



Country: Kazakhstan
Project document

Project Title: Expert support for implementation of the Concept of a new model of public service of the Republic of Kazakhstan

UNDAF Outcome: State actors at all levels and civil society are more capable and accountable of ensuring the rights and needs of the population, particularly vulnerable groups

Expected CP Outcomes: Central and Local government operate in a more effective, transparent and accountable manner

Expected Output: Increasing the level of cooperation and continuous exchange of best practices on civil service issues in the region

Implementing Agency: The Agency for Civil Service Affairs of the Republic of Kazakhstan

Brief Description

The establishment of a Regional Hub of Civil Service is a joint project of the Agency of Civil Service Affairs of the Republic of Kazakhstan and UNDP in Kazakhstan. The main goal of the Regional Hub of Civil Service is to establish an institutional network for a continuous exchange of knowledge and experience in the civil service among the countries of the region, including participation of international organizations. A Regional Hub will be a multilateral center engaged in an exchange of experience and knowledge in order to improve joint efforts to reform and improve the capacity of the civil service bodies of concerned state. UNDP will undertake moderating role of the Steering Committee meetings and will support the Secretariat of the Hub. This project will act as Secretariat by delivering the preparation of the Steering Committee meetings, work plans, administration of available resources (human and financial).

Programme Period: 2010-2015

Key Result Area (Strategic Plan):
 Democratic Governance

Start date: 1 January 2013
 End date: 31 December 2014

Atlas Award ID: _____

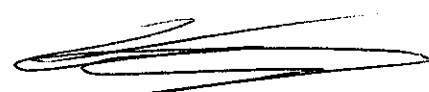
PAC Meeting Date: 21 December 2012

Management arrangements: NIM

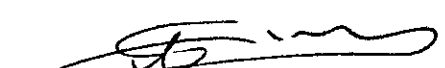
2013 AWP budget: USD 208 000
 2014 AWP budget: USD 233 333
 Total resources required:
 Total allocated resources: USD 431 333

- Regular
- Other:
 - UNDP USD 100 000
 - Government RoK (tied grant) USD 293 333
 - Government RoK (voluntary contribution) USD 38 000

Agreed by:
 Resident Representative UNDP Kazakhstan

 2/8/13
 Stephen Tull

Agreed by:
 Chairman of the Agency of Civil Service of the Republic of Kazakhstan


 Alikhan Baimenov

I. SITUATION ANALYSIS

In view of the CIS countries' common interest in experience and knowledge exchange in civil service, in 2011 the Agency of Civil Service Affairs (ACSA) of the Republic of Kazakhstan and UNDP proposed to set up a Regional hub for sharing knowledge and experience on civil service. The initiative was supported by the World Bank, the European Union, USAID and other partners. The idea was reconfirmed during a round table held by ACSA and UNDP in March 2012, providing endorsement by the international development community in Kazakhstan. Particularly, the idea was supported from the representatives from countries as the US, Hungary, Germany, EU, Japan, Spain, Canada, Netherlands, Turkey, France, South Korea, UK, and international organizations as the World Bank, USAID, UNDP and the OECD. At the V Astana Economic Forum on 24 May 2012, the participants from CIS countries supported the idea of the Regional Hub establishment. Several agreements were reached about signing of bilateral memorandums of understanding between the ACSA and interested countries of CIS.

The models of civil service pursued in the region vary significantly, especially on issues such as legislative regulation of civil service management, mechanisms of the selection and career development of civil servants, and presence of authorized bodies. The experience of numerous reform efforts has also pointed to unrealistic expectations of achieving major outcomes through simple restructuring of politico-administrative relations and passing civil service legislation or establishing special state institutions for civil service.

Last decades' experience of the CIS region has proved that securing outcomes of reform activities in civil service requires not only specific legislation "on paper" and public debates at the country level, but also strong capacity development to implement reforms, extensive knowledge management and experience exchange with the countries in similar situations through so called "excellence hubs".

There is a number of excellence hubs established across continents and countries, with the purpose to build up innovative and flexible systems for strengthening regional networking and cooperation, favouring exchange of existing experience, training programmes, and best practices, supporting the countries of the region in building research capacity, and so on. In this regard, the Regional hub could play an important role in enhancing bilateral and multilateral cooperation with countries that have accumulated different experiences in developing civil service systems, and are relevant in boosting regional cooperation.

It is also expected that the support of the Regional Hub will be extended to the country-neighbour in Central Asia – Afghanistan – which has its specific development agenda in view of the exit of NATO troops in 2014, and increasing interest of the Central Asia countries to offer technical assistance in a number of areas.

The Agency of Civil Service Affairs of Kazakhstan has expressed its wish to host the Hub in Astana and will partner with UNDP to link the hub to the international knowledge networks, best practices and expertise. A major focus of UNDAF and the UNDP Country Programme in Kazakhstan for 2010-2015 is to support national priorities and the development of national capacities for the effective civil service. Over the last decades UNDP offered its assistance in policy areas to support the reform efforts in the state administration sector at a time when government of Kazakhstan aimed at creating an effective and efficient public sector, transparent and accountable to the public. Namely, UNDP rendered policy and technical support to public sector management reform with focus on elaboration of standards for public services delivery, civil service human resource management and development, and functional analysis of positions in civil service.

In this context, UNDP will use its operational capacities, outreach, networks and knowledge to ensure a coherent programming approach and effective implementation at the regional level. For specific activities, implementation will also rely on close partnership with UNDP Country Offices in the Eastern Europe and CIS region. Substantive consultation and information sharing, in particular regarding the consolidation of regional networks and knowledge resources is also being sought with other international organizations, networks and initiatives operating in the same field.

The establishment and operation of the Regional Hub integrate goals for improving governance and promoting regional cooperation. This hub will serve as a platform for improving the quality of public service and administration, and enhancing cooperation through effective

exchange of experiences and joint researches. In addition, Kazakhstan will assist in the dissemination of its model of public service among the member states of the Regional hub and demonstrate its role as a donor country in the region.

II. STRATEGY

A Regional Hub will be a multilateral center engaged in an exchange of experience and knowledge in order to improve joint efforts to reform and improve the capacity of the civil service bodies of concerned state. The initial discussions show the interest in participation from the countries of CIS and Afghanistan.

In detail, the Regional hub will pursue the following objectives:

- Improving the civil service and the quality of public service delivery in the region;
- Increasing the level of cooperation and continuous exchange of best practices;
- Analysis of current civil service reforms in the region, the definition of comparable challenges and problematic issues, as well as a search for general effective solutions ;
- Strengthening the capacity of professional and expert networks;
- Creating opportunities for implementation of joint programs and projects.

The Regional Hub is intended to be a networked research hub that draws upon the best quality material emanating from think-tanks and universities, and from on-going policy practice in the world. It will also be a convening hub that uses the unique position of Kazakhstan to bring together and connect diverse experiences in promoting South-South collaboration, sharing, exchange and co-creation. UNDP's global outreach and networks are expected to help the hub become a regional centre for all knowledge sharing and policy thinking on civil service reform for sustainable development.

The Regional Hub on Civil Service will be setup to act as a catalyst for civil service transformation in the concerned countries, and a facilitator for regional cooperation in this field. The foundation of the interaction of potential participating countries will be based on three primary principles: first, the principle of serving the public, and, secondly, the principle of openness and transparency in the implementation of the modernization of civil service, and thirdly, the principles of voluntary participation in the activities of the Hub and the mutual obligations to exchange information. Thus, the Regional Hub would be a partnership between countries concerned based on their joint commitment to advance public sector reforms in their countries.

The initial institutional structure will be supported by a Steering Committee and a Secretariat hosted in Astana. Representatives of peer Civil Service Agency and/or the Academies of Public Administration from other countries will be invited to join the Steering Committee.

UNDP as an impartial development partner present in the 27 UN offices of the region of Eastern Europe and CIS can undertake the role of moderator of the Steering Committee meetings and to support the Secretariat of the Hub. UNDP will facilitate this working principle by moderating and technically preparing the meetings. Joint Agency-UNDP project will act as Secretariat delivering the preparation of the Steering Committee meetings, work plans, administration of resources made available (humans and financial).

In the longer run, the project is aimed at strengthening cooperation and continuous practice of excellence in civil service in the region. In medium term perspective (2013-2014), the project will target to deliver the following:

- Establish the Regional Hub of Civil Service, thus completing the First Stage of Implementation Approach of the Concept Paper on Regional Hub
- Create basis for institutional development of the Regional Hub
- Ensure sustainability of the Regional Hub's operations beyond 2014 through
 - formation of the overall funding strategy for medium- and long-term periods
 - Institutional framework agreed by all member-states

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework (CPAP): Effective governance, increasing transparency and accountability of central and local government</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>Indicator:</i> Introduced a number of joint initiatives with using management for results and tools for capacity building. <i>Current condition:</i> zero. <i>Target result:</i> two</p> <p>Applicable Key Result Area (from 2013-14 Strategic Plan): Scope key outcome 2.2: increased capacity of accountable governance institutions</p> <p>Partnership strategy: The project will work in close co-operation with the Agency's Legal Unit and External Affairs and Planning Unit as well as with the Academy of Public Administration under the President of Kazakhstan. Other concerned government agencies, and civil society will be involved in the project at various stages.</p>			
<p>Project Title and ID (ATLAS Award ID): Expert support for implementation of the Concept of a new model of public service of the Republic of Kazakhstan</p>			
Intended outputs	Output targets for (years)	Indicative Activities	Responsible parties
<p>Output 1 Strengthening cooperation and continuous practice of excellence in public service in the region</p>	<p>Targets Target 1 (2013 year) Establishment of the regional hub for civil service <u>Baseline:</u> There are no centers for civil service in the region <u>Indicator:</u> Approval of the concept of the regional hub by countries in the region</p> <p>Target 2 (2014 year) Institutional development of the Regional Hub <u>Baseline:</u></p>	<p>1 <u>Activity result</u> <i>Strengthening cooperation and regular practice sharing of civil service (abbr. Partnership and networks)</i></p>	<p>Agency for Civil Service Affairs of Kazakhstan, UNDP</p>
			<p>Inputs Republic budget of Kazakhstan \$293,333 (44 mln. tenge) (RB) UNDP \$100,000 MFA \$38.000</p>
		<ul style="list-style-type: none"> ▪ Action 1. Formation of the Secretariat of the Regional Hub ▪ Action 2. Round table on the establishment of the Regional Hub 	

	<p><u>Indicator:</u></p> <p>“Regional problems of civil service: the actuality and prospects”</p> <ul style="list-style-type: none"> ▪ Action 3. Formation of the Steering Committee of the Regional Hub and its annual meetings ▪ Action 4. Global conference on the issues of civil service within VI Astana Economic Forum, including discussion of a baseline research results ▪ Action 5. Round tables with donor states and international organizations representatives for determination of the potential sources of funding and formation of a general strategy of financing for medium and long term periods ▪ Action 6. Organization of Annual Reporting Conferences on the Regional Hub work, including discussions to design and build a suitable legal and institutional framework <p>2. <i>Activity result</i> Accumulation of experience and capacity development (<i>abbr. Training & Experience exchange</i>)</p> <ul style="list-style-type: none"> ▪ Action 1. Conduction a baseline study for the identification of priority areas and spheres, where regional cooperation and exchange of experiences will be able to increase the capacity of national institutions and to assist in improvement of the approaches and methods of civil service reform
	RB, UNDP
	RB, UNDP, MFA
	RP, UNDP, Will be decided at the Project Board meeting
	RP, UNDP, MFA Will be decided at the Project Board meeting
	UNDP and APA

	<ul style="list-style-type: none"> ▪ Action 2. Exchange of experience and information in the sphere of civil service with the international partners (organization of meetings and online conferences) ▪ Action 3. Conducting lectures, seminars and master-classes in the APA with involvement of civil servants from foreign countries and states of the region ▪ Action 4. Executing of pilot seminars for civil servants of the states of the region based on the jointly developed program ▪ Action 5. Implementation of the joint academic program of the scientific researches in the sphere of civil service for states of the region ▪ Action 6. Allocation of scholarships (grants) for the training of civil servants in the region at the APA 		
	<p>3. <u>Activity Result</u> Development of knowledge products to strengthen cooperation (<i>abbr. Knowledge Management</i>)</p> <ul style="list-style-type: none"> ▪ Action 1. Release of electronic journal in the sphere of civil service reform for states of the region, including creation of a roster of Kazakhstan's experts ▪ Action 2. Creating a portal and internet-forum for the public service to scholars, experts and practitioners from the region 	ACSA, UNDP, APA	<p>Will be decided at the Project Board meeting</p> <p>RB, UNDP, MFA Will be decided at the Project Board meeting</p> <p>RB, UNDP, MFA</p>

		<p>and electronic library in the sphere of civil service, including the center of sources in civil service for the hub participants</p> <p>4. <i>Activity Result_ Effective project management</i></p>		UNDP
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IV. ANNUAL WORK PLAN

Year: 2013

Expected outputs Baseline, indicators and target results	Planned Activities List activity results and associated actions	Timeframe				Responsible party	Planned budget			
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount	
Output 1 Strengthening cooperation and continuous practice of excellence in public service in the region	1. <u>Activity Result</u> <i>Partnership and networks</i> Action 1. Round Table on the establishment of the Regional Hub "Regional problems of civil service: the actuality and prospects"	X				ACSA, UNDP	RB	72100 Contracts with companies	10 000	
							RB	71600 Tickets for participants	5 000	
							RB (MFA)	71600 DSA for participants	4 000	
							RB (MFA)	74200 Translation services	1 500	
							RB	74500 Others	1 000	
							RB	71300 Local consultants	2 000	
									23 500	
				X				RB	71200 International Consultants	30 000
								RB	72100 Contracts with companies	1 500
								RB	74500 Others	1 000
Target 1 (2013 year) Establishment of the regional hub for civil service Baseline: In the region there are no centers for civil service	Action 2. Global conference in the sphere of civil service in the frames of VI Astana Economic Forum, including discussion of a baseline research results					ACSA, UNDP	RB	72100 Contracts with companies	32 500	
							RB (MFA)	72100 Contracts with companies	2 000	
							RB	74500 Others	500	
Indicator: Approval of the regional concept of the regional hub by countries in the	Action 3. Round tables with state donors and international organizations representatives for determination of the potential	X				ACSA, UNDP	RB	72100 Contracts with companies	2 000	
							RB	74500 Others	500	

region	sources of funding and formation of a general strategy of financing for medium and long term period							(MFA)		2 500
								RB	75100 Administrative expenses (GMS 7%)	4 100
									SUBTOTAL:	62 600
		X					APA, UNDP	RB	71200 International Consultants	10 000
								RB	74500 Others	500
										10 500
								RB (MFA)	71600 Tickets for participants	9 000
								RB (MFA)	71600 DSA for participants	9 000
								RB (MFA)	74500 Others	1 500
								RB		19 500
								P5	71300 International consultant	10 000
								P5	71600 Tickets for participants	9 500

<i>Effective project management</i>									Manager	
									71400 Project Assistant	10 800
									72200 Office equipment	2 000
									71300 Local Consultants	6 000
									72500 Supplies	1500
									ПОДИТОГ:	50 000
Total										208 000

Year: 2014

Expected outputs Baseline, indicators and target results	Planned Activities List activity results and associated actions	Timeframe				Responsible party	Planned budget		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Output 1: Strengthening and cooperation and continuous practice of excellence in public service in the region	1. <u>Activity result</u> Partnership and networks Action 1. Annual meeting of the Steering Committee				X	ACSA, UNDP	RB	71600 Tickets for participants	2 250
							RB	71600 DSA for participants	2 250
							RB	74500 Others	500
							RB		5 000
			X				RB	72100 Contracts with companies	4 000
							RB	74500 Others	1 000
							RB		5 000
					X		RB	71200 International Consultants	13 000
							RB	72100 Contracts with companies	9 600
							RB	74200 Translation costs	3 000
Target 2 (2014 year): Institutional Development of the Regional Hub Baseline: Indicator:	Action 2. Round tables with state donors and international organizations representatives for determination of the potential sources of funding and formation of a general strategy of financing for medium and long periods Action 3: Organization of Annual Reporting Conferences on the Regional Hub work, including discussions to design and build a suitable legal and institutional framework					ACSA, UNDP	RB	71600 Tickets for participants	10 000
							RB	71600 DSA for participants	8 200
							RB	74500 Others	2 000
							RB		

ANNEX 3.

TOR for the Project Manager

Job title: Project Manager

Project: Establishment of the Regional Hub of Civil Service

Unit: Governance and Local Development Unit

Type of contract: Service contract

Supervisor: Programme Analyst, Governance and Local Development Unit

Duty station: Astana, Kazakhstan

Duration: 1 year 2013 (renewable)

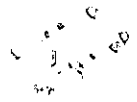
Background:

The establishment of a Regional Hub of Civil Service is a joint project of the Agency of Civil Service Affairs of the Republic of Kazakhstan and UNDP in Kazakhstan. The main goal of the Regional Hub of Civil Service is to establish an institutional network for a continuous exchange of knowledge and experience in the civil service among the countries of the region, including participation of international organizations. A Regional Hub will be a multilateral center engaged in an exchange of experience and knowledge in order to improve joint efforts to reform and improve the capacity of the civil service bodies of concerned state. UNDP will undertake moderating role of the Steering Committee meetings and will support the Secretariat of the Hub. This project will act as Secretariat by delivering the preparation of the Steering Committee meetings, work plans, administration of available resources (human and financial).

Duties and Responsibilities:

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

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



Qualifications:

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

Additional Assets:

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