

**Government of Turkmenistan**  
**and**  
**United Nations Development Programme**

**Project title:**           **Support to Social Protection System Development**

**Brief description:** The key objective of this project is to support the Government of Turkmenistan in development of more efficient and effective social protection system through modification of the regulatory and legislative frameworks to support its successful functioning, by providing training to strengthen policy formulation and analytical capacities of government officials and by developing institutional care services.

Date: Ashgabat, 7 February 2008

## Part A: SITUATION ANALYSIS

### Problems to be addressed

After independence, Turkmenistan has continued operating a social protection system inherited from the Soviet period. However, subsequent economic, demographic changes in the country have required reconsideration of the social protection system taking into account impacts of the mentioned factors.

In 1998, the Parliament passed a new set of legislation designed to implement Turkmenistan's plan to introduce pension reform. This legislative package has represented the first step in a fundamental reform of the pension system: creating a new system aimed to tie benefits more closely to contributions with increased reliance on individual savings efforts for income replacement in old age. The same package has introduced new measures reducing the number of occupations benefiting from early retirement provisions and increasing the minimum retirement age of male and female to 62 and 57, respectively.

In January 2006, the President of Turkmenistan signed a new pension law that strengthened funded component of the pension system, and introduced changes in the management and investment of fully funded scheme, also in main parameters of pay-as-you-go (PAYG) benefit formula. Taking into consideration that the fully funded pension scheme is premature and voluntary and minimum requirements should be met for obtaining a PAYG pension, due to 2006 law informal workers and farmers left socially unprotected.

The new Social Security Code, adopted on 17 March 2007 and enacted on 1 July 2007, replaces a series of legislative documents and streamlines the concepts previously used in the different documents and provides a well-structured and clear document. Clearly, the main driving force behind the new Social Security Code is the reform of the pension system aimed at extending the social protection to more people and more contingencies. After the almost complete abolishment of the PAYGO pension system in 1998, the Social Code reintroduces its main features and sets the road towards further pension reforms. Under the new social security code, the *pension system* consists of two elements: (1) the mandatory PAYG component; and (2) the voluntary fully funded component.

Enforcement of the Social Security Code was followed by parametric pension reforms in the country in 2007. The current social assistance system provides seven types of allowances: disability, survivor, sickness, maternity, child care, social (old age) allowances, birth grants. Maternity, sickness and work injury benefits are fully financed and directly provided by employers. Survivorship and disability benefits are paid regardless of work history and contributions, and social allowance are aimed to elderly persons of retirement age who do not have pension rights.

To ensure provision of social amenities, medical care and social rehabilitation for lonely elderly and disabled persons, the Social Security Code establishes free home-care services, day-care centers and residential care centers. Centers for Social Services for lonely elderly and disabled persons subordinated to the MSW, are in each of the five velayats and Ashgabat city. The Centers can also provide paid services within their families. Homes for elderly and disabled persons are under the responsibility of the Ministry of Health; orphanages are the responsibility of the Ministry of Education. The total number of persons living in institutions is comparatively small. This is closely related to the Turkmen tradition, where the extended family is still prevalent, especially in rural areas. It is customary to take care of elderly and disabled family members within the family.

The Social Security Code envisages implementation of systemic pension reform in 2012 through introduction of a Notional Defined Contribution Pension System (NDC) and establishment of the Pension Fund. It is expected that the NDC pension system will be less exposed to demographic and political risks as compared with the existing PAYG system.

This project will be implemented within the framework of the United Nations Development Assistance Framework (UNDAF) in Turkmenistan and, subsequently, the Country Programme Action Plan (CPAP) of UNDP Turkmenistan for 2005-2009 and contributes towards delivery of the UNDAF Outcome 1: By the end of 2009, policies to promote social well-being and human security are strengthened and expanded in accordance with national goals and the nationalized MDGs. Specifically the project will aim at realization of the CP Outcome 1.1.,

which is focused on more extensive incorporating into the policy and planning framework of the country efficient and people-centered approaches to development planning, budgeting and monitoring.

### **Previous and ongoing assistance**

In 2005-2007 UNDP has provided its assistance to the Ministry of Social Welfare of Turkmenistan with the joint project "Support to Pension System Development", particularly contributing to: (i) creation of enabling legal, regulatory and institutional framework; (ii) raising public awareness on social protection issues; (iii) strengthening MSW capacity in pension system management and administration; and (iv) training of key MSW staff in social protection policy design and formulation. Development of the new Social Security Code was partly triggered by the need to reform the pension system. Thorough assessment and actuarial calculations made within the project have shown that a pension system resting on a voluntary pension scheme is not sustainable in the long-run and cannot produce adequate pensions for future retirees. This analysis allowed assessing the impact of the various policy options and making recommendations for further improvements. Training programmes organized under the project helped increase technical knowledge and skills in computer literacy, individual pension accounting, and benefits payment procedures. To ensure constant upgrade of skills, the Training Centre at the MSW was established and fully equipped by computers, furniture and library. The new management information system and computer equipment acquired under the project favored to improve reporting, accelerated data exchange, monitoring of voluntary funded pension system and timely recalculation and payment of pensions and allowances introduced by new Social Security Code. The project supported participation of the MSW managers who would be involved in pension reform in advanced courses offered by the International Training Centre of the ILO and the World Bank Institute. To inform enterprises and the population about the new pension system, a public information campaign was undertaken, a series of events devoted to International Day of Older Persons were organized jointly by UNDP, UNFPA and the MSW.

The lessons learned from the previous UNDP project are taken into account in the design of the present project. The main lessons learned during implementation of the previous project are that policy advice should be based on high quality statistics and actuarial projections; institutional and administrative capacity needs to be improved before social security coverage is extended; technical assistance needs to be integrated into the daily work of the counterpart; knowledge and skills of the civil servants involved in social protection policy formulation needs constant upgrading.

### **Intended Beneficiaries**

The ultimate beneficiaries of this project will be the population of Turkmenistan and the Government of Turkmenistan that will have trained staff and enhanced institutional capacity to effectively design and manage the social protection system.

## STRATEGY

The project strategy will be focused on addressing the key challenges faced by the Government of Turkmenistan in the field of social protection, at the same time supporting the development of necessary capacities of the government officials to be able to formulate and implement efficient social security policies, and to ensure provision of required services to the most vulnerable groups of population on a sustainable basis after the project completion. The project will have two major components:

- Support in social protection system reform
- Development of social services for vulnerable groups

It is expected that the overall quality of the social protection policy formulation process will be significantly improved, contributing in this way to development of effective and extensive social protection mechanisms, and immediate accomplishment of the MDGs. In order to be effective, both components of technical assistance must be based on three principles.

*Appropriate Sequencing* - First, assistance has to be sequenced correctly. The design of a reformed social security system has to take place before implementation is delivered. Technical assistance to pension system reform is proposed in three stages: design, preparation for implementation, and implementation. The design and preparation for implementation stages could be completed within a year, provided that policymakers are available and motivated to make design choices.

*Integrated Intervention* - Second, the most effective technical assistance is integrated into the daily work of the counterpart either through direct involvement of counterpart staff or through the hiring of local technical assistance staff.

*Coordinated with other technical assistance to counterparts* - Third, technical assistance must be correlated with other technical assistance provided by international donor organizations to the Government of Turkmenistan in implementing social and economic reforms.

### **Component I: Social Protection System Reform**

The objective of this component is to provide technical assistance in formulation and implementation of social protection system reform.

#### **1. Design**

The design phase of reform will be used to develop the exact model of notional defined contribution accounts and to increase capacity of the civil servants in policy formulation and analysis. A significant component of this phase would consist of acquaintance with the concept of notional defined contribution system, a thorough analysis of existing relevant legislation and regulations, and developing a methodology for transition. This would be achieved through obtaining and translating publications on NDC pension system and related materials from English to both Russian and Turkmen, and through participation of government personnel in external study tours or locally conducted workshops. The design phase could be completed within six months, if the GOT policymakers are prepared to consider the options and make decisions on the basis of data and pension designs illustrating different approaches.

##### **1.1 Training in the Economics of Pension Systems and World Reform Experience/ Pension Policy Expert and Coordinator**

An important aspect of the selection of an appropriate pension design is familiarity with the economics of pension systems, as well as reforms that have worked well or poorly elsewhere. A pension system can have an impact on long-run economic growth, savings and investment, implicit and explicit debt, other macroeconomic conditions, welfare of affected generations, transfers of wealth between generations, and various risks that are borne by government and by various generations. These issues need to be understood conceptually with respect to the existing system and reform alternatives under consideration. In conjunction with the other work described in this phase it would be useful to have a series of workshops for policy makers to consider these economic

issues and other pension reform experience. The experience of other countries that have reformed PAYG systems into NDC pension system should be considered in particular, including other countries emerging from the former USSR. Training study tours should be organized after seminars in order to see how several different models of reform operate in practice.

Deliverables: Delivery of training plan and after approval by the Ministry of Social Welfare of Turkmenistan delivery of workshops. Delivery of economic analysis of the current system and various reform alternatives, with policy recommendations, including assessment of the current system and reform alternatives, related to: implicit pension debt; flow and stock of any proposed transition debt, and other costs of reform; impact on various generations and resulting equity concerns; labor market impact; macroeconomic effects (savings and investment, balance-of-payment issues if any money is to be invested abroad). Economic analysis should be done using the Actuary's model as the platform, with appropriate permission and in collaboration with the Actuary.

This expert should be able to work with the actuary's model and provide support to the domestic consultants in this regard. This expert should be deployed during the same time frame as the Actuary and perhaps exceed the time spent by the Actuary in order to provide further training and discussion of options with policymakers. This expert could best fulfill the function of coordinating the project and properly sequencing and deploying the resources of the other consultants. In addition, this expert would organize training tours to other countries that have reformed their PAYGO systems. It would be an advantage if this expert could make presentations in Russian as well as English.

## 1.2 Pension System Design/Actuary

This component of the technical assistance would build on what has been done within the previous assistance to describe the financial sustainability of the PAYGO program and would explore alternatives with for improving sustainability and providing a better replacement rate for the future.

The work involved should be done by an international actuary or macroeconomist experienced in modeling pension systems in transitional economies and familiar with international practices as to social security design so that they could be presented to the Government of Turkmenistan. It is critical that the model developed and used in Turkmenistan have active participation by national consultants. It is important that when the technical assistance is over the national consultant be able to model different options and explore them with policymakers in Turkmenistan throughout the reform process. It is therefore important that a national consultant who has studied actuarial, statistical or similar techniques be part of the team and work on a daily basis with the international expert, with access to appropriate technology.

Deliverables: It is to be expected that the output of the initial phase of this technical assistance would be the presentation to the Government of Turkmenistan of a design for a reformed and sustainable pension system. The deliverable would include the design, the production and presentation of financial projections under various reform scenarios and economic and demographic assumptions, and the revision after presentation. The work should proceed in two phases, one phase for the preparation of the model, and a second phase for the consideration of options by policymakers. Both could be completed in six months.

The feasibility of the preparation of this deliverable depends on the quality of the statistical data provided by Government of Turkmenistan and the availability of data for sharing with an international technical assistance team. It is critical that all necessary clearance for data sharing be obtained prior to the inception of the work. It would be preferable if one entity were designated for providing such data to the technical assistance team in advance.

## 1.3 Legal Drafting and Regulatory Design/Attorney

It is critical for the success of the pension system to have laws that not only describe a sustainable pension formula but also provides for a workable enforcement and regulatory regime. It is critical that the laws define the rights and responsibilities of the parties in the reformed pension system and set forth workable mechanism.

The technical assistance should be provided in the form of direct and close work with the Ministry of Economy and Finance and the Ministry of Social Welfare staff working on revisions of relevant laws. An attorney should be

assigned to work with this expert to assure correct mutual understanding of different legal points and to search together for solutions appropriate to Turkmenistan.

Deliverables: draft amendments to the Social Security Code and other implementing documents; draft of any needed amendments to the Labor Code, Tax Code or regulation of the Tax Service, as may be appropriate; draft explanatory memoranda for laws and amendments.

#### 1.4 Pension Business Process/Social Security Administration Expert

Business process review of collection of contributions by the Tax Service with monitoring by the Ministry of Social Welfare and of record keeping processes used for individual defined contribution accounts by the Ministry of Social Welfare needs to be conducted. The record keeping process for individual accounts is particularly important if a notional defined contribution system is to be adopted for all workers. A more automated and cost-effective process needs to be introduced before notional defined contribution individual accounts are required. This assignment could start while the draft law is being finalized but cannot be completed until the reformed system is agreed upon, at least with respect to allocation of responsibility for collection of information and pension contributions. The Ministry of Social Welfare of Turkmenistan requires administrative enhancement and possibly functional restructuring in order to accommodate increased work. It is still struggling to absorb the additional responsibility for the management of voluntary funded pension contributions. A systematic restructuring and efficiency enhancement should be considered. The functions of etrap and velayat offices need to be reviewed and streamlined if possible. This expert should have worked with other social security systems engaged in streamlining and introduction of automation. In addition, a client friendly process should be emphasized in all MSW offices. This expert will develop organizational design along with functional lines of a pension fund.

Deliverable: draft plan for administrative redesign of the Ministry of Social Welfare with descriptions of functions and tasks presented to the Government of Turkmenistan and for a design of a pension fund, if applicable; plan revised after review; draft descriptions of etrap and velayat functions and of critical job descriptions; draft proposal for administrative redesign of the pension insurance collection and record keeping system for the planed NDC pension system, with descriptions of functions and tasks of national, velayat, and etrap offices, and critical job descriptions.

## 2. Preparation for Implementation

Most likely there will still be involvement of the actuary at this stage as the system design may not be complete. Likewise the drafting of amendments to the Social Security Code may be complete but it will be necessary to draft regulations and organizational documents. The Pension business process expert would also likewise remain involved. Several other functions would need to be addressed as well. These include:

### 2.1 Information Technology

Introduction of notional defined contribution system would require information-technology infrastructure and database for both recordkeeping of contributions and actuarial modeling. Based on the business process review, technology requirements should be specified for the notional defined contribution system, including the mechanisms needed for an annual report to participants of contributions received and notional investment return credited. It must be stressed that a business process review must precede the development of technology requirements.

Deliverable: assessment of existing ICT systems, recommendations on ICT development in support of NDC pension system, draft specifications for necessary hardware equipment and software programmes for management of NDC pension system.

### **3. Implementation Phase**

Implementation may very well be a different project altogether as it will involve infrastructure purchase more than provision of expertise. It is one of the hardest steps of any pension reform. The pension system design expert (actuary) would likely no longer be involved at this stage. The pension policy expert would be involved in various aspects of implementation, especially if the funded savings pension is retained. The legal and regulatory expert might have some residual involvement in drafting or reviewing documents but at this point the domestic consultants should draft most of the documents. The pension business process expert might also remain involved for monitoring of progress and assistance with changes to the design.

An IT expert might be required to monitoring the implementation of the overall IT contract to assure that it will provide an IT system containing the requirements necessary for the pension design that is chosen.

Once the new pension design is chosen and a new administrative structure of the MSW is adopted, it will be important to address how MSW states its assets and liabilities for payment of social allowances and NDC pensions. In addition, accounting issues with respect to the VDC system will need to be addressed, in particular how the banks keep records of financial transactions, investment returns, and costs.

An awareness campaign should be designed and implemented to provide the public with full information on pension reform and to enable people to make informed decisions concerning their future pensions as well as to create positive attitude to the reform.

### **Component II: Development of Social Services for Vulnerable Groups**

The objective of this component is to increase the capacity of the Ministry of Social Welfare in developing social assistance policy and delivering institutional care services. A pilot MSW Regional Center of Social Care for Lonely Elderly and Disabled Persons in Dashoguz velayat will be selected to demonstrate best practice in social service delivery and disseminate lessons learned throughout the country.

#### **1. Introductory Phase**

This phase would consist of acquaintance with international best practices in delivering social care services, a thorough analysis of existing relevant legislation and institutional structure of social service delivery system, and assessing specific needs of beneficiaries and training needs of social care personnel. This would be achieved through obtaining and translating publications on social care services from English to both Russian and Turkmen, and through participation of MSW and regional centers personnel in external study tours or locally conducted workshops. A review of existing legislative and institutional framework need to be carried out by an international expert experienced in modernizing institutional care systems for the government. Needs assessment will be carried out to identify: i) groups of beneficiaries and specific needs of these groups; ii) training needs of staff working in social service center; and iii) technical requirements for modernization of premises and facilities of social service center.

Deliverables: It is expected that based on a review of existing legislation and regulations and needs assessment concrete recommendations, including institutional design of social care system, training programmes to upgrade professional skills of social service staff, list of professional/service standards will be prepared.

#### **2. Implementation Phase**

Implementation of pilot project must be done according to recommendations made during phase 1. Involvement of international and national experts will be needed to assist with changes to institutional design, implementing new legislative acts and delivery of training programmes for staff of social service centers. Significant part of this phase will consist of procurement of infrastructure for modernization of existing premises and facilities of social service center in Dashoguz. It is important that a timetable and schedule of pilot activities would need to be prepared. Advocacy and awareness raising activities on necessity of social workers vocational education will start during this phase that might further grow into a separate project aimed at development and implementation of program of studies for social workers consistent with international requirements.

Deliverables: Delivery of on-job training for social workers in regional social care centers; modernization of a pilot regional center to provide better services to its beneficiaries; and development of a new vocational training program for social workers.

### **3. Sustainability Phase**

An awareness campaign should be designed and implemented to improve communications of progress, lessons learned, schedules, regulations, etc. The awareness campaign should be aimed at government institutions, municipalities, private sector and civil societies. Project results should be assessed and presented to demonstrate best practice in social service delivery and to disseminate experience throughout the country.

Deliverables: Assessment and presentation of pilot project results to government institutes, municipalities, private sector and civil societies.

#### **Management Arrangements**

The project will be implemented by the Ministry of Social Welfare of Turkmenistan, which will be the main Implementing Partner for this project. This Implementing Partner will be responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources.

In accordance with UNDP procedures, appropriate management arrangements and oversight of project activities will be established, such as the Project Board - the group responsible for making management decisions on a consensus basis for a project when guidance is required by the Project Manager, including approval of project revisions. Final decision making on project activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Potential members of the Project Board are reviewed and recommended for approval during the Programme Advisory Committee (PAC) meeting.

Project Assurance is the responsibility of each Project Board member. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. 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 results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be selected in consultation with the Implementing Partner.

The Project Support role provides project administration and management support to the Project Manager as required by the needs of the project or Project Manager.

#### **Monitoring and Evaluation**

Overall monitoring and evaluation will be carried out in line with UNDP procedures. To ensure effective monitoring of the project, the Project Board and the Project Manager would be responsible for project monitoring and for devising corrective action, if needed. Quarterly progress reports shall be submitted by the Project Manager to the Project Board, using the standard report formats of UNDP. An annual project review will be conducted during the fourth quarter of year as a basis for assessing the performance of the project. In the last year, this review will be a final assessment. This review will involve all key project stakeholders and the Implementing Partner, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments.



## **Legal context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Turkmenistan and the United Nations Development Programme, signed by the parties on 02 March 1992.

All equipment, material and supplies purchased and funded on behalf of the UNDP in the execution of this project will be used exclusively for the purpose of the project. All equipment and supplies provided will be utilized in accordance with the rules and regulations of the United Nations.

The following types of revisions may be made to this project document with the signature of the UNDP resident representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes.

- Revisions of, or addition of, any of the annexes of the project document;
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by rearrangements of inputs agreed to or by cost increase due to inflation.
- Mandatory annual revisions, which re-phase the delivery of agreed, project inputs or increased expert or other costs due to inflation or Organization expenditure flexibility.

## PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in country programme:</b> Policy and planning framework of the country more extensively incorporates efficient and people-centred approaches to development planning, budgeting and monitoring</p> <p><b>Outcome indicators including baseline and targets as stated in country programme:</b></p> <p><b>Partnership Strategy:</b> The project will support the Ministry of Social Welfare of Turkmenistan in establishing partnerships with other government institutions and local authorities to enhance better social security to population. The project will also foster partnerships with international donor agencies, including the World Bank, ILO and other organizations.</p> <p><b>Project Title and Award Number:</b> Support to Social Protection System Development, 00044866</p>			
Intended Outputs	Output Targets for (years)	Indicative Activities (Deliverables)	Inputs
<p><b>CP Output:</b> Improved institutional and legal frameworks for economic and financial management, social protection</p> <p><b>Output 1:</b> Social Protection System Reform successfully implemented</p> <p><b>Baseline:</b> Under the new Social Security Code adopted in 2007, the social protection system consists of two pillars: i) mandatory PAYG pension system; and ii) voluntary fully funded system. Taking into consideration the planned socioeconomic changes towards market economy the Government</p>	<p><b>Target for 2008:</b></p> <ul style="list-style-type: none"> <li>i) government officials have good understanding and knowledge of the concept of notional defined pension system;</li> <li>ii) economic analysis conducted and design of new pension system prepared for government's approval;</li> <li>iv) draft legal acts for transition to NDC pension system prepared;</li> <li>v) plan for administrative redesign of the MSW and design of the new pension fund</li> <li>vi) proposal for administrative redesign of contributions collection and recordkeeping for the new NDC pension system</li> </ul>	<p><b>Activity 1:</b> Pension policy expertise and training programmes in pension systems reform</p> <p><b>Deliverables:</b> 1.1 Elaboration of pension reform action plan and budgeting; 1.2 Delivery of training plan and after approval by the Ministry of Social Welfare of Turkmenistan delivery of workshops</p>	<p>International expert(s) National experts International and national training programmes Study tours</p>

<p>intends to tie benefits more closely to contributions through introduction of notional defined contribution system. Under the legislation, NDC system will start operating from 1 January 2012.</p> <p><b>Indicators:</b> By 2012 social protection system reform successfully implemented</p>	<p><b>Target for 2009:</b></p> <ul style="list-style-type: none"> <li>i) technical requirements for NDC pension system management identified and specifications for hardware and software developed</li> <li>ii) legal and regulatory acts finalized and approved by the Government;</li> <li>iii) administrative structure of the MSW and State Pension Fund adopted;</li> <li>iv) technical and administrative infrastructure for NDC pension system established</li> </ul>	<p><b>Activity 2:</b> Pension system design/Actuary</p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>2.1 Economic analysis of the current system and various reform alternatives, with policy recommendations, including assessment of the current system and reform alternatives using actuarial model;</li> <li>2.2 Design, production and presentation of financial projections under various reform scenarios and economic and demographic assumptions;</li> <li>2.3 Consideration of reform options by policy makers</li> </ul>	<p>International expert/trainer National experts Roundtable discussions</p>
		<p><b>Activity 3:</b> Legal drafting and regulatory design/Attorney</p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>3.1 Draft amendments to the Social Security Code and other implementing documents;</li> <li>3.2 Draft of any needed amendments to the Labor Code, Tax Code or regulation of the Tax Service, as may be appropriate;</li> <li>3.3 Draft explanatory memoranda for laws and amendments</li> </ul>	<p>International expert National experts</p>

		<p><b>Activity 4:</b> Pension Business Process/Social Security Administration Expert</p> <p><b>Deliverables:</b></p> <p>4.1 Draft plan for administrative redesign of the Ministry of Social Welfare with descriptions of functions and tasks</p> <p>4.2 Draft plan for administrative design of a state pension fund with description of functions and tasks;</p> <p>4.3 Presentation of the plans to the Government of Turkmenistan and revision after review;</p> <p>4.4 Draft descriptions of etrap and velayat functions and of critical job descriptions;</p> <p>4.5 Draft proposal for administrative redesign of the pension insurance collection and record keeping system for the planned NDC pension system, with descriptions of functions and tasks of national, velayat, and etrap offices, and critical job descriptions;</p> <p>4.6 Monitoring of progress during implementation phase and assistance with changes to the design</p>	<p>International expert National experts Roundtable discussions</p>
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<p><b>Output 2:</b> Improved quality of social services delivery to vulnerable groups</p> <p><b>Baseline:</b> Dashoguz social service center, was established in 2006. Currently the center provides home-care services. Inadequate capacity of personnel and obsolete premises to provide day-care and residential services.</p>		<p><b>Activity 5:</b> Information and Communication Technology</p> <p><b>Deliverables:</b></p> <p>5.1 Assessment of existing ICT systems;</p> <p>5.2 Recommendations on ICT development in support of NDC pension system;</p> <p>5.3 Draft specifications for necessary hardware equipment and software programmes for management of NDC pension system;</p> <p>5.4 Procurement of hardware and software</p>	<p>International ICT expert</p> <p>Purchase of computer equipment and information management system</p>
<p><b>Output 2:</b> Improved quality of social services delivery to vulnerable groups</p> <p><b>Baseline:</b> Dashoguz social service center, was established in 2006. Currently the center provides home-care services. Inadequate capacity of personnel and obsolete premises to provide day-care and residential services.</p>	<p><b>Target for 2008:</b></p> <p>i) knowledge and skills of MSW and social service centers personnel on best practices increased</p> <p>ii) review of legislative and institutional framework conducted;</p> <p>iii) needs assessments of beneficiaries and social service staff conducted</p> <p>iv) recommendations on improvement of legislative and institutional framework of social service system provided</p> <p>v) training programmes for staff of social service centers designed and delivered</p>	<p><b>Activity 6:</b> Acquaintance with international best practices in social service delivery</p> <p><b>Deliverables:</b></p> <p>6.1 Purchase of the publications related to social care services and social work and other related materials, translation of these materials into local languages, and dissemination among the social care institutions</p> <p>6.2 Study tours to countries with best practices in delivering social care programmes, and/or locally conducted awareness-raising workshops or training courses conducted by international experts.</p>	<p>Procurement of publications</p> <p>Study tours</p> <p>Workshops</p>

	<p><b>Target for 2009:</b></p> <ul style="list-style-type: none"> <li>i) Dashoguz center reconstructed and modernized;</li> <li>ii) vocational training programme for social workers developed and presented for further adoption by the Ministry of Education;</li> </ul>	<p><b>Activity 7:</b></p> <p>Review of existing legislative and institutional framework of social care system and prepare recommendations for improvement</p> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>7.1 Review of existing legislation and institutional structure of social service system;</li> <li>7.2 Needs assessment to identify: i) groups of beneficiaries and specific needs of these groups; ii) training needs of staff working in social service center; and iii) technical requirements for modernization of premises and facilities of social service center;</li> <li>7.3 Based on legislative review and needs assessment, preparation of recommendations on social service institutional design, training programmes to upgrade professional skills of social service staff, professional/service standards and list of potential/needed social services</li> </ul>	<p>International expert National experts</p>
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**SIGNATURE PAGE**

Country: *Turkmenistan*

UNDAF Outcome(s)/Indicator(s): By the end of 2009, policies to promote social well-being and human security are strengthened and expanded in accordance with national goals and the nationalized MDGs

Expected Outcome(s)/Indicator (s): Policy and planning framework of the country more extensively incorporates efficient and people-centred approaches to development planning, budgeting and monitoring

Expected Output(s)/Annual Targets: Improved institutional and legal frameworks for economic and financial management, social protection

Implementing partner: The Ministry of Social Welfare of Turkmenistan

Other partners: The Ministry of Economy and Development of Turkmenistan

Programme Period:	2005-2009
Programme Component:	Development of Economic & Social Policies and Plans
Project Title:	Support to Social Protection System Development
Project ID:	_____
Project Duration:	2008-2009
Management Arrangement:	NEX

Budget for 2008	\$189,500
Total budget for 2008:	\$189,500
Allocated resources:	
• Government	
• Regular	\$189,500
• Other	
○ Donor	_____
○ Donor	_____
○ Donor	_____

Agreed by (Ministry of Social Welfare of Turkmenistan): \_\_\_\_\_

Agreed by (UNDP): \_\_\_\_\_

