service delivery with the international standards	1. Activity result Development of a comprehensive regulatory framework for public service delivery Action 1. Expert support in developing strategic directions for public services domain and implementation of Law of Kazakhstan "On Public Services", including engagement of international experts on a long-term basis Action 2. Development of an updated and extended Register of public services, development of new standards and norms for each type of public services Action 3. Training workshops for the state authorities on methodological support to develop new draft standards and norms of public services	X	X	X	X	UNDP Ministry of Economy and Budget Planning	MEBP RK 71200 International consultants	30,000
							MEBP RK 71600 Travel	45,000
							MEBP RK 71300 National consultants	20,000
							MEBP RK 72100 Contractual services	28,300
							MEBP RK 74500 Miscellaneous	1,300
							MEBP RK 75100 Administrative costs (GMS 7%)	9,400
							Subtotal:	134,000
Target 2 Assessment of public service delivery and state performance are improved based on international experience and line with accountability and	2. Activity Result The opportunities for civil society experts to participate in evaluation of public services are increased. Assessment methodology brought in compliance with international standards with account to national context of state administration	X	X	X	X	UNDP Ministry of Economy and Budget Planning	MEBP RK UNDP 72600 Grants	70,000
							MEBP RK 72100 Contractual services – companies	40,000
							MEBP RK 71200 International consultants	55,000

¹ Each Activity Result (not each Action or each Output) should have a Planned Budget. Also, GMS (7%) must be listed in the Budget Description column for each Activity Result.

<p>transparency principles</p> <p><u>Baseline:</u> Civil society experts do not have enough practical experience or training to participate in public services evaluation. Public administration assessment methodology needs further improvement.</p> <p><u>Indicator:</u> 4 public associations have obtained small grants for assessment of public services and undergone necessary training. Assessment methodology have undergone international examination and is improved</p>	<p>Action 1. Pilot small grants program for civil society representatives on evaluation of public services in 4 regions of the country</p> <p>Action 2. Workshops (panel discussions) for civil society experts with regard to assessment of quality of public services</p> <p>Action 3. International expertise of the methodology of public administration assessment, including comprehensive review of state planning and approaches to improve efficiency of the government</p> <p>Action 4. Translation of international documents on public administration assessment into local language</p> <p>Action 5. Workshops for the central and local executive officers on improvement of the assessment methods</p> <p>Action 6. Annual international conference on public administration assessment</p> <p>3. <i>Activity result</i></p> <p><i>Effective project management</i></p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Administration of the President</p>	MEBP RK	71300 National consultants	10,000
				MEBP RK	71600 Travel	15,000
				MEBP RK	74200 Translation services	12,600
				MEBP RK	74200 Publications	5,000
				MEBP RK	74500 Miscellaneous	2,500
				MEBP RK	75100 Administrative costs (GMS 7%)	15,900
					Subtotal:	226,000
				UNDP	71400 Project manager	31,500
				MEBP RK	71400 Project assistant	7,800
				UNDP	72400 Communication & Audio Visual Equip	2,000
				MEBP RK	72500 Supplies	7,000
				UNDP	73100 Rental and maintenance	1,500
				MEBP RK	73100 Rental and maintenance	4,450
				MEBP RK	74500 Miscellaneous	1,000
MEBP RK	75100 Administrative costs (GMS 7%)	1,050				
	Subtotal:	50,000				
TOTAL						410,000

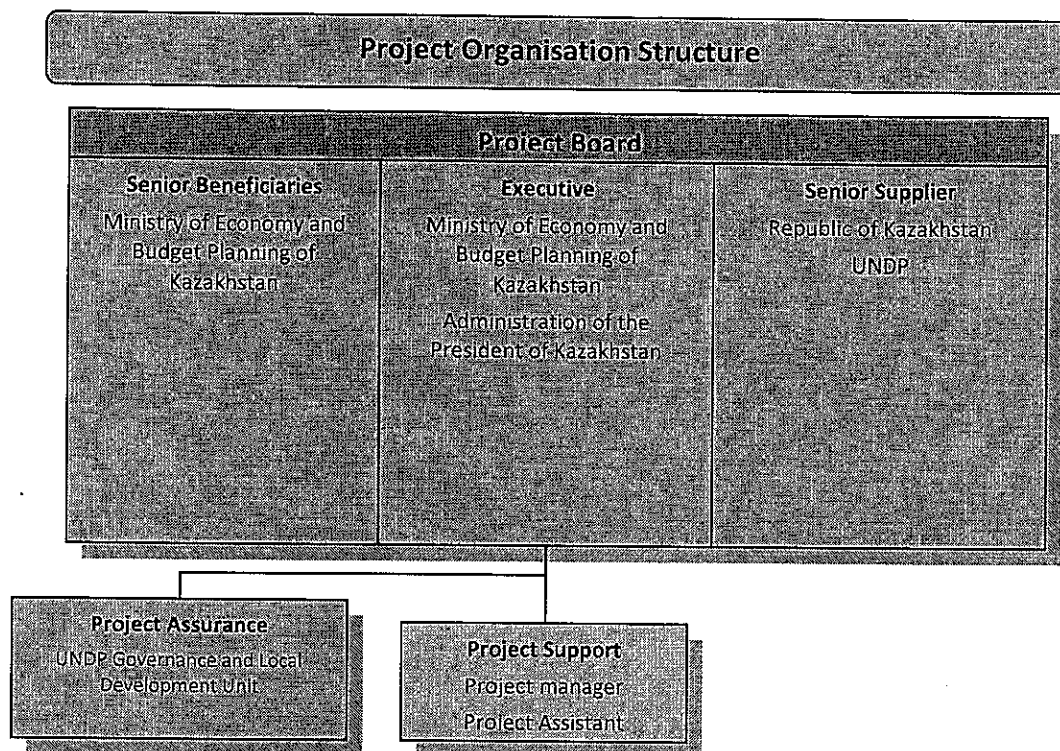
Year 2: 2014

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET ²		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount, USD
Output 1 Improvement of the system of public service delivery and public administration assessment in Kazakhstan in a view of international standards of democratic governance	1 Activity result <i>Development of a comprehensive regulatory framework for public service delivery</i> Action 1. Expert support in developing strategic directions for public services domain and implementation of Law of Kazakhstan "On Public Services", including engagement of international experts on a long-term basis Action 2. Development of an updated and extended Register of public services, development of new standards and norms for each type of public services Action 3. Training workshops for the state authorities on methodological support to develop new draft standards and norms of public services	X	X	X	X	UNDP Ministry of Economy and Budget Planning	71200 International consultants 71600 Travel	20,000 9,000	
Target 1 Public services legislative basis and regulation are improved Baseline: Currently, the public service sector is still underdeveloped and under regulated Indicator 1: Recommendations aligning the laws, standards and norms of public service delivery with the international standards						MEBP RK MEBP RK MEBP RK MEBP RK MEBP RK MEBP RK	71300 National consultants 72100 Contractual services – companies 71300 National consultants 71200 International consultants 71600 Travel	16,490 40,000 1,000 6,510	
Target 2 Assessment of public	2. Activity Result <i>The opportunities for civil society experts to participate in evaluation of public services are increased. Assessment methodology brought in compliance with international standards with account to national context of state administration</i> Action 1. Pilot small grants program for civil society representatives on evaluation of public services in 4 regions of the country. Final recommendations Action 2. Workshops (panel discussions) for civil society experts with regard to assessment of	X	X	X	X	UNDP Ministry of Economy and Budget Planning Administration of the President	72600 Grants 72100 Contractual services – companies 71300 National consultants 71200 International consultants 71600 Travel	80,000 35,000 15,000 36,810 5,000	
							Subtotal:	93,000	
							74200 Translation services	10,000	

² Each Activity Result (not each Action or each Output) should have a Planned Budget. Also, GMS (7%) must be listed in the Budget Description column for each Activity Result.

<p>service delivery and state performance are improved based on international experience and line with accountability and transparency principles</p> <p><u>Baseline:</u> Civil society experts do not have enough practical experience or training to participate in public services evaluation. Public administration assessment methodology needs further improvement.</p> <p><u>Indicator:</u> 4 public associations have obtained small grants for assessment of public services and undergone necessary training. Assessment methodology have undergone international examination and is improved</p>	<p>quality of public services</p> <p>Action 3. International expertise of the methodology of public administration assessment, including comprehensive review of state planning and approaches to improve efficiency of the government</p> <p>Action 4. Translation of international documents on public administration assessment into local language</p> <p>Action 5. Workshops for the central and local executive officers on improvement of the assessment methods</p> <p>Action 6. Annual international conference on public administration assessment</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>74500 Miscellaneous</p>	<p>1,400</p>
<p></p>	<p></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>75100 Administrative costs (GMS 7%)</p>	<p>13,790</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>Subtotal:</p>	<p>197,000</p>	
<p></p>	<p>3. <i>Activity result</i></p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p>	<p>71400 Project manager</p>	<p>31,500</p>	
<p></p>	<p><i>Effective project management</i></p>	<p></p>	<p></p>	<p></p>	<p>MEBP RK</p>	<p>71400 Project assistant</p>	<p>7,800</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>UNDP</p>	<p>72400 Communication & Audio Visual Equip</p>	<p>2,000</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>MEBP RK</p>	<p>72500 Supplies</p>	<p>1,000</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>UNDP</p>	<p>73100 Rental and maintenance</p>	<p>1,500</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>MEBP RK</p>	<p>73100 Rental and maintenance</p>	<p>4,150</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>MEBP RK</p>	<p>74500 Miscellaneous</p>	<p>1,000</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>MEBP RK</p>	<p>75100 Administrative costs (GMS 7%)</p>	<p>1,050</p>	
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>Subtotal:</p>	<p>50,000</p>	
<p>TOTAL</p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>Subtotal:</p>	<p>340,000</p>	

V. MANAGEMENT ARRANGEMENTS



The project is nationally executed with the Ministry of Economy and Budget Planning as an Implementing Partner. The project is a response to the needs of the Administration of the President and the Ministry of Economy and Budget Planning as key agencies responsible for the public administration and services assessment, identified through joint meetings and discussions. The Ministry of Economy and Budget Planning has adequate capacity as well as the authority to further roll out activities that were piloted through the project. The Implementing partner is leading in project implementation and has ownership of project results. UNDP Kazakhstan will provide support services, technical advice and will assist in monitoring and evaluation (as per the Annex 1 in accordance with UNDP rules and procedures). UNDP is also responsible for financial and program reporting to the donors.

For effective implementation the project structure requires the following roles/focal points:

- Project Board;
- Project Assurance;
- Project Manager.

Project Board:

The Project Board is responsible for making management decisions for the project and providing guidance to the Project Manager in case of significant deviations in the delivery of project outputs from established time and budget limits. During the running of the project the Project Board will meet at least twice a year to assess the project's progress against planned outputs, give strategic directions to the implementation of the project and identify any corrective action to be taken, and to assess how well the outputs were achieved.

The Project board includes representatives of the:

- **Chairman/Chairwoman** – National project Director/Vice Minister of Economy and Budget Planning
- **Senior Supplier** – UNDP Deputy Resident Representative (alternative member - Head of the Governance and Local Development Unit)
- **Senior Beneficiary** – Ministry of Economy and Budget Planning of Kazakhstan, Administration of the President of Kazakhstan
- **Observers** – Programme analyst of UNDP Governance and Local Development Unit

The role of Project Assurance, including project oversight and monitoring functions, is assumed by the Project Board, while UNDP Governance Team carries out daily project oversight and monitoring functions.

Project Manager: To support the Implementing Partner in the project realisation, a Project Manager will be recruited. The Terms of Reference are attached as Annex 3. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the outputs specified in the project document, to the required standard of quality and within the specified constraints of time and cost, in which regard the tolerance levels will be 3 weeks deviation in implementation of project activities and up to 10% beyond the approved project budget amount.

Partnership Information:

Organization: United Nations Development Program in Kazakhstan

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UNDP Contact person: Ainur Baimyrza

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Organization: the Ministry of Economy and Budget Planning of Kazakhstan

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Name of the Contact person in the Ministry of Economy and Budget Planning:

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Fax: +7 7172 743182

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Audit

- The project will be audited in accordance with UNDP Financial Regulations and Rules and Audit policies.

Quality Management for Project Activity Results

OUTPUT 1: Improvement of the system of public service delivery and public administration assessment in Kazakhstan in a view of international standards of democratic governance		
Activity Result 1 (Atlas Activity ID)	Development of a comprehensive regulatory framework for public service delivery	Start Date: March, 2013 End Date: December, 2014
Purpose	Laws and sector of public service regulation have been improved	
Description	<p><i>Planned actions to produce the activity result.</i></p> <ol style="list-style-type: none"> 1. Expert support in developing strategic directions for public services domain and implementation of Law of Kazakhstan "On Public Services", including engagement of international experts on a long-term basis 2. Development of an updated and extended Register of public services, development of new standards and norms for each type of public services 3. Training workshops for the state authorities on methodological support to develop new draft standards and norms of public services 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Training seminars/Workshops/Focus groups <ol style="list-style-type: none"> 1. Number of participations 2. Number of training sessions, workshops 3. Number of training course modules and handbooks developed 4. Number of training handbooks published 5. 'Before and After' capacity level of training participants 6. Counterparts inputs in training design (Yes/N) 7. Impact of training and level of application of learning/skills/knowledge 8. Recommendations and resolutions of the workshops 	<ul style="list-style-type: none"> • Participants list compiled • Facilitator and Participants training models in place • Training Report compiled and produced • Evaluation forms analysed • Handbooks are published and distributed among counterparts • Comprehensive training reports compiled, produced and disseminated to counterparts, including project board (Quarterly) • Training impact evaluation carried (annually) • Counterparts participation in workshop design facilitated and documented • Training programmes and workshops' agenda • Minutes of the workshops, final resolutions/recommendations • Meetings minutes 	July, 2013 – December, 2014
OUTPUT 1: Improvement of the system of public service rendering and public administration assessment in Kazakhstan as part of international standards of democratic governance		
Activity Result 2 (Atlas Activity ID)	The opportunities for civil society experts to participate in evaluation of public services are increased. Assessment methodology brought in compliance with international standards with account to national context of state administration	Start Date: April, 2013 End Date: December, 2014
Purpose	Citizen participation in public service assessment has been extended and methodology of public administration assessment has been improved based on international experience	

Description	<i>Planned actions to produce the activity result.</i> <ol style="list-style-type: none"> 1. Pilot small grants program for civil society representatives on evaluation of public services in 8 regions of the country. Final recommendations 2. Workshops (panel discussions) for civil society experts with regard to assessment of quality of public services 3. International expertise of the methodology of public administration assessment, including comprehensive review of state planning and approaches to improve efficiency of the government 4. Translation of international documents on public administration assessment into local language 5. Workshops for the central and local executive officers on improvement of the assessment methods 6. Annual international conference on public administration assessment 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Training seminars/Workshops/Focus groups <ol style="list-style-type: none"> 1. Number of participations 2. Number of training sessions, workshops, focus groups held 3. Number of training course modules developed 4. Number of training handbooks developed 5. 'Before and After' capacity level of training participants 6. Counterparts inputs in training design (Yes/No) 7. Impact of training and level of application of learning/skills/knowledge 8. Number of regular dialogue platform meetings held 9. Recommendations and resolutions of the meetings 	<ul style="list-style-type: none"> • Participants list compiled • Facilitator and Participants training models in place • Training Report compiled and produced • Evaluation forms analysed • Handbooks, manuals and user guides published and distributed among counterparts • Comprehensive training reports compiled, produced and disseminated to counterparts, including project board (Quarterly) • Training impact evaluation carried (annually) • Counterparts participation in workshop design facilitated and documented • Training programmes and meetings' agenda • Minutes of the workshops/meetings, final resolutions/recommendations 	April 2013 – Dec 2014
Technical Expertise <ol style="list-style-type: none"> 1. TOR discussed and agreed 2. Milestones of performance monitoring agreed 3. Need/capacity assessment conducted and documented 4. Number of CSO representatives trained 5. Recommendations on IT solutions developed 6. Concept for consolidation of 	<ul style="list-style-type: none"> • Assessment/needs Reports, recommendations • TOR developed • TA of CSOs capacities and participatory mechanisms is developed • Monthly, Quarterly and Annual performance Reports • Project Evaluation Report 	March 2013 – Dec 2014

<p>independent experts for public administration assessment is developed</p> <p>7. Number of recommended tools implemented on government websites</p> <p>8. Impact of advice</p>		
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OUTPUT 1: Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards		
Activity Result 4 (Atlas Activity ID)	Effective project management	Start Date: March, 2013 End Date: December, 2014
Purpose	To effectively manage and implement the project	
Description	<p><i>Planned actions to produce the activity result.</i></p> <ol style="list-style-type: none"> 1. Establish Project organisation structure, including Project board 2. Held regular project board meetings 3. Recruit the Project manager and Project Assistant 4. Ensure effective daily management of project, monitoring and risk management 5. Timely reporting on the project 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ol style="list-style-type: none"> 1. Project organisational structure, composition of Project board 2. Number of project board meetings 3. Recruitment of the project manager 4. Counterparts provide inputs to the project planning and implementation 5. Risk log is updated and risks are managed properly 6. Project is implemented in accordance with the work plan 7. Resources of the project are managed efficiently in accordance with the work plan 	<ul style="list-style-type: none"> • Minutes and Reports of the Project Board meetings • Reports of selection committee on Project manager recruitment • Risk log • Project Work plan and annual budgetary reviews • Financial and narrative reports 	March 2013 – Dec 2014

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

The present Project Document is made in two copies in English and Russian languages. In case of inconsistencies between the two versions, the English version shall prevail.

VIII. ANNEXES

ANNEX 1: Risk Log

ANNEX 2: Communication and Monitoring Plan

ANNEX 3: Terms of Reference of the Project Manager

ANNEX I. Risk Log

#	Description	Category	Impact and Probability	Countermeasures/ Mngt response	Date identified	Last update	Status
1	Political changes in the central and local government	Political	I – medium P - medium	Involve a wider range of government stakeholders; base the project on frameworks and goals stipulated in the country's strategic and programme documents			
2	Recommendations of the project are not implemented in the assessment methodology and framework		I – high P – low	Sensitization of government counterparts on democratic governance principles; actions to promote deeper behavioural change; regular meetings and discussions with government stakeholders			
3	Other donor organisations'/ government initiatives in the same area overlap or contradict with the project	Political	I – medium P - medium	Convene regular coordination meetings with donors and national stakeholders active in this area			

ANNEX 2: Communication and Monitoring Plan

Type of action	Stakeholders	Due by	Completed on	Status
Quarterly Progress reports	PM	Each quarter		
Quarterly review and update of the project work plan	PM	Each quarter		
Semi-annual Executive board meeting	Project board	End of Oct 2013, August 2014, Dec 2014		
Annual Review	Project board	Dec 2013, Dec 2014		
Annual progress report	PM	Dec 2013, Dec 2014		
Field visit by Programme staff	Programme staff	Each project activity		
Annual procurement plan	PM	May 2013 Feb 2014		
Annual inventory	PM	Annually		
Transfer of assets	PM	At the end of the project		
Final review meeting	PM, project board	At the end of the project		

ANNEX 3: Terms of Reference of the Project Manager

Terms of Reference

Project Manager

Job Title:	Project Manager
Project:	Assistance in improving the system of provision and evaluation of public services
Unit:	Governance and Local Development Unit
Type of Contract:	Service Contract
Grade Level:	SB-3 mid
Supervisor:	Programme Analyst
Duration:	1 year (renewable)
Duty Station:	Astana

Background:

The Project "Assistance in improving the system of provision and evaluation of public services" is addressed to assist the Ministry of Economy and Budget Planning of Republic of Kazakhstan and Administration of the President of Republic of Kazakhstan in further public administration reform through developing the sector of public service delivery and improving the public administration assessment.

The project will contribute to enhancing the participation of civil society experts in assessment of public service quality, promoting their expert capacity and mechanisms of interaction with state authorities. The Project also includes small grant programme to enable civil society organizations to pilot evaluation of public services in the regions.

Duties and Responsibilities:

Under the overall supervision of Head of Governance and Local Development Unit and the direct supervision of the Programme Analyst, the project manager will be responsible for providing high quality management of the Project. The project manager will:

- Develop and execute the project work plan and its implementation strategy;
- Ensure the management and coordination of project implementation according to the UNDP Rules and Regulation
- Organize, supervise and implement project inputs and activities in a timely fashion;
- Ensure and coordinate meaningful participation of all national and international stakeholders in all phases of the planning and implementation processes;
- Develop and maintain strong partnerships between the project and counterparts including the involved ministries, agencies and other government departments, civil society and other international agencies;
- Coordinate and manage the recruitment of and supervise project staff and consultants;
- Ensure close and standard monitoring and evaluation of the project;
- Build synergies with UNDP and other interventions the area of developing the public administration assessment and liaise closely with other project managers and programme officers in this regard;
- Responsible for management towards the project's intended results (outputs) following Result Based Management system of UNDP;
- Develop best practices within the framework of project activities and feed these into UNDP's overall strategy for public administration area;
- Review and adjust work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- Monitor expenditures of the project;
- Responsibility for managing project staff and consultants, procurement and operations of the project;
- Prepare and provide bi-annual progress and other relevant reports to concerned parties;
- Undertake any other relevant activities as required by the unit.

Qualifications:

- Master degree in public administration or public policy and management at least 5 years of progressively responsible experience in development programming with focus or relation to human development and government bodies;
- Strong management, analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Kazakhstan, particularly in the area of public administration;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within Kazakhstan
- Excellent knowledge of English, Russian and Kazakh
- Excellent computer skills are required with ability to use information technology effectively.

IX. ADDITIONAL ASSETS:

- Knowledge of UN/UNDP policies and programming frameworks and previous experience working for the UN.