

United Nations Development Programme

Country: Kazakhstan/ Казахстан

Project Document

Project description	Cultural and Moral Revival of Society as a Prerequisite for Social and Economic Modernization of Kazakhstan
The UNDAF outcome:	By 2015, state actors at all levels and civil society are more capable and accountable of ensuring the rights and needs of the population, in particular vulnerable groups.
Expected CPAP outcome:	National institutions have better capacity for protection and promotion of human rights and ensuring access to justice for all
Expected CPAP output:	The action plan of gender equality strategy reaches a greater number of beneficiaries and is more fully implemented
Executive partner:	National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan (NCWAFDP)

Brief Description

The Project aims at the spiritual and moral development of the society and ethic fostering of the younger generation based on equality and equal opportunities for the genders for social and economic renewal of Kazakhstan. The Project includes advocacy of family values and marriage to form a positive image of a Kazakhstani family as a special priority. The Project has two main areas: 1) Promotion of spiritual and moral upbringing and dissemination of family values in the society, 2) Promotion of equality and equal opportunities for both genders in politics and economics. The Project includes a range of measures to work with the mass media (videos, trainings, publications, website), the target groups and beneficiary groups (workshops, institutional support, research), government agencies (advocacy, gender expertise, expert support).

Programme Period:	<u>2013-2015</u>
Key Result Area (Strategic Plan)	<u>Democratic</u>
<u>Governance</u>	
Atlas Award ID:	_____
Start date:	<u>January 2013</u>
End Date	<u>December 2015</u>
PAC Meeting Date	30 November 2012
Management Arrangements	NIM

General budget	<u>USD 300 000</u>
Total allocated resources:	<u>USD 300 000</u>
• Regular	
• UNDP	<u>USD 60 000</u>
• Other:	
o Government of Kazakhstan	<u>USD 240 000</u>
Unfunded budget:	_____
In-kind Contributions	_____

Approved by:

Chairwoman of the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan


G.N. Abdykalikova

Approved by:

Resident Representative UNDP Kazakhstan


2/5/13
S. Tull

I. SITUATION ANALYSIS

According to the Gender Parity Index of Social Watch international nongovernmental organization, Kazakhstan ranks 33 among 134 countries of the world in terms of gender equality, which is a result of the serious work the Kazakhstan government has done thanks to a political will demonstrated at the highest level – by the Head of the State. At the same time the long-term goals of Kazakhstan to achieve the 30 per cent representation of women in decision making, high economic activity of women (the index for 2011 was: 66 % for women and 77 % for men), wage equality (the current ratio is 68 %) require continuance of expert support for gender initiatives and further development of the designated issues. Of particular concern is a demographic situation in the country, indisputably affecting the situation of gender equality: in 2011 one in four marriages ended in divorce, herewith one in four children was living with one parent or other relatives.

Kazakhstan has ratified all the international agreements for protection of women's rights, in particular the Convention on the Political Rights of Women, the Convention on the Nationality of a Married Woman, which confirms the availability of the political will at the leadership of the country for further promotion of gender equality and women's rights once again. The NCWAFDP has done much work in cooperation with the UNDP to promote the implementation of the specified instruments, but more needs to be done to secure the practical arrangements for ensuring gender equality.

There is a need to build the capacities of professional groups (journalists, female and gender NGOs), representatives of government agencies responsible for issues of political and economic promotion of women, the beneficiaries themselves (women), as well as the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan (NCWAFDP) and commissions in the regions. The NCWAFDP was established in 1998, its work is governed by the Decree of the President of the Republic of Kazakhstan No.56 "On the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan" dated February 1, 2006, which gives a special significance to the activities of the commission. The NCWAFDP activities are supported by intense campaigns in the regions, being implemented by the commissions that exist within the akimats.

The Project conforms to the objectives of the UN Framework Program intended to render assistance for the purposes of development (UNDAF) and UNDP Country Program for 2011-2015 in bringing the national legislation and enactment practices in conformity with the international documents on human rights, institutional capacity development and establishment of the democratic administration practice.

The gender equality projects have been implemented in Kazakhstan since 1999 jointly with the UNDP. Along with other UN agencies, the UNDP rendered assistance with the development of the strategy of gender equality in Kazakhstan until 2016. Moreover, Gender Equality Strategy Plans were developed for 2006-2008, 2009-2011 and 2012-2016, with the entire period of the Strategy in Kazakhstan being 2006 – 2016. One of the latest achievements is assistance in adoption of the RoK Law "On State Guarantees of Equal Rights and Opportunities for Men and Women" in December 2009, aimed at prevention of any forms of gender-based discrimination and creation of the environment favourable for the gender equality in all fields of state and social life, as well as the RoK Law "On Prevention of Domestic Violence" adopted in 2009.

In 2009-2011, the UNDP jointly with the National Commission completed a co-financed gender equality promotion project in Kazakhstan.

Given the considerable experience of the UNDP in cooperation with the Republic of Kazakhstan, as well as the existing practical and analytical experience in the field of gender equality, this Project is a logical continuation of the existing cooperation on the basis of co-financing.

II. STRATEGY

The Project aims at encouraging spiritual and moral development and ethic fostering of the younger generation in the spirit of equality and equal opportunities for the genders for social and economic renewal of Kazakhstan. As well as, advocacy of family values and marriage to form a positive image of a Kazakhstani family. It is anticipated that this joint Project will help fulfill the goals set by the RoK President N. Nazarbayev with respect to people-oriented social and economic modernization of the nation. Spiritual and moral revival of the nation underpins the social and economic rehabilitation as the moral and family values and commitment to them are the core of development of the nation. It is only such values as patriotism and sense of duty that can consolidate the nation, which is key to achievement of the goals set by the President of Kazakhstan.

Under the 2013 - 2015 Joint Project, the assistance will be rendered to the National Commission in holding measures and studies aimed at spiritual and moral fostering, advocacy of family values and marriage, achievement of gender equality in the community in the following areas:

- Advocacy of spiritual and moral upbringing and advancement family values in the community
- Promotion of Equal Opportunities for both Genders in Politics and Economics

The Project aims to achieve the outcomes, such as 1) formation of a positive image of the family, 2) capacity building of the NCWAFDP, and 3) percentage of women participation in decision-making at least of 20%. The above outcomes will be achieved through the implementation of interrelated activities of the Project, in particular: 1) wide information campaign, including the issue of information products, website support, training for journalists, 2) intensive advocacy work aimed at strengthening women both in decision-making, and in economy of the country, and 3) training and mobilization activities for target groups and members of the regional commissions. All project components harmonically complement each other and are intended to help the different target groups and the public in general to achieve the assigned results.

Due to the fact that the Project is entirely related to the strategic goals of the UNDP in Kazakhstan, the UNDP is the Project implementator, which actually means a continued success for the institutionalization of national human rights institutions the UNDP has been conducting over the past 15 years. The Project enables the UNDP to achieve sustainability in its outcomes, since it contributes to the institutional and professional strengthening of the NCWAFDP activities, the emergence of new legal institutions, positive practices in the NCWAFDP activities and changes in legislation.

The Project has a significant co-financing from the state, which demonstrates the sustainability in this work, guarantees the participation of the state machine in the project implementation, and provides a basis for a gradual withdrawal of the UNDP from this area of work by strengthening the capacities of the national partner.

III. FRAMEWORK TABLE OF RESULTS AND RESOURCES

<p>Planned outcomes according to the UNDP Country Program in Kazakhstan stated subject to results and resources: Improving the efficiency, transparency and accountability of central and local state authorities, including gender equality</p> <p>Indicators of outcomes according to the UNDP Country Program in Kazakhstan stated subject to results and resources, including current status and objectives: Indicator:</p>			
<p>Applicable area of a key result (Strategic Plan of the UNDP for 2013-2014):</p>			
<p>Partnership strategy: The Project closely cooperates with the work of the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan. Other interested governmental authorities and civic institutions will be involved in implementation of project at all its phases.</p>			
<p>Project title and number in ATLAS: "Cultural and Moral Revival of Society as a Prerequisite for Social and Economic Modernization of Kazakhstan"</p>			
Expected Outcomes	Final results (by years)	Actions	Responsible Parties
<p>Outcome 1: Provision for equality and equal opportunities for the genders for social and economic renewal of Kazakhstan</p>	<p><u>Objective 1 (2013):</u> A broad information campaign on spiritual and moral fostering and promotion of family values in the nation, as well as on formation of a positive image of a Kazakhstani family <u>Current situation:</u> Indicator</p>	<p><u>1. Activity result</u> Advocacy of spiritual and moral upbringing and advancement family values in the community</p> <p><u>Action 1.</u> Prime time preparation of trailers dedicated to spiritual and family values to be shown on central TV channels in Kazakhstan</p> <p><u>Action 2.</u> In-depth trainings to set up a gender-sensitive pool of journalists</p>	<p>NCWFDP, UNDP</p> <p>The RoK National Budget USD 240 000</p> <p>UNDP USD 60 000</p>
			Parties' Contribution

<p><u>Objective 2 (2014):</u> The capacity of the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan, including its regional representation offices, has been built up</p> <p><u>Current situation:</u> <u>Indicator:</u></p>	<p><u>Action 3.</u> Cluster workshops in the regions of Kazakhstan on spiritual and moral fostering and advocacy of family values in the community to develop recommendations</p> <p><u>Action 4.</u> Publish with media materials on spiritual and moral fostering, advocacy of family values, gender equality in the Kazakh and Russian languages</p>
<p><u>Objective 3 (2015):</u> The percentage of women involved in decision-making will be minimum 20%</p> <p><u>Current situation:</u> <u>Indicator:</u></p>	<p><u>Action 5.</u> Based on the social mandate, mobilize women's and gender NGOs for broad advocacy of gender-related knowledge and family values, foster gender-sensitive awareness in Kazakhstan</p>
	<p><u>Action 6.</u> Support the web site of the National Commission</p>
<p><u>2. Activity result</u> Promotion of Equal Opportunities for both Genders in Politics and Economics</p>	
	<p><u>Action 1.</u> Hold studies for the use of flexible working time and achievement of gender equality for women</p>

<p><u>Action 2.</u> Develop proposals for drafting/amending regulatory legal acts so as to ensure legal benefits for employers and employees who are part-time / flexible hours / home-based / distant workers.</p>	
<p><u>Action 3.</u> Prime time distribution of trailers dedicated to gender on central TV channels in Kazakhstan</p>	
<p><u>Action 4.</u> Two TV programmes : 1) Modern Family, 2) Equal Rights and Equal Opportunities involving the Experts and Members of the National Commission and their Implementation</p>	
<p><u>Action 5.</u> Study and develop the incentive mechanisms for the employers encouraging the equal distribution of family obligations and creating the conditions facilitating the breast feeding for working mothers</p>	
<p><u>Action 6.</u> Assist in development of female businesses and implementation of programs for its support</p>	
<p><u>Action 7.</u> Assist in implementation of the mandates issued by the Head of the State at the Congress of Women of Kazakhstan on March 5, 2011</p>	
<p><u>Action 8.</u> Support the National Network of Women's Leadership Schools so as to build up the beneficiary capacities for further promotion of women to the local and national authorities</p>	

<p>Action 9. Develop the women politicians support mechanism to promote them at the level of decision making and its implementation through the network of women's leadership schools</p>	
<p>Action 10. Assist in holding a gender expert study as exemplified by a single applicable law</p>	
<p>Action 11. Assist in holding events on advocacy of family values and marriage and gender equality</p>	
<p>3. Activity result Effective Project Management</p>	<p>UNDP USD 30,000</p>

IV. ANNUAL WORK PLAN

Year 1: 2013

Expected Outcomes	Final results (be years)	Planned Actions	Timelines, by Quarter				Responsible Parties	Planned Budget				
			1	2	3	4		Source of Financing	Budget Line Description	Amount		
Outcome 1: Provision for equality and equal opportunities for the genders for social and economic renewal of Kazakhstan	<u>Objective 1 (2013):</u> A broad information campaign on spiritual and moral fostering and promotion of family values in the nation, as well as on formation of a positive image of Kazakhstani family	<u>1. Activity result</u> Advocacy of spiritual and moral upbringing and advancement family values in the community					NCWFDP, UNDP	RoK		The RoK National Budget USD 40 000 (5, 896, 000 KZT) ¹		
											The RoK National Budget USD 4000 (KZT 589, 600)	
			X									The RoK National Budget USD 9 000 (KZT 1, 326, 600)
				X								
		<u>Action 1.</u> Prime time preparation of trailers dedicated to spiritual and family values to be shown on central TV channels in Kazakhstan										
		<u>Action 2.</u> One in-depth training to set up a gender-sensitive pool of journalists		X								
		<u>Action 3.</u> Two cluster workshops in the regions of Kazakhstan on spiritual and moral fostering and advocacy of family values in the community to develop recommendations			X							

¹ Предварительные суммы в тенге указаны для информации

		<p><u>Action 4.</u> Publish with media materials on spiritual and moral fostering, advocacy of family values, gender equality in the Kazakh and Russian languages</p>	X	X	X	X		RoK		<p>The RoK National Budget USD 4 300 (KZT 633, 820)</p>
		<p><u>Action 5.</u> Round table to mobilize women's and gender NGOs for broad advocacy of gender-related knowledge and family values, foster gender-sensitive awareness in Kazakhstan</p>		X				RoK		<p>The RoK National Budget USD 3 500 (KZT 515,900)</p>
		<p><u>Action 6.</u> Support the web site of the National Commission</p>	X	X	X	X		RoK		<p>The RoK National Budget USD 6, 000 (KZT 884, 400)</p>
		<p><u>Action 7.</u> GMS (3%) UNDP indirect costs</p>						RoK		<p>The RoK National Budget USD 2 800 (KZT 412, 720)</p>
		<p><u>2. Activity result</u> Promotion of Equal Opportunities for both Genders in Politics and Economics</p>						RoK		<p>The RoK National Budget USD 30 000 (KZT 4, 422, 000)</p>
		<p><u>Action 1.</u> Hold studies for the use of flexible working time and achievement of gender equality for women</p>	X					RoK		<p>The RoK National Budget USD 2 000 (KZT 294, 800)</p>

	<p>offices, has been built up</p> <p><u>Current situation:</u></p> <p><u>Indicator:</u></p>	<p><u>Action 3.</u> Cluster workshops in the regions of Kazakhstan on spiritual and moral fostering and advocacy of family values in the community to develop recommendations</p>	X	X	X	X			RoK	The RoK National Budget USD 10 400 (KZT 1, 532, 960)
		<p><u>Action 4.</u> Publish with regional media materials on spiritual and moral fostering, advocacy of family values, gender equality in the Kazakh and Russian languages</p>	X	X	X	X			RoK	The RoK National Budget USD 2 100 (KZT 309,540)
		<p><u>Action 5.</u> Based on the social mandate, mobilize women's and gender NGOs for broad advocacy of gender-related knowledge and family values, foster gender-sensitive awareness in Kazakhstan</p>	X						RoK	The RoK National Budget USD 4 500 (KZT 663,300)
		<p><u>Action 6.</u> Support the web site of the National Commission</p>	X	X	X	X			RoK	The RoK National Budget USD 6 000 (KZT 884,400)
		<p><u>Action 7.</u> GMS (3%) UNDP indirect costs</p>							RoK	The RoK National Budget USD 2 800 (KZT 412, 720)
		<p><u>2. Activity result</u> Promotion of Equal Opportunities for both Genders in Politics and Economics</p>							RoK	The RoK National Budget USD 30 000 (KZT 4, 422, 000)

Action 12. GMS (7%) UNDP indirect costs	RoK	The RoK National Budget USD 2100 (KZT 309, 540)	Timelines, by Quarter				UNDP	The RoK National Budget USD 30 000 (KZT 4,422,000)
			1	2	3	4		
3. Activity result Effective Project Management			X	X	X	X		
Total								
USD 100,000 (KZT 14,740,000)								

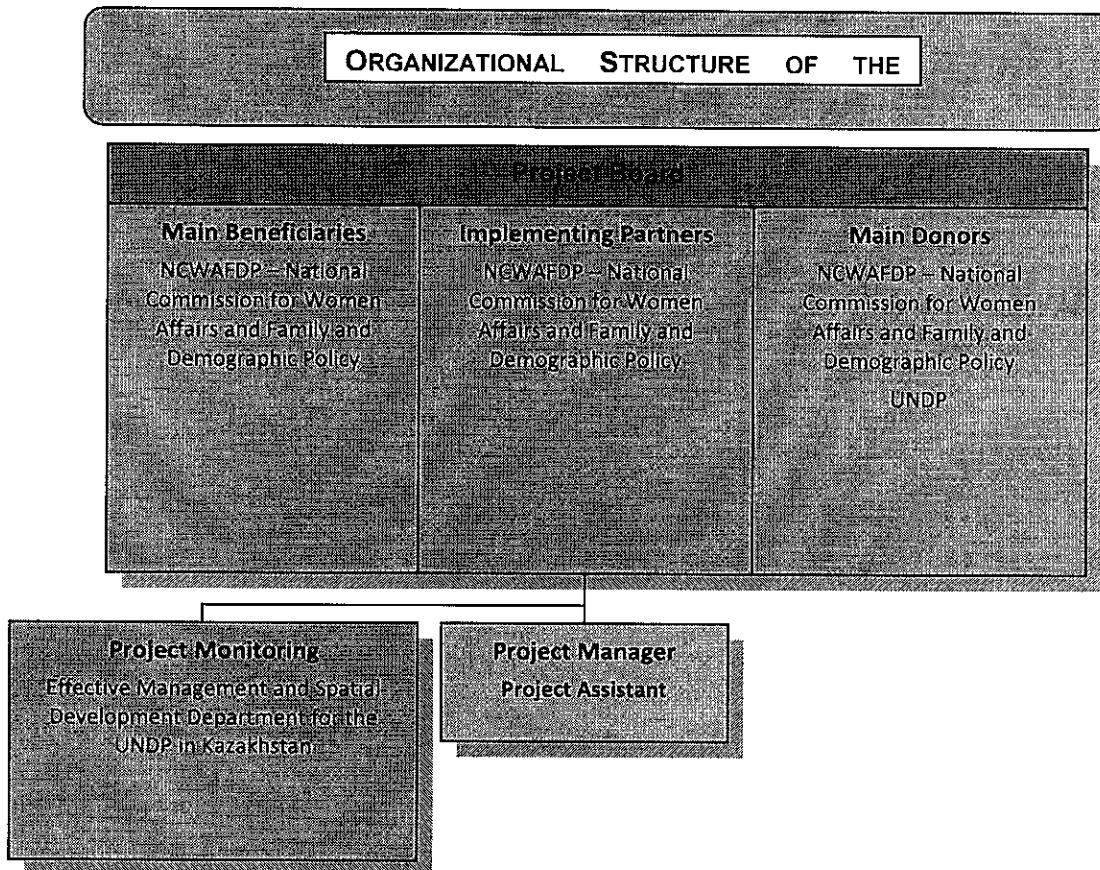
YEAR 3: 2015

Expected Outcomes	Final results (be years)	Planned Actions	Timelines, by Quarter				Responsible Parties	Planned Budget	
			1	2	3	4		Source of Financing	Budget Line Description
Outcome 1: Provision for equality and equal opportunities for the genders for social and economic renewal of Kazakhstan	<u>Objective 1 (2014):</u> The percentage of women involved in decision-making will be minimum 20% Current situation:	<u>1. Activity result</u> Advocacy of spiritual and moral upbringing and advancement family values in the community					NCWFDP, UNDP	RoK	The RoK National Budget USD 40 000 (5, 896, 000 KZT) ²
		<u>Action 1.</u> Prime time trailers on advocacy of spiritual and family values on central TV channels in Kazakhstan	X	X				RoK	The RoK National Budget USD 4000 (KZT 589, 600)

² Предварительные суммы в тенге указаны для информации

Indicator:	<p><u>Action 2.</u> One training to set up a gender-sensitive pool of journalists</p>				X				RoK	The RoK National Budget USD 9 000 (KZT 1, 326, 600)
	<p><u>Action 3.</u> Cluster workshops in the regions of Kazakhstan on spiritual and moral fostering and advocacy of family values in the community to develop recommendations</p>		X			X			RoK	The RoK National Budget USD 10 400 (KZT 1, 532, 960)
	<p><u>Action 4.</u> Publish with media materials on spiritual and moral fostering, advocacy of family values, gender equality in the Kazakh and Russian languages</p>			X		X	X		RoK	The RoK National Budget USD 4 300 (KZT 633, 820)
	<p><u>Action 5.</u> Based on the social mandate, mobilize women's and gender NGOs for broad advocacy of gender-related knowledge and family values, foster gender-sensitive awareness in Kazakhstan</p>				X				RoK	The RoK National Budget USD 3 500 (KZT 515,900)
	<p><u>Action 6.</u> Support the web site of the National Commission</p>			X		X	X		RoK	The RoK National Budget USD 6, 000 (KZT 884, 400)
	<p><u>Action 6.</u> GMS (3%) UNDP indirect costs</p>								RoK	The RoK National Budget USD 2 800 (KZT 412, 720)

V. ORGANIZATIONAL STRUCTURE



The project is nationally executed with the the National Commission for Women Affairs and Family and Demographic Policy as an Implementing Partner. The Ministry is a key institution responsible for the state’s legal policy, including at the international arena, accession to the international and multilateral agreements and promotion of human rights protection in the country. 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 (in accordance with UNDP rules and procedures). UNDP is also responsible for financial and programme reporting to donors.

The Project provides for the following roles/structures for effective implementation of the Project:

- Project Board;
- Project Assurance;
- Project Support.

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 from:

- **Chairman** – National Project Director/Chairman of the National Commission
- **Senior Supplier**– the UNDP Deputy Resident Representative (alternate member – Head of Governance and Local Development Unit)
- **Main beneficiaries** – Members of the National Commission
- **Observes** – Programme analyst of the Head of Governance and Local Development Unit

Project Assurance, including monitoring and general functions of monitoring the Project, executed by the Project Board, while the Head of Governance and Local Development Unit and the National Commission exercise daily coordination and monitoring of the Project activities.

Project Support: To support the Implementing Partner in the project realisation, a Project manager will be assigned to support day-to-day management of the project. The responsibility 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, will be assured by the UNDP Governance and Local Development Team. The tolerance levels will be 3 weeks deviation in implementation of project activities and up to 10% beyond the approved project budget amount.

Information on the partnership:

Organization: The United Nations Development Program in Kazakhstan

Address: 26, Bukeikhan Str., Astana city, Republic of Kazakhstan

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Organization: National Commission for Women Affairs and Family and Demographic Policy

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Contact Person in the National Commission:

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VI. MONITORING FRAMEWORK AND EVALUATION

The project will be subject to monitoring by UNDP office, in accordance with the UNDP program rules and monitoring / evaluation procedures:

Within the annual cycle

- Quarterly, a qualitative assessment for the project progress in terms of the key results achieved based on a key criteria matrix and the method specified in the quality criteria table.
- The project manager will activate the matrix of issues in the ATLAS system and update it as potential problems or requests arise and are resolved in the project.
- Based on the above information in the Atlas system, a project progress report will be prepared and submitted by the Project Manager to the Project Management Committee.
- The Project Manager will activate and update a matrix of the "lessons learnt". At the end of the project, a report on the "lessons learnt" of the project will be prepared.
- The monitoring plan will be activated in Atlas and updated in accordance with the main events / management activities.

Annually

- **Annual Overview Report.** It will be prepared by the Project Manager and submitted to the Project Management Committee.
- **Annual Project Overview.** Based on the above report, the Annual Project Overview will be prepared during or after Quarter IV of the year in question to assess the project activities and annual working plan for next year. Such review is conducted by the Project Management Committee, and may include other stakeholders upon request.

In addition, the following monitoring tools will be used:

- Quarterly and annual progress reports;
- Visits of a representative of the UNDP Kazakhstan Efficient Management and Regional Development Department, including visits to the project sites;
- The Project Management Committee will meet at least twice a year;
- Review the workshop evaluation forms.

Audit Clause

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

Quality Management for the Activity Results under the Project

Outcome 1: Ensuring equality and equal opportunities for the genders for social and economic renewal of Kazakhstan		
Target Outcome 1	Advocacy of spiritual and moral upbringing and advancement of family values in the community	Commencement date: January 2013 Completion date: December 2015
Objective	Formation of a positive image of a Kazakhstani family	
Description	<p><i>Planned actions to achieve the activity results.</i></p> <ul style="list-style-type: none"> • Prime time broadcasting of trailers dedicated to spiritual and family values on central TV channels in Kazakhstan • In-depth trainings to set up a gender-sensitive pool of journalists • Cluster workshops in the regions of Kazakhstan on spiritual and moral fostering and advocacy of family values in the community to develop recommendations • Publish with media materials on spiritual and moral fostering, advocacy of family values, gender equality in the Kazakh and Russian languages • Based on the social mandate, mobilize women's and gender NGOs for broad advocacy of gender-related knowledge and family values, foster gender-sensitive awareness in Kazakhstan • Support the web site of the National Commission 	
Quality Assessment Criteria	Quality Assessment Method	Assessment Date
Training seminars/trainings/focus groups <ol style="list-style-type: none"> 1. Number of participants 2. Number of seminars, trainings conducted 3. Number of developed modules of training courses 4. Number of manuals and guides developed 5. Knowledge of trainees "before and after" training activities 6. Information from the questionnaires on opinions on the training course (Yes/No) 7. Impact of training and new knowledge/abilities/skills application degree 8. Recommendations and solutions of seminars and working meetings 	<ul style="list-style-type: none"> • List of participants • Training modules for trainers and participants • Report on the results of training activities • Review of the evaluation questionnaires of participants • Guides, manuals and guidelines for users are published and distributed to the partners • Comprehensive reports on activities are completed and distributed to the members of the Project Management Committee (On a quarterly basis) • Training impact assessment (conducted on an annual basis) • Participation of the parties in seminars is documented • Training, seminar and working meeting programs • Minutes of seminars, working meetings and the 	June 2013 – December 2014

	final decisions/ recommendations	
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Outcome 1: Ensuring equality and equal opportunities for the genders for social and economic renewal of Kazakhstan		
Target Outcome 2	Promotion of equal opportunities for both genders in politics and economics	Commencement date: January 2013 Completion date: December 2015
Objective	The capacity of the National Commission for Women Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan, including its regional representation offices, has been built up	
Description	<p><i>Planned actions to work out the activity results.</i></p> <ol style="list-style-type: none"> 1. Pilot grant program for the civil society representatives to assess the quality of the public services in eight regions of Kazakhstan 2. Conduct seminars (round tables) for the civil society experts in assessment of public services 3. Involve international experts for the expert examination of the assessment methodology for the public authorities activities 4. Translate international documents in assessment of public authorities into the Russian language 5. Conduct seminars for employees of central and local executive bodies on the improvement of assessment techniques 6. Arrange for the international research and practice conference on public authorities efficiency assessment 	
Quality Assessment Criteria		
Training seminars/trainings/focus groups	Quality Assessment Method	Assessment Date
<ol style="list-style-type: none"> 1. Number of participants 2. Number of seminars, trainings conducted 3. Number of developed modules of training courses 4. Number of manuals and guides developed 5. Knowledge of trainees "before and after" training activities 6. Proposals from the partners under the Project with respect to trainings (Yes/No) 7. Impact of training and new knowledge/abilities/skills application degree 8. Number of meetings in the dialogue platform 9. Recommendations and solutions of meetings and seminars 	<ul style="list-style-type: none"> • List of participants • Training modules for trainers and participants • Report on the results of training activities • Review of the evaluation questionnaires of participants • Guides, manuals and guidelines for users are published and distributed to the partners • Comprehensive reports on activities are completed and distributed to the members of the Project Management Commission (On a quarterly basis) • Training impact assessment (conducted on an annual basis) • Participation of the parties in seminars is documented • Training, seminar and working meeting programs 	January 2013 – December 2015

	<ul style="list-style-type: none"> Minutes of seminars and working meetings and the final decisions/ recommendations 	
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Outcome 1: Improvement of the public service provision and public authorities activities assessment system in Kazakhstan under the international standards of democratic administration

Target Outcome 4	<i>Effective project management</i>	Commencement date: January 2011	Completion date: December 2012
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Objective	<i>Effective project management and its implementation</i>
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Description	<p><i>Planned actions to achieve the activity result.</i></p> <ol style="list-style-type: none"> Form the Project organizational structure, including Project Management Committee Conduct regular meetings of the Project Management Committee Appoint Project Manager and Assistant Ensure effective daily project management, monitoring and risk management Timely project reporting
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Quality Assessment Criteria	Quality Assessment Method	Assessment Date
<ol style="list-style-type: none"> Project organizational structure, composition of the Project Management Committee Number of the Project Management Committee meetings Project Manager appointment Proposals of the parties involved in the project planning and implementation Regular renewal of the risk register, adequate risk management Project implementation in accordance with the working plan Effective project resources management in accordance with the working plan 	<ul style="list-style-type: none"> Minutes and reports of the Project Management Committee Report of the screening committee on the Project Manager appointment Risk Register Project working plan and reports on the annual budget revision Financial and descriptive account reports 	January 2013 – December 2015

VII. LEGAL CONTEXT

This document, together with the Standard Agreement between the Government of the Republic of Kazakhstan and UNDP on support from UNDP to execution of the project nationwide, is governed by the relevant articles of the Standard Agreement. In accordance with Article III of the Standard Agreement, the responsibility for maintenance and safety of the Executive Partner, its personnel and property, and property of UNDP, lies on the Executive Partner.

The Executive Partner shall:

- a) Have and adhere to an appropriate security plan taking into account the situation in the country where the project is implemented;
- b) Have in mind all the risks and probabilities associated with the safety of the Executive Partner, and full implementation of the security plan.

UNDP has the right to make sure that such plan exists, and suggest modifications to the plan, if necessary. Non-compliance or absence of such security plan means a breach of this agreement.

UNDP is committed to make its best to assure proper use of the funds under this Project Document, and that the funds will not be used for individuals or organizations associated with terrorism, and that the recipients of these funds are not indicated in the lists issued by the Security Council Committee under Resolution 1267 (1999). Such lists are at <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This article must be included in all sub-contracts or sub-agreements, included in 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. APPENDIXES

APPENDIX 1: Risk Register

APPENDIX 2: Communications and Monitoring Plan

APPENDIX 3: Terms of Reference for the Project Manager

APPENDIX 1. Risk Register

No.	Description	Category	Impact and Possibility Degree	Risk Negotiation Measures/ Administrative Response	Determination Date	Last Renewal	Status
1	Political changes at the central and local public authorities level	Political risk	Impact - average Possibility - average	Involvement of a wider range of partners from the public authorities; Project substantiation with the objectives determined in the strategic documents and programs of Kazakhstan			
2	Recommendations on the Project on the methodology and assessment system are not implemented		Impact - high Possibility - low	Advocacy of the democratic administration principles among the partners under the Project; actions to achieve profound behavioral changes; regular meetings and exchange of opinions with the partners under the Project			
3	Doubling or contradiction with other initiatives of donor organizations/ governmental projects	Political risk	Impact - average Possibility - average	Regular coordination meetings with donors and national partners from this sphere			

APPENDIX 2: Communications and Monitoring Plan

Action Type	Parties Involved	Due Date	Completion	Status
Quarterly progress reports on project implementation	Project Manager	On a quarterly basis		
Quarterly overview report and renewal of the Project working plan	Project Manager	On a quarterly basis		
The Project Management Commission meeting to be conducted every six months	Project Management Committee	Late October 2013, August 2014, December 2014		
Annual review of the project implementation	Project Management Committee	December 2013, December 2014		
Annual progress reports on the project implementation	Project Manager	December 2013, December 2014		
Project monitoring on site	UND program personnel	Each type of activity under the Project		
Annual procurement plan	Project Manager	May 2013, February 2014		
Annual stocktaking	Project Manager	On an annual basis		
Transfer of assets	Project Manager	At the end of the Project		
Meeting on the final review of the Project results	Project Manager, Project Management Committee	At the end of the Project		

APPENDIX 3: Terms of Reference for the Project Manager

TERMS OF REFERENCE

Project Manager

Position:	Project Manager
Project:	Spiritual and Moral Revival of the Nation as a Prerequisite for Social and Economic Modernization of Kazakhstan
Subdivision:	Effective Management and Spatial Development Department
Type of Contract:	Service Contract
Level:	
Supervisor:	Head of Effective Management and Spatial Development Department
Duration:	1 year (renewable)
Place for performance of duties:	Astana City

Background:

“Spiritual and Moral Revival of the Nation as a Prerequisite for Social and Economic Modernization of Kazakhstan” Project aims at providing assistance to the Ministry of Economic Development and Trade of the Republic of Kazakhstan and Presidential Administration of the Republic of Kazakhstan in further reforming the effective public administration system through the development of the public service sector and improvement of the public authorities efficiency assessment.

The Project will facilitate expansion of the civil society experts’ participation in the quality assessment of the public services and programs, and increase of their expert potential and mechanisms of interaction with the public authorities. The Project includes the grant programs for financing pilot quality assessment of providing public services by the civil society.

Obligations and Measure of Responsibility:

Under the general supervision of the Head of the Effective Management and Spatial Development Department, and under the direct supervision of the Program Coordinator, the Project Manager shall be liable for provision of the qualitative project management services. The Project Manager shall:

- 1) Develop and perform the Project working plan and the strategy for implementation;
- 2) Ensure management and coordination of the Project implementation in accordance with the Rules and regulating standards of the UNDP;
- 3) Arrange, monitor, and implement the Project actions and activities in a timely manner;
- 4) Provide and coordinate the required involvement of all national and international partners in all stages of planning and implementation;
- 5) Develop and coordinate a reliable partnership under the Project with the parties concerned, including the authorized ministries, agencies, departments and other governmental structures, civil society and international agencies;
- 6) Coordinate and manage the employment of employees under the Project and consultants, and supervise the Project personnel;
- 7) Provide a thorough the Project monitoring and assessment complying with the standards;

- 8) Ensure coordination with other projects and activities of UNDP in the development of public administration, and collaborate with other project managers and program personnel in this sphere;
- 9) Bear responsibility for the Project implementation aimed at achieving planned results in accordance with the principles of the Management system focused on the results of UNDP;
- 10) Develop best practices/experience in the Project activities, and complement the overall strategy of UNDP in the public administration;
- 11) Analyze and rework the Project design work plan every six months in the light of relevant changes in the socio-political context, and in a functional environment;
- 12) Keep records of expenditures under the Project;
- 13) Bear responsibility for the Project management personnel and consultants, material and technical fit-out and operational administration under the Project;
- 14) Prepare and provide a progress report on the Project implementation on a semiannual basis, and other required reports sent by the parties concerned;
- 15) Take any necessary actions in accordance with the requirements of the Department.

Qualification requirements:

- University degree in public administration or management, and work experience in government agencies;
- Experience with the progressive level of responsibility on the development programs with a focus on the public administration;
- Strong management, analytical and communication skills, abilities to conduct negotiations, build partnership relations;
- Excellent knowledge of the socio-political situation in Kazakhstan, especially in the public administration;
- Strong teamwork skills, ability to work under stress;
- Ability to solve many problems simultaneously;
- Strong organizational skills and document creation skills;
- Ability to work in a multi-cultural environment and willingness to travel across Kazakhstan
- Excellent knowledge of the English, Russian and Kazakh languages;
- Excellent computer skills with ability to use information technologies effectively are required.

Additional value qualities:

- Knowledge of the UN/UNDP policy and program frameworks, and the previous work experience in the UN system.