



Country: Republic of Kazakhstan

Initiation Plan

Project name: Support in the development and piloting of a community police model

CP Expected Result: **Outcome 2.2: Judicial and legal systems, and public institutions, are fair, accountable and accessible to all people.**
 Output 3. National and sub-national level institutions enabled to deliver quality and responsive public services

Initiation Plan Duration: March – December 2020

Implementing partner: Ministry of Internal Affairs of the Republic of Kazakhstan
Responsible partner: UNDP

Short description

The overall objective of the project is to contribute to strengthening of social cohesion and rule of law in Kazakhstan in selected localities by (i) increased effectiveness of local police acting in compliance with human rights standards, (ii) introduction of community policing model in pilot localities and (iii) quality improvement in citizens' engagement in crime prevention.

The initiation plan will contribute to the overall goal of the project by successfully completing piloting community police model in the Karaganda region and scaling it up to 4 other cities of the country, as well as developing and approving a detailed plan, a complete package of methodologies, instructions and protocols for the gradual implementation of the community police model in the nationwide scale over the next 3-5 years.

Programme Period: 2016-2020
 Start date: March 2020
 End Date: December 2020
 Management Arrangements: NIM

Total resources required: USD 100 000.00
 Total allocated resources: USD 100 000.00
 Donor: UNDP – USD 100 000.00

Approved by the Ministry of Internal Affairs of the Republic of Kazakhstan

Deputy Minister  **Kalaichidi Alexey Dmitrievich**

Approved by UNDP

Deputy Resident Representative  **Vitalie Vremis**

I. PURPOSE

In 2015, President Nursultan Nazarbayev announced the “2050 Strategy” setting the long-term vision for Kazakhstan development and major development objective of joining the ranks of the 30 most developed countries in the world. This strategy is aimed at diversifying the economy, innovation, investment in human capital and integration into international trade. It also seeks to strengthen governance, improve the quality of public services and improve the business climate in the country.

An integral part of this vision is the creation of comfortable and safe conditions for the population of Kazakhstan, ensuring the rights of people and increasing the level of personal and public safety, which cannot be achieved without an effectively functioning law enforcement system. Thus, to implement this vision, the Ministry of Internal Affairs of the Republic of Kazakhstan (MIA RK) has developed a “Roadmap for the modernization of the internal affairs bodies of the Republic of Kazakhstan for 2019 - 2021” (Roadmap). The roadmap aims to significantly improve the capabilities of the law enforcement system in order to bring it in line with the standards of OECD countries.

As a result, the MIA RK seeks to study the functions performed by the police to improve the quality of police services in order to meet the expectations of their stakeholders and customers, improve relations between citizens and the police, and trust through the implementation of the service police model. In this regard, this project is aimed at assisting the MIA RK in developing a concept and introducing a community police model.

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The initiation plan will contribute to the overall goal of the project by successfully completing piloting community police model in the Karaganda region and scaling it up to 4 other cities of the country, as well as developing and approving a detailed plan, a complete package of methodologies, instructions and protocols for the gradual implementation of the community police model in the nationwide scale over the next 3-5 years.

At the same time, the parties agreed that this initiative will become part of the future three-year (2021-2023) project of UNDP and the Ministry of Internal Affairs of the Republic of Kazakhstan aimed at implementing the community police model in Kazakhstan.

II. EXPECTED OUTPUT

Output 1. Police service model aligned with UNDP’s corporate community security concept in Karaganda region is successfully piloted and scaled up to 1-2 other districts across the country.

1.1. Diagnosis and identification of priority problems for the creation of community police stations in the Karaganda region

1.2. Providing ongoing technical support to a pilot project in Karaganda

1.3. Carrying out promotions of a pilot project in the city of Karaganda

1.4. Development of methodological recommendations for launching a pilot in 1-2 other cities of the country

1.5. Providing support for pilot launch in 1-2 other cities of the country

Output 2. A detailed plan and a complete package of methodologies, instructions and protocols for gradual introduction of the community policing model nationwide over the next 3-5 years period developed and approved

2.1. Conceptually developing a community police model and a further project document

2.2. Comparison of the institutional capabilities of operators in prevention, safety and justice

2.3. Development of mechanisms for cooperation and articulation of community police with other operators

2.4. Development of mechanisms, methods and tools for prioritizing and solving problems with society

2.5. Development of a results-based reporting system (indicators)

2.6. Development and implementation of an introductory online course (presentation) to police officers on the implementation of a community police model

2.7. Providing support for updating community police software

Output 3. Police officers and other stakeholders on the ground in the 2-3 pilot localities are equipped with critical skillsets to address priority issues in select localities with focus on crime prevention, combating gender-based violence and protection of human rights.

3.1. Development of a course program for analysts for the needs of the community police

3.2. Development and implementation of a mid-level management course program

3.3. Development of a program of community police courses for district police officers

3.4. Support for retraining of teaching staff

3.5. Support for simulation training

The project implementation is expected to yield the following immediate results:

- increased sense of security and protection of human rights among residents of selected settlements;*
- increased level of shared responsibility of citizens and state bodies for maintaining public safety;*
- improved efficiency of crime detection, detention of criminal elements, as well as support of crime victims;*
- reduced likelihood of youth engaging in criminal activity, youth victimization;*
- reduced levels of gender based and domestic violence in pilot localities;*
- improved interaction and coordination of various stakeholders on the ground for COVID-19 response and early recovery.*

III. MANAGEMENT ARRANGEMENT

The project will be managed in accordance with UNDP national implementation policies, rules and regulations. UNDP will provide project support services. UNDP acts as an executive partner. Ministry of Internal Affairs of the Republic of Kazakhstan is the beneficiary of the project directly involved in its implementation.

IV. RESULTS FRAMEWORK¹

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 2.2: Judicial and legal systems, and public institutions, are fair, accountable and accessible to all people.						
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:						
Applicable Output(s) from the UNDP Strategic Plan:						
Project title and Atlas Project Number: Community Police, Atlas Id 00122181						
EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS	DATA COLLECTION METHODS
			Value	Year	2020	
<i>Output 1</i> <i>Police service model aligned with UNDP's corporate community security concept in Karaganda region is successfully piloted and scaled up to 1-2 other districts across the country.</i>	1.1 Methodological recommendations for launching a pilot in 1-2 other cities of the country	MIA, relevant Akimats, interagency security team	There is no tested methodology for the selection of territories subject to the implementation of community police services	2020	Criteria for selecting territories for model implementation are defined.	Situational, social and criminogenic analysis of the territories under consideration. Analysis of the political and cooperative will of the relevant akimats and prevention and justice operators.

¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.2 Creation of pilot sections of the community police	MIA, relevant Akimats	No tested methodology	2020	1-2 city pilot sites	Pilot implementation report
Output 2 <i>A detailed plan and a complete package of methodologies, instructions and protocols for gradual introduction of the community policing model nationwide over the next 3-5 years period developed and approved</i>	2.1 Report on the functions performed by the precinct service, as well as other police officers assigned to carry out the tasks of prevention programs (for example, juvenile police) at the local level (pilot) in order to optimally redefine the functions and promote a more active role in the fight against crime and violence, preventive services at the police level, which are considered most suitable for such functions.	Relevant regulations, materials of the Ministry of Internal Affairs	Revision of function is required	2020	Recommendations on optimization of functions.	Analysis of formalized and non-formalized functions.

	2.2 Report on the staffing (line officers, managers, analysts) and the technological needs of the pilot police station, as well as the regional one, which allow them to efficiently carry out the functions assigned to them.	Approved documents of the Ministry of Internal Affairs, international practices.	It is required to establish preliminary criteria and provide the human, managerial and technological resources of the territorial police station for proper work, supervision and operational and tactical leadership	2020	Recommendations on ideal and minimal equipment (personnel and technology) of the territorial police station and its support and supervision bodies.	Seminars with district and middle managers to determine roles and tasks; analytical and technological needs.
	2.3 Definition of partnership between the police and the community - protocols for including community participation in identification, prioritization and problem solving, as well as mutual responsibility.	International practices, interagency security team.	Lack of mechanisms to identify unmet community requirements and inter-agency articulation mechanisms to meet expectations and needs.	2020	Protocols and algorithms have been created on mechanisms for determining community demand, managing expectations, articulating them with institutional mandates and introducing the most appropriate police services to meet community needs.	Community expectations management workshops. Analysis of the operational and cooperative potential of other operators on prevention and justice in the territory. Joint analytical work of the interagency security team-Police. Joint workshops on articulation of works with the Akimat of the Karaganda region.
	2.4 The concept of the community police model	International practices and conclusions of their own experience on the basis of pilot models, the Ministry of Internal Affairs, interagency security team, Akimat of the Karaganda Region.	No tested methodology	2020	Model tested	Community satisfaction surveys; variations of the image of the police (interagency security team); satisfaction of the Akimat of the Karaganda region and the leadership of the Ministry of Internal Affairs; surveys and assessment of the quality of productivity, effectiveness and efficiency of police services (MIA) in the pilot area.
Output 3 Police officers and other stakeholders on the ground in the 2-3 pilot localities are equipped with critical skillsets to address priority issues in select localities with	3.1 Analyst course programs for the needs of community police	Survey of precinct. Recommendations and requirements of the management of the pilot police station and analytical units of the Ministry of Internal Affairs. Recommendations of the interagency security team. International literature and practice.	There is no proven methodology that facilitates evidence-based decision-making processes and assesses the measurable effects of police services	2020	First-year program developed and feasibility and effectiveness tested	Linear precinct workshop. Seminar of analytical divisions of the Ministry of Internal Affairs. Interviews with the management of the pilot site and their supervisory authorities. Recommendations and survey of the Interagency security team.

focus on crime prevention, combating gender-based violence and protection of human rights.	3.2 Course program for mid-level managers	A survey of the needs and expectations of district police officers. Recommendations and requirements of the management of the pilot police station and the leadership of the Human Resources Department and Administrative Police Department. Recommendations of the interagency security team. International literature and practice.	There is no tested methodology for performance-oriented work (a tangible impact on community expectations) of community police officers	2020	First-year program developed and feasibility and effectiveness tested	Linear precinct workshop. Interviews with the management of the pilot site and their supervisory authorities. Recommendations and survey of the Interagency security team. Seminar of the leadership of the Human Resources Department and Administrative Police Department, operational and analytical divisions of the Ministry of Internal Affairs.
	3.3 Program of courses of community police for district police officers	A survey of the needs and expectations of district police officers. Recommendations and requirements of the management of the pilot police station and the management of Human Resources Department. Recommendations of the Interagency security team. International literature and practice	No tested methodology of community police services	2020	First-year program developed and feasibility and effectiveness tested	Linear precinct workshop. Interviews with the management of the pilot site and their supervisory authorities. Recommendations and survey of the Interagency security team. Workshop of the leadership of the Human Resources Department, operational units of the Ministry of Internal Affairs and experts from police academies

V. MONITORING

In accordance with UNDP program policies and procedures, monitoring will be carried out through the following procedures and activities:

- *Result monitoring;*
- *Risk monitoring and control.*

Final progress report will be prepared at the end of the Initiation Plan.

The Country Office is responsible for ensuring that UNDP programme and project management policies and procedures in the Programme and Project Management Section of the Programme and Operations Policies and Procedures are complied with, and that the approved resources are used in line with the conditions and instructions of their allocation as well as in accordance with UNDP financial rules and regulations as set out in the Financial Resources Management Section of the Programme and Operations Policies and Procedures.

VI. ANNUAL WORK PLAN

Year: 2020

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	K4		Funding Source	Budget Description	Amount
Output 1 <i>Police service model aligned with UNDP's corporate community security concept in Karaganda region is successfully piloted and scaled up to 1-2 other districts across the country.</i>	Activity 1: Analytical support in developing the concept of community police model								
	<i>1.1. Diagnosis and identification of priority problems for the creation of community police stations in the Karaganda region</i> <i>1.2. Providing ongoing technical support to a pilot project in Karaganda</i> <i>1.3. Carrying out promotions of a pilot project in the city of Karaganda</i> <i>1.4. Development of methodological recommendations for launching a pilot in 1-2 other cities of the country</i> <i>1.5. Providing support for pilot launch in 1-2 other cities of the country</i>					UNDP	UNDP	International consultants 71200	30 000
			X	X	X			Promo materials 74215	500
								GMS 8%	2 440
		Total for Activity 1							32 940
Output 2	Activity 2: Assistance in pilot implementation of the community police model in the Karaganda region and pilot scaling in other 3-4 cities								

<p><i>A detailed plan and a complete package of methodologies, instructions and protocols for gradual introduction of the community policing model nationwide over the next 3-5 years period developed and approved</i></p>	<p>2.1. Conceptually developing a community police model and a further project document 2.2. Comparison of the institutional capabilities of operators in prevention, safety and justice 2.3. Development of mechanisms for cooperation and articulation of community police with other operators 2.4. Development of mechanisms, methods and tools for prioritizing and solving problems with society 2.5. Development of a results-based reporting system (indicators) 2.6. Development and implementation of an introductory online course (presentation) to police officers on the implementation of a community police model 2.7. Providing support for updating community police software</p>				X	X	UNDP	UNDP	International consultants 71200	28 575
									GMS 8 %	2 285
									Total for Activity 2	
<p>Output 3 <i>Police officers and other stakeholders on the ground in the 2-3 pilot localities are equipped with critical skillsets to address priority issues in select localities with focus on crime prevention, combating gender-based violence and protection of human rights.</i></p>	<p>Activity 3: Assistance in enhancing the capacity of police personnel</p>									
	<p>3.1. Development of a course program for analysts for the needs of the community police 3.2. Development and implementation of a mid-level management course program 3.3. Development of a program of community police courses for district police officers</p>					X	UNDP	UNDP	International consultants 71200	30 000

	3.4. Support for retraining of teaching staff 3.5. Support for simulation training								GMS 8 %	2 400
	Total for Activity 3									32 400
Result 4 <i>Project Management</i>	Activity 4: Project management and coordination									
	4.1 Project management and coordination	X	X	X	X	UNDP	UNDP	Consulting services (Operations) 74 500		3 500
								Miscellaneous expenses 74 500		300
	Total for Activity 4									3 800
Total										100 000

VII. ANNEXES

Standard letter of agreement between UNDP and Ministry of Internal Affairs of the Republic of Kazakhstan of the Republican Budget for the provision of support services

Reference is made to consultations between officials of the Ministry of Internal Affairs of the Republic of Kazakhstan for Control over Execution of the Republican Budget (hereinafter referred to as “the MIA RK”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the MIA RK hereby agree that the UNDP country office may provide such support services at the request of the MIA RK through its institution designated in the relevant project document of the joint project of the UNDP and the MIA RK.

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

The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:

- (a) project oversight and quality assurance
- (c) procurement of goods and services;
- (d) payment processing

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the agreement of the UNDP resident representative and the designated institution.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the UNDP and the Government of Kazakhstan, signed by the Parties on 5 October 1992, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The MIA RK shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

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

The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the MIA RK and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed project the United Nations Development Programme (UNDP) and the MIA RK for Control over Execution of the Republican Budget "Support in the development and piloting of a community police model".

Attachment to the Annex 5:

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

Reference is made to consultations between the MIA RK, the institution designated by the Government of Kazakhstan, and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project of UNDP and the MIA RK “Support in the development and piloting of a community police model”, Project ID, or “the Project”.

In accordance with the provisions of the letter of agreement signed and the project document, the UNDP country office shall provide support services for the Project as described below.

Support services to be provided, including:

Support services	Schedule for the provision of the support services	Amount and method of reimbursement of UNDP (where appropriate)
Payment Process	Ongoing throughout implementation when applicable	UNDP will directly charge the project upon provision of services, on a quarterly basis, as per UPL.
Vendor profile entry in ATLAS	Ongoing throughout implementation when applicable	As above
Consultant recruitment	Ongoing throughout implementation when applicable	As above
Procurement of goods and services not involving local CAP	Ongoing throughout implementation when applicable	As above
F10 settlement	Ongoing throughout implementation when applicable	As above