



**PROJECT DOCUMENT**  
**Republic of Kazakhstan**

**Project Title:** Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups

**Project Number:** 00123514



**Implementing Partner:** Ministry of Labour and Social Protection of Population of the Republic of Kazakhstan

**Start Date:** 02.02.2021    **End Date:** 31.12.2023    **PAC Meeting date:**

Brief Description
<p>The project will further support the efforts of the Republic of Kazakhstan in improving the country's social policy in line with the Strategy "Kazakhstan 2050" and National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities until 2025. Following the human rights-based approach to development, emphasis will be put on both developing the capacities of government bodies and institutions, the duty bearers, in particular, the Ministry of Labour and Social Protection of Population, and expanding opportunities for participation in the country's socio-economic life for vulnerable populations, in particular, men and women with disabilities. Three key results are expected to be delivered by the project:</p> <ul style="list-style-type: none"> <li>✓ The system of social services is modernized through improvements in the tariff policy and enhancements in the effectiveness of social service provision;</li> <li>✓ Conditions for further implementation of the UN Convention on the Rights of Persons with Disabilities (UNCPRD) are improved through increased accessibility of services and living environments and through improvements in the system of social and professional rehabilitation;</li> <li>✓ Opportunities for active participation of men and women with disabilities in the socio-economic life and processes of making decisions affecting their interests are expanded.</li> </ul> <p>The implementation of several activities, in particular, on increasing access to online services, will help mitigate the adverse impact of the COVID-19 pandemic on socially vulnerable populations.</p>

<p><b>UNDP County Programme Document 2021-2025 Outcome:</b> By 2025, effective, inclusive and accountable institutions ensure equal access for all people living in Kazakhstan, especially most vulnerable, to quality and gender sensitive social services according to the principle of leaving no one behind.</p> <p><b>UNDP County Programme Document 2021-2025 Outputs:</b> Marginalized groups, particularly the poor, women, people with disabilities and displaced have better access to quality basic services; Capacities developed for progressive expansion of inclusive and sustainable social protection systems.</p> <p><b>Gender Marker:</b> GEN2</p>	<b>Total resources required:</b>	<b>USD 3,063,000</b>	
	<b>Total resources allocated:</b>	<b>USD 3,063,000</b>	
		<b>UNDP</b>	<b>USD 278,000</b>
	<b>Government:</b>	<b>USD 2,785,000</b>	

Agreed by (signatures):

UNDP	Implementing Partner
 Yakup Beris Resident Representative	 Yerlan Aukenov Vice Minister of Labor and Social Protection of Population of the Republic of Kazakhstan
Date: 10.03.2024	Date:



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## I. DEVELOPMENT CHALLENGE

1. Social protection is one of the main instruments in addressing poverty and inequality and is one of the fundamental human rights.
2. Social protection has become a key element in national strategies for human development, political stability and inclusive growth to protect most vulnerable people from shocks and stress in the course of their lives. Many countries have by now achieved significant progress in expanding access to social protection. Nevertheless, 55% of the world's population are still deprived of the benefits associated with social protection.
3. By adopting the Sustainable Development Goals (SDGs), Member States of the United Nations have agreed to work together to reach universal social protection by 2030. To contribute to those efforts, UNDP actively participates in the Global Partnership for Universal Social Protection (USP2030)<sup>1</sup>.
4. The members of the USP2030 call on states to act in line with the key principles of universal social protection: protection throughout the life course; universal coverage; national ownership; fair and sustainable funding; participation and social dialogue.
5. Establishing an effective system of social protection is one of the priorities in the social policy of the Republic of Kazakhstan. The long-term Development Strategy 'Kazakhstan 2050' as well as the Concept of Social Development of the Republic of Kazakhstan until 2030, the Strategic Development Plan of the Republic of Kazakhstan until 2025, the Fifth Institutional Reform 'New Social Policy' and the Address of the Head of State to the People to Kazakhstan of 2 September 2019 'Constructive Public Dialogue as Foundation of Stability and Prosperity of Kazakhstan' have all set the Government's priorities for the development of a comprehensive and targeted system of social protection based on inclusive economic growth and concept of human rights.
6. In his Address to the People of Kazakhstan in 2020, the Head of State again emphasized the need for developing a new paradigm for social policy. It is estimated that nearly five million people are beneficiaries of the system of social protection every year, which accounts for more than one fourth of the country's population. In 2020, considering all the measures taken to support those who lost their income due to the COVID-19 pandemic, the share of the population who received state benefits through the social protection system reached about 49%.
7. In 2015, Kazakhstan ratified the UN Convention on the Rights of Persons with Disabilities (UNCRPD), following which the Government adopted the National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities in the Republic of Kazakhstan until 2025 (hereinafter referred to as National Plan). The state is taking consistent action to improve legislation in order to provide more equal opportunities to persons with disabilities in realizing their civil, political, social, economic, cultural and other rights and freedoms as provided for in the country's Constitution and in the UNCRPD.
8. The World Report on Disability published in 2011 by the World Health Organization and the World Bank continues to be one of key points of reference in understanding disability, identifying critical barriers to full inclusion and defining steps that can contribute to improving the lives of persons with disabilities and implementation of the UNCRPD. It is estimated that about 15% of the world's population live with some form of disability<sup>2</sup>.
9. The report has identified main trends with respect to disability which can be related to most countries of the world: gradual transition to the biopsychosocial model of disability which is reflected in the International Classification of Functioning, Disability and Health (ICF); growing incidence and diversity of disability; more adverse impact of disability on vulnerable groups (such as women, senior people, those with low incomes); continued presence of multiple barriers for people with disabilities in their access to services (in healthcare, education, employment, transport and other areas). The approaches of this project document to problem

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<sup>1</sup> <https://www.usp2030.org/gimi/USP2030.action>

<sup>2</sup> World Report on Disability (2011): <https://www.who.int/teams/noncommunicable-diseases/disability-and-rehabilitation/world-report-on-disability>

analysis and design of solutions are based on these trends and the understanding of disability as a priority challenge for development and human rights.

10. According to the latest available official statistics as of 1 January 2021, there are more than 695,000 people with disabilities in Kazakhstan, including 13.6% children under 18, about 60% people of the working age, and more than a quarter people of the retirement age. The share of men and women among them is 56% and 44%, respectively. Among the parents (guardians) of children with disability or close relatives and social workers, men account for 13% and women account for 87%<sup>3</sup>. It is also reported that the number of people who live alone is twice as much among women with disabilities than among men with disabilities<sup>4</sup>.
11. Just about one quarter of the people with disabilities are involved in any type of employment (for comparison, the respective indicator in the OECD countries is at the level of 44%). At the same time, as a sample survey among those who are unemployed has shown, 18% would like to find a job but mention a number of barriers such as their health condition and disability, lack of vacancies and lack of specially equipped workplaces<sup>5</sup>.
12. In the geographical dimension, considering the country's 17 regional territorial units (14 regions and 3 cities of national significance), there is an average of about 41,000 people with disabilities<sup>6</sup>. More than 117,000 or nearly 17% live in the three main cities of national significance (Shymkent, Nur-Sultan, Almaty), while the rest of 14 regions have about 83% of all people with disabilities. One fifth of those live in the three regions that rank the lowest in one of the recent regional rankings in terms of quality of life<sup>7</sup>. Overall, there are more people with disabilities living in urban areas than in rural areas.
13. Despite the fact that the share of people with disabilities among the total population is relatively stable in the recent years and amounts to about 3-4%, the absolute number continues to grow from year to year, as in many other countries. This is due to the ageing of the population (older people are more prone to the risk of disability) and also due to the growth of non-communicable diseases such as diabetes, cardiovascular diseases and psychiatric disorders. Personal injuries and road traffic accidents are an additional source of disability.
14. Among the immediate causes of the persistent manifestations of inequality with respect to people with disabilities are uneven socioeconomic development of the regions, lack of modern approaches in the implementation of social policy (including transition to new standards for measuring disability and improving the tariff system), and insufficient participation of people with disabilities in decision making and in the full-scale socioeconomic life of the society. Some of the root causes continue to exist at the level of stereotypes and prejudices with respect to disability, which calls for more advanced information work as well as active policy measures based on human rights. In the words of the Special Rapporteur on the rights of persons with disabilities who visited Kazakhstan in 2017, "social stigma attached to disability remains a major obstacle preventing persons with disabilities from developing their full potential and exacerbating the inequalities of outcome with regard to education, employment and participation in all areas of life"<sup>8</sup>.
15. The implementation of social policy also concerns the rights and interests of other vulnerable groups such as senior people, families with many children, low-income families, families with children with disabilities, people experiencing homelessness, survivors of violence and trafficking. This enhances the relevance of implementing modern mechanisms and approaches with respect to improving the quality of social work and provision of social services.

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<sup>3</sup> According to the data in the Final Report "On the Results of the Sample Survey 'Quality of Life of Persons with Disability, Considering the Gender Dimension'", 2015

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Statistics Committee of the Republic of Kazakhstan ([www.stat.gov.kz](http://www.stat.gov.kz)). Document: [Численность зарегистрированных инвалидов в разрезе регионов](#) (Number of Registered People with Disabilities by Region)

<sup>7</sup> Regional Ratings: Results for April or "People Friendly Region" | News Portal: Toppress.kz <https://toppress.kz/article/reiting-regionov-itogi-aprelya-ili-people-friendly-region> (May 2019)

<sup>8</sup> Report of the Special Rapporteur on her mission to Kazakhstan: <https://digitallibrary.un.org/record/1473376/usage?ln=ru#record-files-collapse-header>

16. The system of social work and social services includes governmental, not-for-profit and private providers. The state system of social services consists of 113 full-time medico-social institutions, 114 part-time institutions, 482 units for the provision of social work at home, 23 social adaptation centres for homeless people, and 11 crisis centres for people who are in difficult circumstances due to violence or threats. The non-governmental sector of social work includes 181 non-profits and 7 private providers organized on the principles of public-private partnership. More than 122,000 people receive special social services every year in the system of social protection of population, including people with disabilities (including with psychoneurological disorders), senior people who live alone, people who experience homelessness, survivors of domestic violence and trafficking.
17. With respect to older adults, there is a growing need for further improvements in implementing integrated approaches to active and decent ageing. The demographic situation in the country shows that the share of senior people is increasing (as of early 2019, the share of people over 60 was 11.6% and people aged 65 and over – 7.5%), which indicates that the country is now at the initial phase of demographic ageing. At the same time, half of the regions have long passed the 7% threshold, which characterizes an ageing nation<sup>9</sup>.
18. Kazakhstan is consistently working to improve its methods and forms of implementing social policy, including with the support of UNDP and taking into account good international practices, in particular, with respect to improving the tariff policy. A concept paper and a respective roadmap on the implementation of normative per capita funding in the system of social services have been both developed. It is expected that the further gradual transition to the provision of social services based on the normative per capita funding model will expand opportunities for all kinds of providers, will optimize the existing capacities and resources of the providers, stimulate the development of new types of social services, widen the range of the existing services and will optimize the balance of the interests of providers, receivers and the state.
19. The outbreak of the coronavirus infection COVID-19 has exposed additional and incommensurate adverse impact on the situation of socially vulnerable groups of population, especially persons with disabilities. They are under particular risks due to the following reasons: they may find it more difficult to follow the basic guidelines such as hand washing and physical distancing; they are more prone to the risks of developing more severe diseases and death, as they often have secondary health conditions and comorbidities; people with disabilities and older people if they live in residential nursing institutions, they also run higher risks of getting infected; people with disabilities more often get discriminated in getting access to healthcare and vital services; they may be also in particularly unfavourable situations because of the socioeconomic consequences of the pandemic and measures to address the impact of COVID-19 (in particular, in terms of getting education, employment, and support services).
20. The implementation of this project will help address immediate and root causes of the persistent challenges in the field of social protection and inclusion of persons with disability and other socially vulnerable groups at the national and local levels in partnerships with government institutions and civil society organizations. Furthermore, it will also contribute to the achievement of the Sustainable Development Goals in line with the priorities of the UNDP Country Programme Document and UN Cooperation Framework for 2021-2025, while following the basic tenets of the “Leave No One Behind” principle.

*“Disability need not be an obstacle to success.”*

Professor Stephen W Hawking  
in the Introduction to the World Report on Disability

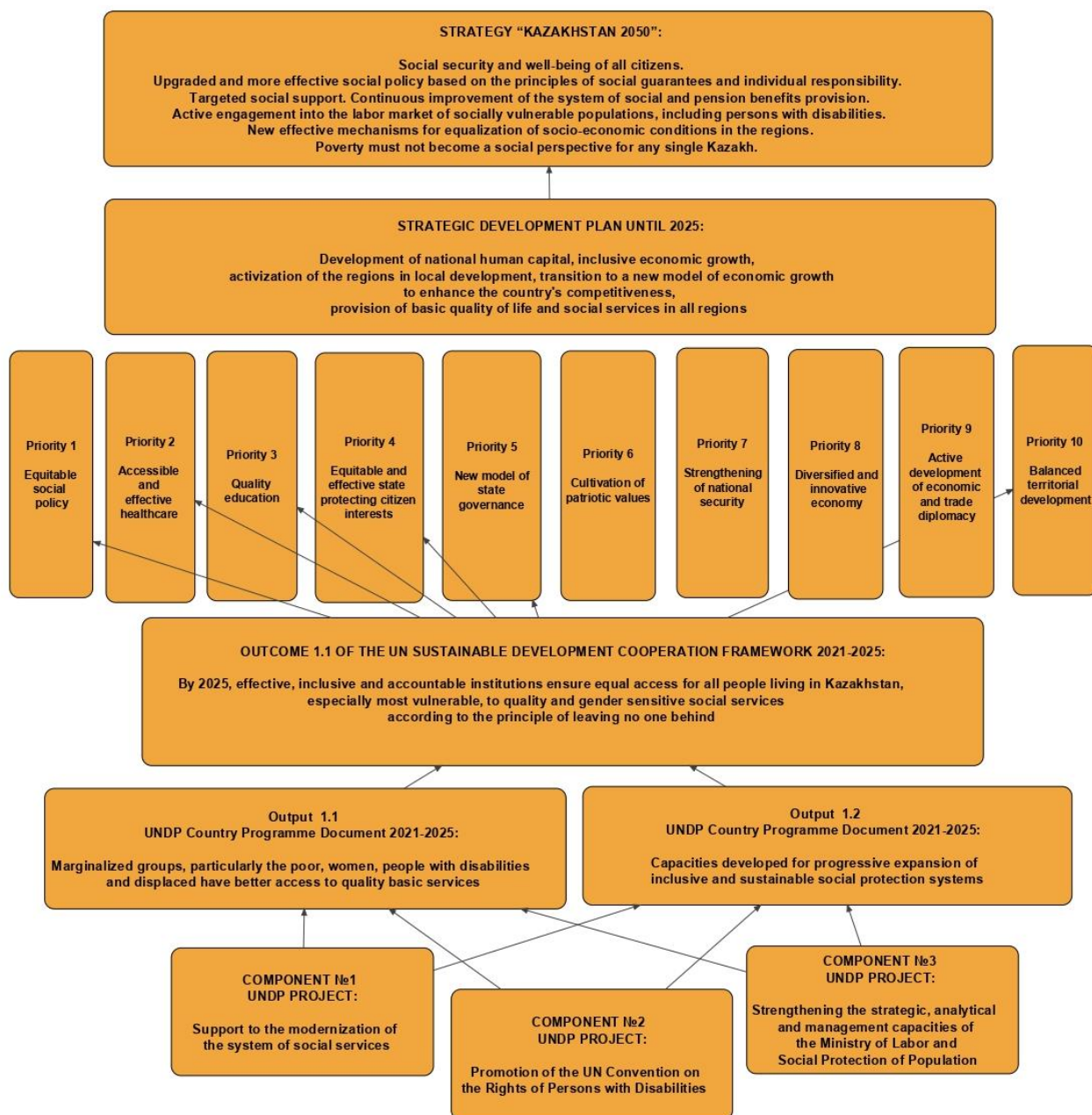
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<sup>9</sup> UNFPA analysis based on the national statistics: <https://shorturl.at/mtjJV>

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## II. STRATEGY

21. The key strategy of the project is based on the priorities of Kazakhstan's strategic documents (Strategy "Kazakhstan 2050" and Strategic Development Plan 2025) and on the comparative advantages of UNDP in supporting the country in achieving these priorities.
22. In particular, in accordance with the Strategy "Kazakhstan 2050", the country is moving towards a more effective social policy based on the principles of both social guarantees and individual responsibility, which is also targeted in social support, strives for continuous improvement, includes active measures to engage vulnerable groups into the labour market, including persons with disabilities, and aims to prevent inequality and poverty.
23. UNDP, from its side, while working in the framework of its thematic priority on reducing social vulnerability and inequality, will utilize its comparative advantages (such as international experience, coordination of stakeholders, capacity development, and support to the implementation of international commitments) to introduce new approaches to social policy, strengthen capacities of service providers, promote digital solutions and enhance participation of socially vulnerable groups in the socio-economic life and decision making.
24. The activities of UNDP in this project will continue its long-term cooperation with the Ministry of Labour and Social Protection of Population: a number of joint projects with the Ministry have been implemented since 2003 to address a range of challenges related to poverty, improvement of social protection systems and introduction of special social services. The joint efforts in promoting barrier-free environments and equal opportunities for all people with disabilities eventually led to the ratification of the UN Convention on the Rights of Persons with Disabilities in 2015.
25. The implementation of the project will directly contribute to the achievement of two outputs of UNDP Country Programme Document 2021-2025: "*Marginalized groups, particularly the poor, women, people with disabilities and displaced have better access to quality basic services*" and "*Capacities developed for progressive expansion of inclusive and sustainable social protection systems*", which in turn will become important building blocks on the way to achieving Outcome 1.1 of the UN Sustainable Development Cooperation Framework 2021-2025 "*By 2025, effective, inclusive and accountable institutions ensure equal access for all people living in Kazakhstan, especially most vulnerable, to quality and gender sensitive social services according to the principle of leaving no one behind*".
26. Considering the new principles of social policy, based on both securing social guarantees of the state and promoting individual responsibility of citizens, the strategy of the project's implementation will follow two main directions: on the one hand, support modernization of the state system of social services and support, and on the other hand, mobilize participation of vulnerable groups in the socio-economic life and in the decision-making that affects their interests. The project will also support activities to promote international standards with respect to the rights of persons with disabilities. This approach fully conforms with the principles of the human-rights-based approach to development.
27. The theory of change for this project can be schematically presented in the following way:



28. The justification for this strategy is not only in its accordance with the country's strategic priorities but also in its full coherence with the more operational National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities in the Republic of Kazakhstan until 2025. The National Plan aims to put to life the country's commitments following the ratification of the UNCRPD and to realize its ambition to build an inclusive society by creating favourable environments for all vulnerable groups as part of Kazakhstan's social modernization agenda for 2030. The key directions of the National Plan are as follows: 1) prevention of disability; 2) social rehabilitation and habilitation; 3) universal accessibility and barrier-free environment; 4) accessibility of education; 5) economic independence and quality employment of persons with disabilities; 6) social services; and 7) modernization of public awareness on disability.
29. The National Plan also envisages cooperation and joint activities with a whole range of stakeholders, which will allow UNDP to complete its part of the work effectively and achieve significant synergies with the efforts of other partners. This is particularly important, because one of the key objectives of the National Plan is ensuring comprehensive approaches that can help transition to a new paradigm: from the traditional understanding of limited health capabilities to

a more complex synthesis of individual features and universal rights as applied to the quality of life.

30. The implementation of the project will consist of three main components:

1. **Support to the modernization of the system of social services.** The main steps necessary for the modernization of the system will include a range of activities that can help address the existing challenges regarding the access to services and considering the different needs of men and women. In particular, new methodologies and approaches to the realization of social policy (normative per capita funding, performance assessment of medico-social institutions, methodological support to the provision of social services) will enable improvements in the system's efficiency. In addition, special emphasis will be placed on improving social support to older persons and families from vulnerable populations.

2. **Promotion of the UN Convention on the Rights of Persons with Disabilities (UNCRPD).** The ratification of the UNCRPD in 2015 by the Republic of Kazakhstan was one of the major steps towards the realization of international standards in ensuring the rights of persons with disabilities and improvement of their situation. Further steps will include the ratification of the Optional Protocol to the UNCRPD, efforts to shift the understanding of disability, improvements in access to services through the Portal of Social Services and mobilization of participation of persons with disabilities in the socio-economic life through social and professional rehabilitation. Activities will be undertaken to introduce provisions of the International Classification of Functioning, Disability and Health. In addition, pilot initiatives for the development of accessible environments, especially in urban areas, will help make the process of urbanization more inclusive.

3. **Strengthening the strategic, analytical and management capacities of the Ministry of Labour and Social Protection of Population.** The Ministry plays the key role in the design and implementation of social policy and is interested in further improvements in its capacity to successfully carry out its respective activities.

The availability of effective, inclusive and accountable institutions formulating and implementing the policy as well as improvements in the quality of life of persons with disabilities are directly linked with how actively they participate in the socio-economic life of the country and in the making of decisions that affect their interests. The activities to that effect are necessary for creating conditions for economic activity and participation in the life of the society for people from vulnerable groups, especially women, who carry the largest burden of domestic work. As for participation in the decision making, the Coordination Council on Social Protection of People with Disabilities in Kazakhstan, which includes disability organizations and disability counsellors, is one of the most effective platforms of participation and therefore it requires further support to enhance its operational efficiency and effectiveness of its work.

31. The effective management of the project will be key to ensuring that all the planned activities are implemented in a coordinated manner, qualitatively, in time and within the planned resources.

32. Considering the continuing COVID-19 pandemic, the course of which may coincide with a significant period of project implementation, additional measures may need to be taken to reduce the risks of the pandemic's adverse impact on the project's results and to provide the necessary support to the needs of people with disabilities. The WHO's recommendations with respect to supporting people with disabilities during the COVID-19 outbreak will be used as a key source of information for planning respective activities by government bodies, medical staff, service providers, nursing institutions, and by people with disabilities themselves and members of their households<sup>10</sup>.

33. The success of the project will depend on a number of internal and external assumptions that need to be in place. Regarding the internal assumptions, which are linked directly with the management of the project, the required human, expert, institutional and financial capacities

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<sup>10</sup> WHO Disability Considerations during the COVID-19 outbreak: [https://www.who.int/docs/default-source/documents/disability/eng-covid-19-disability-briefing-who.pdf?sfvrsn=963e22fe\\_1](https://www.who.int/docs/default-source/documents/disability/eng-covid-19-disability-briefing-who.pdf?sfvrsn=963e22fe_1)



must be available for the implementation of the project. UNDP will rely on its long experience in carrying out projects in the field as well as on its qualified staff, access to international experiences through the organization's global network, and many years of partnership with the Ministry of Labour and Social Protection of Population. Regarding the external assumptions, they are mostly about joint and coordinated work with all partners, which will be ensured through their common involvement in the implementation of the strategic documents in the area of social development in the Republic of Kazakhstan. An important external assumption is also that the COVID-19 pandemic will remain under control and will allow for the implementation of the project.

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

34. The long-term objectives of the project contribute to the achievement of two outputs of UNDP Country Programme Document 2021-2025 under its priority for addressing social vulnerabilities and inequalities, in particular, 1) Marginalized groups, particularly the poor, women, people with disabilities and displaced have better access to quality basic services; and 2) Capacities developed for progressive expansion of inclusive and sustainable social protection systems.
35. The immediate results of the project will be achieved under three main components in line with the strategy outlined above. There is one key output under each component, which will be realized through a number of activities.
36. Component 1: Support to the modernization of the system of social services.  
**Output 1**: The system of social services is modernized through improvements in the tariff policy and enhancements in the effectiveness of social service provision

The following activities will be implemented to achieve this output:

Activity 1.1: Carry out improvements in the tariff policy (introduction of per capita funding for special social services)

The activity includes the development of a methodology for transitioning the system of social protection to per capita funding. It is planned to track and measure worktime for the provision of special social services and calculate costs of their provision, considering the type of the organization that provides services and different categories of those who receive services.

Activity 1.2: Develop a methodology to estimate the performance efficiency of medico-social institutions

This activity covers the development and piloting of a methodology to evaluate the performance of medico-social institutions, which will allow for setting standard costs for services and introducing results-based budgeting.

Activity 1.3: Provide support to the project "Active Ageing"

The activity promotes the concept of active ageing and supports the design of a programme document to improve the situation of older people.

Activity 1.4: Develop a standard model for "Isker Ana" centres to support families from socially vulnerable groups taking into account the principles of gender equality

This activity is the logical continuation of the pilot project on the introduction of an integrated model of social support and service provision for families in difficult life circumstances, which was implemented by UNDP and the Ministry in 2018-2020. The activity will be implemented in three phases: 1) Development of a standard model for "Isker Ana" centres to support families from socially vulnerable groups, including model regulations for the operation of the centre, staffing structure, model standards for the provision of services, standard workload and terms of reference for staff, and performance assessment methodology; 2) Based on the standard model, piloting of the "Isker Ana" Centre to support families from vulnerable groups in Nur-Sultan; 3) Preparation of an analytical report on the results of the Centre's piloting, including international practices, strengths and weaknesses, cost efficiency of

operating such centres for the state, practical recommendations for organizing the operations of the centre, including on options for regulating the work of the centre in the framework of the respective national legislation.

**Activity 1.5:** Methodological support to the provision of special social services

In particular, it is planned to develop measures for coordination of operation and performance assessment of private sector companies providing special social services in the field of social protection.

**Activity 1.6:** Piloting of the Center for Employment of unemployed persons from among the socially vulnerable group of the population (SVGP) promoting equal opportunities for women and men and based on the principle of Outstaffing (staff leasing) in Nur-Sultan

The activity includes developing a model of the Center for employment of unemployed persons from among SVGP on the principle of Outstaffing (standard position of the center, staffing, model standard services center, rate of loading of specialists and their responsibilities, methods of evaluating the performance of center), piloting Centre in the city of Nur-Sultan.

**37. Component 2:** Promotion of the UN Convention on the Rights of Persons with Disabilities (UNCRPD)

**Output 2:** Conditions for further implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) are improved through increased accessibility of services and living environments and through improvements in the system of social and professional rehabilitation

The following activities will be implemented to achieve this output:

**Activity 2.1:** Provide expert and analytical support to the ratification of the Optional Protocol to the UN Convention on the Rights of Persons with Disabilities

As part of this activity, international and national experts will be engaged to support the process of preparations for the ratification of the Optional Protocol. A focus will be made on detailed explanation to the engaged national parties about the application of the norms of the Protocol to women and men.

**Activity 2.2:** Provide technical support to and support modernization of the Portal of Social Services, including the establishment of a contact center

This activity continues the work on the introduction of the Portal of Social Services, which was developed in a joint project of UNDP and the Ministry in 2018-2020. It is planned that a contact centre will be established to provide technical support to receivers and providers of services in the Portal as well as to staff of government agencies for the coordination of employment and implementation of social programmes. This work will also include the introduction of the Service Desk system for receiving applications and requests for their analysis, processing and implementation. To further modernize the Portal and improve access for people with different kinds of disability, it is also planned to introduce special taxi services for people with disabilities, adaptations for people with visual impairments in line with the WCAG2.1 standard, introduction of dynamic prompts, development of mobile applications for iOS and Android, development of a full marketplace, redesign of the Portal, improvements in statuses and filters, design of an open API for external integrations of goods and services providers, integration with the M3 system, introduction of an option to choose a delivery service, integration with the digital social wallet, and update of the existing business processes.

**Activity 2.3:** Introduce provisions of the International Classification of Functioning, Disability and Health into the system of social protection

It is planned to conduct a study on the introduction of the International Classification of Functioning, Disability and Health as well as develop the recommendations for this introduction into the field of social support.

**Activity 2.4:** Develop the system of social and professional rehabilitation that will also target to help to address the existing gender equality gaps

The implementation of this activity starts with an analysis and assessment of the current system of rehabilitation and habilitation, with a particular emphasis on the operation of the existing rehabilitation centres of the social protection system. The next steps will include development, piloting and introduction of protocols/standards of social and professional rehabilitation based on principles of gender equality for people with disabilities in the rehabilitation centres.

**Activity 2.5:** Promote the development of inclusive urban environments

This activity includes work on physical infrastructure in order to improve accessibility and prevent incidence of disability. A standard urban development programme “Inclusive City” will be developed and tested in five regions. A set of recommendations will be developed to put into law the concept of reasonable accommodation. There will be also activities aimed at introducing the concept of Vision Zero in the regions to reduce the incidence of injuries and disability in road traffic accidents. The public awareness and communication work under this activity will include the establishment of at least four dialogue platforms in social media and messengers for city authorities, non-governmental organizations, and disability organizations to discuss issues related to inclusive urban environments and accessibility for people with disability.

**Activity 2.6:** Set up pilot centres for professional rehabilitation of people with disabilities

It is planned to pilot three centres for professional rehabilitation of people with disabilities “Ten Qogam”

**Activity 2.7:** Provide expert and analytical support to the preparation of the second national report on measures taken by the Republic of Kazakhstan for the implementation of the UN Convention on the Rights of Persons with Disabilities

The activity supports the drafting of the second national report on measures taken by Kazakhstan for the implementation of the UNCRPD. The report will be eventually sent to the UN Committee on the Rights of Persons with Disabilities.

**38. Component 3:** Strengthening the strategic, analytical and management capacities of the Ministry of Labour and Social Protection of Population

**Output 3:** Opportunities for active participation of men and women with disabilities in the socio-economic life and processes of making decisions affecting their interests are expanded

The following activities will be implemented to achieve this output:

**Activity 3.1:** Provide support to the project office “Secretariat to support the operation of the Coordination Council in the field of social protection of persons with disabilities in the Republic of Kazakhstan”

This activity supports the work of the project office, in particular, the activities of the working groups of the Coordination Council, and the development of the institution of disability counsellors for ministers and heads of regional administrations (17 regions, 7 central government bodies). The activity includes public awareness and communication work, in particular, through the establishment of and support to dialogue platforms in social media on disability issues.

**Activity 3.2:** Provide support to the project office “Creating conditions for economic activity of persons with disabilities”

In the framework of this work to support the project office, it is planned to continue working on the introduction of an Atlas of Professions for people with disabilities and its integration with the Digital Job Exchange Portal (<https://www.enbek.kz>). This activity will also include monitoring of the implementation of the National Plan as well as monitoring of procurement orders from companies established by disability organizations where people with disabilities account for at least 50 percent of the staff. In addition, support will be provided to the project office “Adaldyk Alany” on the protection of rights and interests of persons with disabilities from risks emanating from the incidence of corruption in the field of social protection.

39. Effective project management will be an additional output of the project. To achieve this output, the UNDP Country Office will ensure supervision of the project team in their responsibilities for day-to-day management of the project. The UNDP Country Office will also conduct all the required processes, as provided for in the organization's rules and regulations, for quality management of the project cycle, including planning, reporting, financial management, procurement and logistics, communication work, etc. If necessary, additional capacities can be engaged from the Istanbul Regional Hub of UNDP, its Headquarters in New York, and other Country Offices.

### ***Resources Required to Achieve the Expected Results***

40. The project will be implemented through UNDP with the financial support of the Government of the Republic of Kazakhstan. The financing arrangements will be specified in a financing agreement between UNDP and the Ministry of Labour and Social Protection of Population. The project will be implemented in accordance with the rules, procedures, and standards of UNDP. If necessary, in the course of the project, additional efforts will be exerted to attract more funding.
41. In addition to financial resources, the project will engage significant human, expert and institutional resources, including the UNDP project team, experts from the UNDP Country Office and UNDP Regional Hub, experts from the Ministry of Labour and Social Protection of Population, non-governmental organizations, and external service providers. UNDP will use its access to a large network of country offices of the organization and world-level technical expertise to study and test best international practices for relevant areas of the project's work.
42. A more detailed breakdown of resources by activity is provided in Section VII.

### ***Partnerships***

43. The project will continue the many years of cooperation with the Ministry of Labour and Social Protection of Population, which will be the key partner for the project on all expected outputs. The Ministry's area of responsibility covers all aspects related to the modernization of the social services system and mobilization of vulnerable groups, in particular, formulation and implementation of state policy, inter-sectoral coordination and government administration in the following fields: 1) labour, including work safety; 2) employment; 3) social benefits, including pensions and mandatory social insurance; 4) social protection of persons with disabilities; 5) social support to families with children; 6) social support to specific categories of vulnerable populations; 7) provision of special social services; 8) migration of population with respect to its assigned areas of responsibility.
44. Partnership relations will be continued or, if necessary, established with the whole corps of disability counsellors providing advice to ministers and heads of regional administrations as well as with non-governmental organizations which are members of the Coordination Council in the field of social protection of persons with disabilities. Joint work with these institutions is particularly important for achieving outputs on the enhancement of socio-economic activity of vulnerable groups. Additional partnerships may be established in the course of designing and maintaining the dialogue platforms that will be set up to encourage discussions on the issues of disability. Furthermore, for the purposes of coordinating the work in the field of social protection, partnership relations will be maintained with other national and international organizations implementing projects in the same field.

### ***Risks and Assumptions***

45. The design of this project document is based on the risks and assumptions identified at the programme level in the UNDP Country Programme Document 2021-2025 and UN Cooperation Framework 2021-2025. These documents define key risks and assumptions for the operation of the UN system in the country.
46. In addition, during the development of this project document, several risks and assumptions were identified that relate directly to the scope of the project. The key assumption is that the Government of the Republic of Kazakhstan and the Ministry of Labour and Social Protection of

Population will maintain their commitment to the priorities and goals of the inclusive social policy. This assumption is based on the long-term strategic planning documents of the country (Strategy “Kazakhstan 2050”) and mid-term action plans (National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities until 2025).

47. Considering the experience of implementing the previous projects, the probability of any serious political, strategic, operational, and other risks is deemed to be rather low. Main risks, the assessment of their probability and mitigation measures are outlined in Annex 3.
48. A separate risk caused by external factors is the COVID-19 pandemic and its impact on the socio-economic situation in the country and on the most vulnerable groups. In case the pandemic worsens, the project will take measures to adjust the planned activities, especially those that require face-to-face meetings, and mitigate the impact on the most vulnerable groups.

### ***Stakeholder Engagement***

49. The project’s success will depend on the timely and effective engagement of key stakeholders. Depending on the nature of the activities envisaged in the project, it is planned to continue or establish relations with individual and institutional stakeholders in the public, private, and non-profit sector.
50. In the public sector, the Ministry of Labour and Social Protection of Population will be the direct target group for the modernization of the social services system and promotion of international standards in the field of the rights of persons with disabilities. The joint work with the Ministry on the update of the Portal of Social Service and development of various methodologies will contribute to improving the life of final beneficiaries of the project, such as people with disabilities and other vulnerable groups as identified in Section I “Development Challenge”. The cooperation with the Ministry in the previous project has built a solid foundation of effective joint work in the future. In addition, interaction will continue with other state bodies and institutions, including at the regional, city and local level, in particular, through the work with disability counsellors.
51. The continued cooperation with the non-governmental and non-profit sector, especially those organizations which are represented in the Coordination Council, will play an important part in the implementation of the project, in particular with respect to promoting socio-economic activity of vulnerable groups. Particular attention will be paid to the organizations that represent women with disabilities and women in families who provide care related to disability for other family members. The dialogue platform envisaged in this project will help strengthen cooperation with the partners of the previous projects and provide feedback with the public on the project’s areas of work.
52. The private sector is also one of the stakeholders, both as a provider of services for the implementation of the project and as an employer for people with disabilities. Private sector companies will be part of the dialogue on further improvement in the policy of promoting employment of vulnerable groups. Procurement of services will be organized on a competitive basis.
53. It is not expected that the project will lead to any significant environmental impact. At the same time, with respect to the activities on improving inclusive urban environments, the project will comply with the national regulatory requirements and respective UNDP standards, including with the use of feedback mechanisms.

### ***South-South and Triangular Cooperation (SSC/TrC)***

54. The project will explore opportunities for more active use of capacities in South-South and triangular cooperation. In particular, best practices in other countries of the region will be identified as a potential basis for exchange of knowledge and experience between stakeholders from public sector bodies, non-governmental organizations, academia, and private sector. The positive experience of Kazakhstan can become a source of experience for other countries in the region.
55. UNDP will document best practices in order to spread information about them in the region and other countries of the world. Such format of work will help to be more agile and effective in

identifying challenges and find tested approaches to addressing them, both within the Central Asian region and beyond. This is particularly relevant in terms of experiences in implementing the UNCRPD in the region.

### ***Knowledge***

56. Public awareness and communication as well as analytical work which will be carried out in the framework of this project is one of the key areas for cooperation with the Ministry of Labour and Social Protection of Population. It is planned to study international practices and approaches to specific aspects of social policy for the purposes of developing recommendations for national policymakers. In particular, this refers to per capita funding, development of rehabilitation and habilitation, methodologies for performance assessment of medico-social institutions, and other aspects. The main results will be published and made available for use to public institutions and non-governmental organizations.
57. Both formal channels (such as meetings, conferences, seminars, etc.) and informal channels (such as social networks, social media, websites, blogs, newsletters) will be used for spreading knowledge and new information. The dialogue platforms to be established as part of this project will also become one of the ways to get and receive knowledge. The project will be guided by the lessons learned from the previous projects in order to improve its processes of obtaining and distributing information and analysis.

### ***Sustainability and Scaling Up***

58. The project will work directly with the national systems and institutions in the field of social protection, first of all, the Ministry of Labour and Social Protection of Population. The funding for the project coming from the Government of the Republic of Kazakhstan will ensure a high degree of ownership of the state in the successful implementation of the project and subsequent use of its results.
59. Capacity development activities will be implemented together with the experts of the Ministry and with participation of other stakeholders. The respective activities will be carried out in line with the approved National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities until 2025.
60. A key consideration in the implementation of the project will be its emphasis on achieving results which can be applied in practice and used after the completion of the project by state institutions and non-governmental organizations.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

61. Based on good experiences from the previous UNDP projects, the project will be implemented in accordance with the principles of cost efficiency and effectiveness in using resources for achieving the optimal results. This strategy is based on four main approaches: 1) use of competitive selection in procuring goods and services for the project and value for money considerations, in particular, in modernizing digital and physical infrastructure; 2) ensuring synergetic effects with the results of the previous projects in the field of social protection and UNDP projects in the adjacent fields (for example, in the field of local development); 3) tested standards and approaches of UNDP with respect to quality control of project activities will be applied throughout the implementation of the project, including planning, reporting, monitoring and evaluation; 4) UNDP will also strive to comprehensively apply the human rights based approach to development and comply with its social and environmental standards.
62. In addition, in those cases where it is possible at the national, regional, and local level, the project will seek to use opportunities for joint activities with other national and international organizations implementing projects in the field of social protection.

## ***Project Management***

63. The project will be nationally implemented in accordance with the UNDP rules and procedures. Ministry of Labour and Social Protection of Population will be the Implementing Partner, while UNDP will provide implementation support services in line with its rules and procedures and on the basis of the Standard Letter of Agreement between UNDP and the Government on the provision of support services in project implementation by the UNDP Country Office.
64. The project team will be located in the UN Office in Nur-Sultan. If need be, some experts of the project may be located in the Ministry in order to ensure effective communication and coordination of joint activities and to make sure that the necessary support is provided promptly and in time.
65. Day-to-day management of the project will be done by a UNDP Project Manager working for the project full time. (S)he will be responsible for the general coordination of project activities, including agreements with partner organizations. The Project Manager will be provided with expert support on issues related to the formulation and implementation of social policy by the project's Technical Advisor/Project Expert. The project team may also include an additional specialist for administrative matters, financial management and organization of project activities. It is also planned to hire short-term and long-term experts and advisors to support the implementation of specific areas of the project's work. Staff of the UNDP Country Office will provide direct programme and operational support as well as regular quality assurance.

## V. RESULTS FRAMEWORK

**Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:** Outcome 1.1 of the UN Sustainable Development Cooperation Framework: By 2025, effective, inclusive and accountable institutions ensure equal access for all people living in Kazakhstan, especially most vulnerable, to quality and gender sensitive social services according to the principle of leaving no one behind

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:** SDG 1.b.1: Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups: Baseline: 21.7% (2019), Target: 25% (2025); SDG 1.a.2: Proportion of total government spending on essential services (education, health and social protection): Baseline: 50% (2019), Target: 55% (2025)

**Applicable Output(s) from the UNDP Strategic Plan:** Outcome 2: Accelerate structural transformations for sustainable development; Output 2.1.2: Capacities developed for progressive expansion of inclusive social protection systems

**Project title and Atlas Project Number:** Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups (project number in Atlas: 00123514)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 1</b> The system of social services is modernized through improvements in the tariff policy and enhancements in the effectiveness of social service provision	1.1 Availability of a methodology for transitioning the system of social protection to per capita funding	MLSPP	no	2020	no	yes	yes	yes	Request for information
	1.2 Number of regions which piloted the methodology for evaluating the performance of medico-social institutions	MLSPP	0	2020	0	3	2	5	Request for information
	1.3 The proportion of persons covered by the provision of special social services among those who need them (including disaggregated gender data)	MLSPP data	98.4 %	2020	98.5%	98.6%	98.7%	98.7%	Request for information
<b>Output 2</b> Conditions for further implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) are	2.1. Ratification of the Optional Protocol to the UNCRPD by Kazakhstan (Law of the Republic of Kazakhstan)	UN website Official legal database "Adilet"	no	2020	no	yes		yes	Monitoring of the UN website ( <a href="https://treaties.un.org">https://treaties.un.org</a> )
	2.2. Availability of draft protocols (standards) for social and professional rehabilitation of people with disabilities	MLSPP	no	2020	no	yes	yes	yes	Project reports



improved through increased accessibility of services and living environments and through improvements in the system of social and professional rehabilitation	for use in the rehabilitation centres of the social protection system								
	2.3 Number of pilot centres for professional rehabilitation of people with disabilities "Ten Qogam"	MLSP	0	2020	1	1	1	3	Request for information
<b>Output 3</b> Opportunities for active participation of men and women with disabilities in the socio-economic life and processes of making decisions affecting their interests are expanded	3.1 Number of dialogue platforms in social networks with discussions on issues related to the rights of people with disabilities	Media monitoring, including social media	n/a	2020	1	2	1	4	Media monitoring, including social media
	3.3 Number of disability counsellors whose activities are supported by the project (including disaggregated gender data)	MLSP	0	2020	6	12	17	17	Request for information

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following plan. If necessary, monitoring activities will be undertaken together with the implementing partner (Ministry of Labour and Social Protection of Population). Monitoring activities are part of the Terms of Reference of the project team. In case additional resource are required for these purposes, they will be reflected in the annual workplans.

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. In case of audits, they are conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management to Risk management actions are taken. actions are taken to manage risk.
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly (as well as actively sourced from other projects and partners) and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Yearly budgets (USD)			Responsible Party	PLANNED BUDGET (USD)				
		Y1	Y2	Y3		Funding Source	Budget Line	2021	2022	2023
<b>Output 1:</b> The system of social services is modernized through improvements in the tariff policy and enhancements in the effectiveness of social service provision	<b>Activity 1.1:</b> Carry out improvements in the tariff policy (introduction of per capita funding for special social services)	85,000	104,000	20,000 10,000	MLSPP UNDP	UNDP	72100	0	0	10,000
						MLSPP	72100	75,000	96,000	18,000
							74200	3,000	0	0
							74500	704	296	519
	<b>Activity 1.2:</b> Develop a methodology to estimate the performance efficiency of medico-social institutions	48,000	32,800	15,000	MLSPP	MLSPP	72100	44,200	30,100	13,600
						74500	244	270	289	
	<b>Activity 1.3:</b> Provide support to the project "Active Ageing"	18,700	29,300	24,000	MLSPP	MLSPP	72100	17,100	27,000	22,000
						74500	215	130	222	
	<b>Activity 1.4:</b> Develop a standard model for "Isker Ana" centres to support families from socially vulnerable groups taking into account the principles of gender equality	135,000	167,700	105,000	MLSPP	MLSPP	72100	124,500	155,000	97,000
						74500	500	278	222	
	<b>Activity 1.5:</b> Methodological support to the provision of special social services	7,326	20,000	15,000	MLSPP	MLSPP	72100	0	15,000	11,000
							71300	6,500	0	0
							71600	0	3,000	2,000
							74500	283	518	890
<b>Activity 1.6:</b> Piloting of the Center for Employment of unemployed persons from among the socially vulnerable group of the population (SVGPP) promoting equal opportunities for women and men and based on the principle of Outstaffing (staff leasing) in Nur-Sultan	36,067	40,300	30,300	MLSPP	MLSPP	72100	33,000	37,000	27,800	
						74500	395	315	256	
Indirect costs related with general administration of contribution (8%)						75100	24,452	29,193	15,502	
<b>Sub-total for Output 1</b>									<b>943,493</b>	
<b>Output 2:</b> Conditions for further implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) are improved through increased accessibility of services and living environments and	<b>Activity 2.1:</b> Provide expert and analytical support to the ratification of the Optional Protocol to the UN Convention on the Rights of Persons with Disabilities	25,000	0	0	MLSPP	MLSPP	71300	23,000	0	0
							74500	148	0	0
	<b>Activity 2.2:</b> Provide technical support to and support modernization of the Portal of Social Services, including the establishment of a contact centre	133,400	193,700	0	MLSPP	MLSPP	72100	123,000	179,000	0
							74500	518	352	0

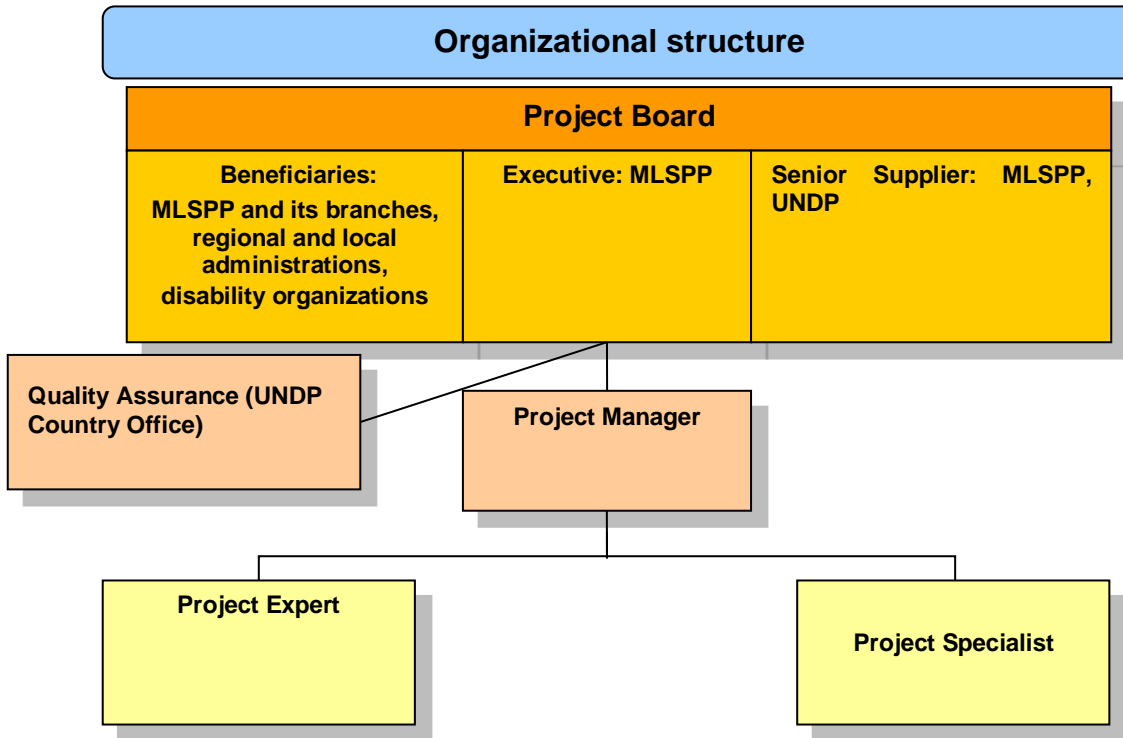
through improvements in the system of social and professional rehabilitation	<b>Activity 2.3:</b> Introduce provisions of the International Classification of Functioning, Disability and Health into the system of social protection	65,000	20,000	0	MLSPP	MLSPP	72100	60,000	18,000	0
							74500	185	519	0
	<b>Activity 2.4:</b> Develop the system of social and professional rehabilitation that will also target to help to address the existing gender equality gaps	19,000 20,000	70,000 15,000	10,000 10,000	MLSPP UNDP	UNDP	72100	20,000	15,000	10,000
						MLSPP	72100	17,300	64,400	9,000
							74500	293	415	259
	<b>Activity 2.5:</b> Promote the development of inclusive urban environments	162,300	103,600	71,100	MLSPP	MLSPP	72100	150,000	91,000	65,500
							74200	0	4,500	0
							74500	278	426	333
	<b>Activity 2.6:</b> Set up pilot centres for professional rehabilitation of people with disabilities	45,133 27,000	47,600 33,000	37,600 13,000	MLSPP UNDP	UNDP	71500	27,000	33,000	13,000
						MLSPP	71500	36,500	0	0
							72100	5,000	10,000	10,000
							71300	0	33,500	24,500
							74500	290	574	315
	<b>Activity 2.7:</b> Provide expert and analytical support to the preparation of the second national report on measures taken by the Republic of Kazakhstan for the implementation of the UN Convention on the Rights of Persons with Disabilities	5,000	0	0	UNDP	MLSPP	71300	4,400	0	0
						74500	230	0	0	
Indirect costs related with general administration of contribution (8%)						75100	33,691	32,214	8,793	
<b>Sub-total for Output 2</b>									<b>1,126,433</b>	
<b>Output 3:</b> Opportunities for active participation of men and women with disabilities in the socio-economic life and processes of making decisions affecting their interests are expanded	<b>Activity 3.1:</b> Provide support to the project office "Secretariat to support the operation of the Coordination Council in the field of social protection of persons with disabilities in the Republic of Kazakhstan"	55,500	65,500	60,500	MLSPP	MTC3H	71200	30,000	30,000	30,000
							71300	21,000	30,300	25,500
							74500	389	348	519
	<b>Activity 3.2:</b> Provide support to the project office "Creating conditions for economic activity of persons with disabilities"	101,574	127,500	94,500	MLSPP	MTC3H	72100	13,500	22,500	17,000
							71300	80,000	95,000	70,000
							74500	550	556	500
Indirect costs related with general administration of contribution (8%)						75100	11,635	14,296	11,481	
<b>Sub-total for Output 3</b>									<b>505,074</b>	
<b>Output 4:</b> Effective project management is ensured	<b>Activity 4.1:</b> Project management team, operational expenses	106,000 50,000	116,000 50,000	116,000 50,000	UNDP	MLSPP	71400	35,000	35,000	35,000
							72400	4,000	4,000	4,000
							72500	3,000	3,000	3,000

							73100	4,000	4,000	4,000
							74500	4,000	4,000	4,000
						UNDP	71400	67,000	76,000	76,000
							73100	2,000	2,000	2,000
							72400	8,000	8,000	8,000
							74500	1,148	1,407	1,407
							64397/74 596	20,000	20,000	20,000
	Indirect costs related with general administration of contribution (8%)	7,852	8,593	8,593			75100	7,852	8,593	8,593
	<b>Sub-total for Output 4</b>									<b>488,000</b>
<b>TOTAL</b>										<b>3,063,000</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

66. The project will be implemented in accordance with the established UNDP procedures applied to national implementation of development projects. The Ministry of Labour and Social Protection of Population of the Republic of Kazakhstan will be the Implementing Partner. UNDP will provide support services in project implementation in accordance with the Standard Letter of Agreement on the provision of support services (Annex 3).
67. The Ministry will appoint a National Project Director (NPD), who will be a civil servant of the Ministry with the sufficient authority to provide general supervision and coordination of project activities and can guarantee the involvement of the relevant governmental institutions in the achievement of the project results. The NPD will chair the Project Board (PB), which will be set up for strategic guidance, coordination and policy support of the project. The PB will consist of key partners from the side of the Government, UNDP and other stakeholders. The full composition of the PB will be agreed upon during its first meeting.
68. The PB meetings take place at least once a year to endorse the annual review report and the annual workplan for the following year. If needed, the PB can hold additional meetings in the course of the year.
69. Day-to-day management of the project will be done by the UNDP Project Manager working for the project full time. (S)he will be responsible for the general coordination of project activities, including liaison and cooperation with the partner organizations.
70. The Project Manager will be supported by a Project Specialist, who will be responsible for administrative matters, financial management and logistical arrangements of project activities. The project team will be supported by the Administrative and Finance Assistant who will be responsible for administrative and financial issues. In accordance with the structure of the UNDP CO, the Assistant will be part of the Management and Programme Support Unit (MPSU) and will work in close day-to-day collaboration with the Project Manager and project team. The Project Manager and project team will get broader support from the UNDP CO that will include support with the administrative and financial transactions, as well as procurement, human resources, asset management, and others as may be required during the project implementation stage.
71. In order to make sure that the project activities are in line with the relevant national and international strategies and that the project is on course to its planned results, the project team will also include a long-term Project Expert.
72. In the course of project implementation and if necessary, the project can also engage short-term contractors and other technical specialists and experts in different thematic fields. In addition, companies and other organizations can be contracted for the implementation of the works and services envisaged in the project. Their selection will be conducted on the basis of the UNDP rules and procedures for procuring works and services.
73. UNDP Country Office will provide programme quality assurance.
74. In the beginning of each year (except Year 1), the project team will prepare an annual workplan that will be submitted to the Project Board for endorsement. It will be the main instrument for the distribution of the project's resources. The annual workplan is prepared in consultations with all stakeholders. The Ministry and UNDP will conduct regular monitoring of plan implementation. For reporting purposes, the project team will prepare an annual review report. It will specify progress achieved by the project in delivering on the planned outputs and include, if relevant, justifications for the project's course corrections.
75. Terms of Reference for key project personnel are provided in Annex 4.
76. The diagram below shows strategic and operational management of the project.
77. The project's organizational structure is as follows:



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## **IX. LEGAL CONTEXT**

78. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Kazakhstan and UNDP, signed on 4 October 1994. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”
79. This project will be nationally implemented in accordance with UNDP regulations, rules and procedures. The Ministry of Labour and Social Protection of Population will be the Implementing Partner, while UNDP will provide services to support the implementation of the project in accordance with its rules and procedures on the basis of the Standard Letter of Agreement between the Government and UNDP on the provision of services to support project implementation by UNDP Country Office.

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## **X. RISK MANAGEMENT**

80. Consistent with the Article III of the SBAA [or additional regulations to the project document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
81. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
82. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
83. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be



- perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
84. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
  - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
85. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
86. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
87. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
88. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

89. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
90. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
91. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

92. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided in case of NIM advances that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.
93. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
94. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
95. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Social and Environmental Screening**
- 2. Risk Analysis**
- 3. Standard Letter of Agreement on the Provision of Support Services**
- 4. Terms of Reference for Project Board and Key Project Personnel**

## ANNEX 1: Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups
2. Project Number (i.e. Atlas project ID, PIMS+)	00123514
3. Location (Global/Region/Country)	Republic of Kazakhstan
4. Project stage (Design or Implementation)	Design
5. Date	

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

##### **Briefly describe in the space below how the project mainstreams the human rights-based approach**

In line with the human rights based approach to development, emphasis will be made on the development of capacities of government bodies and institutions, the duty bearers with respect to human rights, in particular the Ministry of Labour and Social Protection of Population, as well as on expanding opportunities for participation in the socio-economic life of vulnerable populations, in particular, men and women with disabilities and representatives of other vulnerable groups. Principles of participation, accountability, equality and non-discrimination will be applied to the project implementation.

##### **Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment**

The project will be aimed at improving the condition of men and women with disabilities and other socially vulnerable groups. Women account for about a half of target groups in the project and require special approaches considering their special needs and imperative of improving their condition in situations of inequality and non-discrimination. This will be considered during the implementation of the project.

##### **Briefly describe in the space below how the project mainstreams sustainability and resilience**

*Sustainability is achieved by improving the quality of life of the vulnerable group of population and modernizing the system of social services.*

##### **Briefly describe in the space below how the project strengthens accountability to stakeholders**

*Accountability to stakeholders is achieved by continuous monitoring and progress reporting during the lifecycle of the Project.*

### Part B. Identifying and Managing Social and Environmental Risks

**QUESTION 2: What are the Potential Social and Environmental Risks?**

*Note: Complete SESP Attachment 1 before responding to Question 2.*

**QUESTION 3: What is the level of significance of the potential social and environmental risks?**

*Note: Respond to Questions 4 and 5 below before proceeding to Question 6*




**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**

<b>Risk Description (broken down by event, cause, impact)</b>	<b>Impact and Likelihood (1-5)</b>	<b>Significance (Low, Moderate, Substantial, High)</b>	<b>Comments (optional)</b>	<b>Description of assessment and management measures for risks rated as Moderate, Substantial or High</b>
Risks are not identified	N/A	N/A	N/A	N/A
<b>QUESTION 4: What is the overall project risk categorization?</b>				
		<b>Low Risk</b>	<input checked="" type="checkbox"/>	The project has been assessed as having low social and environmental risks
		<b>Moderate Risk</b>	<input type="checkbox"/>	
		<b>Substantial Risk</b>	<input type="checkbox"/>	
		<b>High Risk</b>	<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)</b>				
Question only required for Moderate, Substantial and High Risk projects				
		<b><u>Is assessment required? (check if "yes")</u></b>	<input type="checkbox"/>	<b>Status? (completed, planned)</b>
		<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)
			<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)
			<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)
		<b><u>Are management plans required? (check if "yes")</u></b>	<input type="checkbox"/>	
		<i>if yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)
			<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)
			<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)
		<b><u>Based on identified risks, which Principles/Project-level Standards triggered?</u></b>	<b>Comments (not required)</b>	

	<b>Overarching Principle: Leave No One Behind</b>		
	<b>Human Rights</b>	<input type="checkbox"/>	
	<b>Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>	
	<b>Accountability</b>	<input type="checkbox"/>	
	<b>1. Biodiversity Conservation and Sustainable Natural Resource Management</b>	<input type="checkbox"/>	
	<b>2. Climate Change and Disaster Risks</b>	<input type="checkbox"/>	
	<b>3. Community Health, Safety and Security</b>	<input type="checkbox"/>	
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	
	<b>7. Labour and Working Conditions</b>	<input type="checkbox"/>	
	<b>8. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

### Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor  Zhanetta Babasheva, Resources Management Associate	10-Mar-2021	UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver  Irina Goryunova, Assistant Resident Representative	10-Mar-2021	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair  Vitalie Vremis, Deputy Resident representative	10-Mar-2021	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>INSTRUCTIONS:</b> The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <a href="#">SES toolkit</a> for further guidance on addressing screening questions.		
<b>Overarching Principle: Leave No One Behind</b>		<b>Answer (Yes/No)</b>
<b>Human Rights</b>		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	no
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	no
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	no
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	no
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? <sup>11</sup>	no
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	no
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	no
<b>Gender Equality and Women's Empowerment</b>		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	no
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	no
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	no
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	no
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	no
<b>Sustainability and Resilience:</b> Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
<b>Accountability</b>		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	no
P.14	grievances or objections from potentially affected stakeholders?	no

<sup>11</sup> Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	no
<b>Project-Level Standards</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	no
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	no
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	no
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	no
1.5	exacerbation of illegal wildlife trade?	no
1.6	introduction of invasive alien species?	no
1.7	adverse impacts on soils?	no
1.8	harvesting of natural forests, plantation development, or reforestation?	no
1.9	significant agricultural production?	no
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	no
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	no
1.12	handling or utilization of genetically modified organisms/living modified organisms? <sup>12</sup>	no
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) <sup>13</sup>	no
1.14	adverse transboundary or global environmental concerns?	no
<b>Standard 2: Climate Change and Disaster Risks</b>		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	no
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	no
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	no
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	no
<b>Standard 3: Community Health, Safety and Security</b>		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	no
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	no
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	no
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	no

<sup>12</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>13</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.



3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	no
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	no
3.7	influx of project workers to project areas?	no
3.8	engagement of security personnel to protect facilities and property or to support project activities?	no
<b>Standard 4: Cultural Heritage</b>		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	no
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	no
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	no
4.4	alterations to landscapes and natural features with cultural significance?	no
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	no
<b>Standard 5: Displacement and Resettlement</b>		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	no
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	no
5.3	risk of forced evictions? <sup>14</sup>	no
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	no
<b>Standard 6: Indigenous Peoples</b>		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	no
6.2	activities located on lands and territories claimed by indigenous peoples?	no
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	no
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	no
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	no
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?  <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	no
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	no
6.8	risks to the physical and cultural survival of indigenous peoples?	no
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?  <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	no

<sup>14</sup> Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

<b>Standard 7: Labour and Working Conditions</b>		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	no
7.2	working conditions that may deny freedom of association and collective bargaining?	no
7.3	use of child labour?	no
7.4	use of forced labour?	no
7.5	discriminatory working conditions and/or lack of equal opportunity?	no
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	no
<b>Standard 8: Pollution Prevention and Resource Efficiency</b>		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	no
8.2	the generation of waste (both hazardous and non-hazardous)?	no
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	no
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Montreal Protocol</a>, <a href="#">Minamata Convention</a>, <a href="#">Basel Convention</a>, <a href="#">Rotterdam Convention</a>, <a href="#">Stockholm Convention</a></i>	no
8.5	the application of pesticides that may have a negative effect on the environment or human health?	no
8.6	significant consumption of raw materials, energy, and/or water?	no

## ANNEX 2: Risk Analysis

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
	Enter a brief description of the risk. Risk description should include future event, cause and effects. Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.	Social and Environmental; Financial; Operational; Organizational; Political; Regulatory; Strategic; Safety and Security. Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)	Describe the potential <b>effect</b> on the project if the future event were to occur. Enter <b>likelihood or probability</b> based on 1-5 scale (1 = Not likely; 5 = Expected). Enter <b>impact</b> based on 1-5 scale (1 = Negligible; 5 = Extreme). Based on Likelihood and Impact, use the Risk Matrix to identify the <b>Risk Level</b> (High, Substantial, Moderate or Low)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.
1	Changes in national priorities in social development	Political	Such changes can undermine the objectives of the project.  P = 1 I = 4 Risk level = Low	Even though such changes are unlikely, the implementors will be on alert for early signs for any changes to initiate the correction of the implementation	UNDP CO, Project Manager
2	Low engagement and capacities of partners and stakeholders	Strategic	This can make the achievement of the results more difficult and can affect sustainability.  P = 3 I = 3 Risk level = Moderate	Capacity building is one of the key elements of the project and efforts will be taken to identify and close capacity gaps. Continued dialogue with stakeholders will help keep their engagement	Project Manager
3	Lack of necessary technical expertise	Operational	This can negatively affect the quality of the project's outputs.  P = 1 I = 3 Risk level = Low	In case technical expertise is not available, UNDP access to its global network will be activated	UNDP CO, Project Manager
4	Lack of data and information, especially on the situation of vulnerable groups	Operational	Decision making can be compromised.  P = 2 I = 3 Risk level = Moderate	The implementing partners will be supported to address key data gaps and learn from other countries, if necessary	Project team
5	Changes in project implementation costs (currency exchange rates fluctuations, budget cuts)	Financial	Some activities can risk being not implemented.  P = 3 I = 3 Risk level = Moderate	UNDP will adjust the project budget depending on the situation and <sup>1</sup> in consultation with national partners	UNDP CO, Project Manager
6	Critical impact of COVID-19 pandemic	Operational	Some activities will be difficult to implement without face-to-face meetings.  P = 3 I = 3 Risk level = Moderate	UNDP will monitor the situation on a regular basis and will take corrective measures, if necessary	UNDP CO, Project Manager


### **ANNEX 3: Standard Letter of Agreement on the Provision of Support Services**

#### **STANDARD LETTER OF AGREEMENT BETWEEN UNITED NATIONS DEVELOPMENT PROGRAMME AND THE MINISTRY OF LABOUR AND SOCIAL PROTECTION OF POPULATION OF THE REPUBLIC OF KAZAKHSTAN ON THE PROVISION OF SUPPORT SERVICES**

1. Reference is made to consultations between officials of the Government of the Republic of Kazakhstan (hereinafter referred to as Government) under the Ministry of Labour and Social Protection of Population of the Republic of Kazakhstan (hereinafter referred to as MLSPP) and officials of United Nations Development Programme (hereinafter referred to as UNDP) with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes and projects. UNDP and MLSPP hereby agree that the UNDP Country Office may provide such support services at the request of MLSPP through its institution designated in the relevant project document of the joint project of UNDP and MLSPP "Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups".
2. UNDP Country Office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, UNDP Country Office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by UNDP Country Office in providing such support services shall be recovered from the administrative budget of the office.
3. UNDP Country Office may provide, at the request of the designated institution, the following support services for the implementation of the project:
  - (a) Recruitment of project personnel; handling administrative issues related to the project personnel.
  - (b) Facilitation of training activities and seminars;
  - (c) Procurement of goods and services.
  - (d) Processing of direct payments.
4. The procurement of goods and services and the recruitment of project personnel by UNDP Country Office shall be in accordance with UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of the project, the annex to the project document is revised with the approval of UNDP Resident Representative and the designated institution.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Kazakhstan and the UNDP, signed by the Parties on 4 October 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government of Kazakhstan shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services.
6. Any claim or dispute arising under or about the provision of support services by UNDP Country Office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by UNDP Country Office in providing the support services are determined by UNDP policies and procedures.
8. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

## ANNEX 4: Terms of Reference for Project Board and Key Project Personnel

### Terms of Reference for Project Manager

	<b>United Nations Development Programme</b> <b>Terms of Reference</b>
<b>I. Position Information</b>	
Position:	Project Manager
Project:	Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups
Type of contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration of initial contract:	12 months (with the possibility of extension)
Type of employment:	Full time
Level:	SB4 peg3
Supervisor:	Head of Governance Unit, UNDP Country Office
<b>II. Project Information</b>	
<p>Kazakhstan strives to become one of the top 30 most developed countries and the establishment of a modern social protection system, especially with respect to people with disabilities, is an inseparable part of that vision.</p> <p>Considering the new principles of social policy, based on both securing social guarantees of the state and promoting individual responsibility of citizens, the strategy of the project's implementation will follow two main directions: on the one hand, support in modernizing the state system of social services and support, and on the other hand, mobilizing participation of vulnerable groups in the socio-economic life and in the decision-making that affects their interests. The project will also support further activities to promote international standards with respect to the rights of persons with disabilities.</p> <p>The project includes three main components: 1) Support to the modernization of the system of social services; 2) Promotion of the UN Convention on the Rights of Persons with Disabilities; 3) Strengthening the strategic, analytical and management capacities of the Ministry of Labour and Social Protection of Population.</p> <p>The project will be implemented in close cooperation with the Ministry of Labour and Social Protection of Population in all three components and in all phases. UNDP Country Office will be responsible for the overall coordination of project implementation, monitoring, evaluation and overall achievement of the project's objectives and expected results.</p>	
<b>III. Organizational Context</b>	
<p>Under the overall guidance of the Head of Governance Unit, the Project Manager is responsible for the timely delivery and quality of outputs and technical advice. S/he will ensure effective implementation of daily activities of the Project and ensure compliance with appropriate UNDP policies and procedures.</p> <p>The Project Manager supervises project personnel and works in close collaboration with the operations team, programme staff and Government officials, technical advisors and experts, multilateral and bilateral donors and civil society, ensuring successful implementation of the UNDP Project.</p>	

The work of the Project Manager implies close cooperation with the counterparts from the Ministry of Labour and Social Protection of Population and other government bodies involved in the project activities.

### **III. Scope of Work: Expected Results/Deliverables**

The Project Manager will be responsible for the implementation of the project in accordance with the Project Document and approved workplans. The Project Manager is expected to cooperate closely with project counterparts from the Ministry of Labour and Social Protection of Population of the Republic of Kazakhstan and other government bodies involved in the project activities in order to:

- ensure smooth implementation of project activities and attainment of the overall project objectives as stated in the Project Document and annual workplans;
- coordinate project activities with the activities of national counterparts and other projects of UNDP;
- ensure timely drafting, updating and implementing of annual project workplans and other respective documents for timely start of planned activities and achievement of expected results;
- ensure substantive contributions to the activities and results of the project, including progress reporting with respect to planned activities and results;
- adjust annual workplans in consultations with UNDP and other stakeholders;
- ensure sound management of financial resources of the project, analyse and monitor the project budget, and prepare budget revisions to ensure optimal use of resources; manage financial allocations, ensure timely payments in accordance with UNDP rules, regulations and procedures; generate Atlas reports, including combined delivery reports;
- prepare procurement plans and oversee procurement and logistics for project implementation;
- prepare project reports, including progress reports and annual reports, as well as ad hoc reports whenever necessary; organize other monitoring activities in line with the Project Document;
- develop Terms of Reference for project personnel and consultants and ensure proper delivery of technical services and submission of technical and other reports;
- be responsible for administration of the project in accordance with UNDP rules and regulations;
- supervise the work of project expert, project specialist and consultants/sub-contractors and conduct performance reviews in accordance with UNDP rules, regulations and procedures;
- perform other duties relevant for the implementation of the project, as required.

Project management and financial management:

- prepare and update annual workplans and budgets;
- supervise international and local consultants and conduct performance reviews in accordance with UNDP rules, regulations and procedures;
- manage financial allocations, ensure timely payments in accordance with UNDP rules, regulations and procedures; generate Atlas reports, including combined delivery reports;
- prepare procurement plans and oversee procurement and logistics for project implementation;
- monitor and analyse the project environment and progress, using applicable M&E and risk management tools where relevant, and advise on timely readjustments of strategies and corrective actions as necessary;
- produce periodical annual project progress reports and financial reports for the Project Board and donors;
- provide regular reports on the project progress issues to the Programme Analyst/Head of Governance Unit;

- comply with security and safety requirements and regulations and ensure the same are respected by all local consultants;
- work closely with other UNDP Governance initiatives to ensure that the project is contributing effectively to overall performance of the UNDP Governance Unit.

**Support to resource mobilization:**

- establish and further develop contacts and cooperation with the relevant UN Agencies, government institutions, donors, private sector, civil society in the area of public administration on strategic goals of UNDP, country needs and donors' priorities;
- seek information on donors and share information on opportunities for resource mobilization with the Programme Analyst/Head of Governance Unit;
- develop best practices within the framework of project activities and feed these into UNDP's overall governance strategy.

**Advocacy and coordination:**

- ensure and coordinate meaningful participation of all national and international stakeholders in all phases of planning and implementation processes;
- ensure regular communication and coordination with project donors and partners and develop and maintain effective mechanisms for integrating and responding to their feedback and insights;
- play an active advisory role on governance issues within the UNDP Governance team and in other settings as required.

**IV. Impact of Results**

Specific impact should be achieved through smooth implementation of the project activities and attainment of projects results as well as active dialogue and coordination with the national stakeholders on project activities implemented. The main results of the project will be reflected in the following target outcomes:

- tangible contribution to the implementation of the National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities until 2025;
- accelerated implementation of provisions stipulated by the Convention on the Rights of Persons with Disabilities in Kazakhstan;
- improved social standards based on international models and best practices;
- piloted special social services and innovative forms of employment of vulnerable groups of population.

The implementation of the project will contribute to the long-term development strategy "Kazakhstan 2050", Strategic Development Plan of the Republic of Kazakhstan until 2025 and the Concept of Social Development of the Republic of Kazakhstan until 2030 through support to the development of a targeted and comprehensive system of social protection based on inclusive economic growth in the country.

**V. Competencies**

**Core values:**

- demonstrates integrity and fairness by modelling UN values and ethical standards;
- demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Core competencies:**

- excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- ability to interact, establish and maintain effective working relations with a culturally diverse team, as a team member, to build trust, and to manage in a deliberate, transparent and predictable way;
- client orientation: ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs and matching them to appropriate solutions.

**Management competencies:**

- ability to develop clear goals that are consistent with agreed strategies;
- ability to identify priority activities and tasks and allocate appropriate time and resources for effective and efficient work completion;
- ability to monitor progress against milestones and deadlines;
- ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships;
- ability to foresee risks and develop mitigation strategies.

**VI. Required Skills and Experience**

Education:	<ul style="list-style-type: none"> <li>• Master's Degree in the field of management, social sciences, public administration or related fields (Bachelor's Degree with additional two years of relevant experience)</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 7 years (or 9 years with bachelor's degree) of progressively responsible experience in the field of socio-economic development, including 5 years in the field of project/programme management in social protection or related experience;</li> <li>• proven record of theoretical knowledge and practical experience in the area of social security;</li> <li>• proven communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders;</li> <li>• maturity, excellent interpersonal, negotiation and team leading skills required;</li> <li>• ability to work to tight deadlines and to handle multiple concurrent project components;</li> <li>• excellent computer skills (especially Microsoft Office applications) with the ability to use information technology as a tool for work.</li> </ul>
Language requirements:	<ul style="list-style-type: none"> <li>• Fluency in Russian and English with proven drafting and presentation skills.</li> <li>• Knowledge of Kazakh is an asset.</li> </ul>



## Terms of Reference for Technical Advisor/Project Expert



### United Nations Development Programme Terms of Reference

#### I. Position Information

Position:	Technical Advisor/Project Expert
Project:	Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups
Type of contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration of initial contract:	12 months (with the possibility of extension)
Type of employment:	Full time
Level:	SB3 peg2
Supervisor:	Project Manager

#### II. Project Information

Kazakhstan strives to become one of the top 30 most developed countries and the establishment of a modern social protection system, especially with respect to people with disabilities, is an inseparable part of that vision.

Considering the new principles of social policy, based on both securing social guarantees of the state and promoting individual responsibility of citizens, the strategy of the project's implementation will follow two main directions: on the one hand, support in modernizing the state system of social services and support, and on the other hand, mobilizing participation of vulnerable groups in the socio-economic life and in the decision-making that affects their interests. The project will also support further activities to promote international standards with respect to the rights of persons with disabilities.

The project includes three main components: 1) Support to the modernization of the system of social services; 2) Promotion of the UN Convention on the Rights of Persons with Disabilities; 3) Strengthening the strategic, analytical and management capacities of the Ministry of Labour and Social Protection of Population.

The project will be implemented in close cooperation with the Ministry of Labour and Social Protection of Population in all three components and in all phases. UNDP Country Office will be responsible for the overall coordination of project implementation, monitoring, evaluation and overall achievement of the project's objectives and expected results.

#### III. Organizational Context

Under the direct supervision of the UNDP Project Manager, Project Expert provides expert support to the project. Project Expert works in close collaboration with the national partner (Ministry of Labour and Social Protection of Population of RK) and UNDP Governance Unit.

Project Expert provides expert support to project activities and communication with national partner (Ministry of Labour and Social Protection of Population of RK) to ensure timely and efficient support to programme related activities.

#### IV. Scope of Work: Expected Results/Deliverables

- Provides comprehensive support to the Project Manager in all aspects of project implementation in accordance with the Project Document;

- Works in close cooperation with the UNDP Governance Unit and the Ministry of Labour and Social Protection of Population of RK to build partnership within the project;
- Provides technical expertise in the area of targeted social services and on the rights of persons with disabilities;
- Provides expertise in day-to-day implementation of the project and project activities;
- Supports the Project Manager in the preparation of the annual project plan;
- Supports the Project Manager in the development of terms of reference for consultants within activities related to the capacity building of the MLSP of RK and improvement of the social services provision system in accordance with the workplan;
- Ensures implementation of project activities related with the improvement of the social services provision system and the promotion of the Convention on the Rights of Persons with Disabilities in accordance with the work plan;
- Organizes workshops and outreach activities in accordance with the approved workplan;
- Assists in drafting project progress reports;
- Performs other duties as required.

## V. Impact of Results

Specific impact should be achieved through smooth implementation of the project activities and attainment of projects results as well as active dialogue and coordination with the national stakeholders on project activities implemented. The main results of the project will be reflected in the following target outcomes:

- tangible contribution to the implementation of the National Plan for the Realization of the Rights and Improvement of Life of Persons with Disabilities until 2025;
- accelerated implementation of provisions stipulated by the Convention on the Rights of Persons with Disabilities in Kazakhstan;
- improved social standards based on international models and best practices;
- piloted special social services and innovative forms of employment of vulnerable groups of population.

The implementation of the project will contribute to the long-term development strategy “Kazakhstan 2050”, Strategic Development Plan of the Republic of Kazakhstan until 2025 and the Concept of Social Development of the Republic of Kazakhstan until 2030 through support to the development of a targeted and comprehensive system of social protection based on inclusive economic growth in the country.

## VI. Competencies

### **Core values:**

- demonstrates integrity and fairness by modelling UN values and ethical standards;
- demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Core competencies:**

- excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
  - ability to interact, establish and maintain effective working relations with a culturally diverse team, as a team member, to build trust, and to manage in a deliberate, transparent and predictable way;
- client orientation: ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs and matching them to appropriate solutions.

**Management competencies:**

- ability to develop clear goals that are consistent with agreed strategies;
- ability to identify priority activities and tasks and allocate appropriate time and resources for effective and efficient work completion;
- ability to monitor progress against milestones and deadlines;
- ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships;
- ability to foresee risks and develop mitigation strategies.

**VII. Required Skills and Experience**

Education:	<ul style="list-style-type: none"><li>• A university degree in the field of social work, public administration or social sciences</li></ul>
Experience:	<ul style="list-style-type: none"><li>• At least five years of professional experience in the provision of social services and in the field of rights of persons with disabilities;</li><li>• proven communication and advocacy skills, and ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders;</li><li>• good inter-personal communication skills;</li><li>• ability to work to tight deadlines and to handle multiple concurrent project components;</li><li>• excellent computer skills (especially Microsoft Office applications) with the ability to use information technology as a tool for work.</li></ul>
Language requirements:	<ul style="list-style-type: none"><li>• Good command of Russian</li><li>• Knowledge in English and Kazakh is an advantage</li></ul>

## Terms of Reference for Project Specialist



### United Nations Development Programme Terms of Reference

#### I. Position Information

Position:	Project Specialist
Project:	Enhancing Effectiveness of Social Protection Programmes and Improving Access and Participation of Socially Vulnerable Groups
Type of contract:	SC
Location:	Nur-Sultan, Kazakhstan
Duration of initial contract:	12 months (with the possibility of extension)
Type of employment:	Full time
Level:	SB3, peg 1
Supervisor:	Project Manager

#### II. Project Information

Kazakhstan strives to become one of the top 30 most developed countries and the establishment of a modern social protection system, especially with respect to people with disabilities, is an inseparable part of that vision.

Considering the new principles of social policy, based on both securing social guarantees of the state and promoting individual responsibility of citizens, the strategy of the project's implementation will follow two main directions: on the one hand, support in modernizing the state system of social services and support, and on the other hand, mobilizing participation of vulnerable groups in the socio-economic life and in the decision-making that affects their interests. The project will also support further activities to promote international standards with respect to the rights of persons with disabilities.

The project includes three main components: 1) Support to the modernization of the system of social services; 2) Promotion of the UN Convention on the Rights of Persons with Disabilities; 3) Strengthening the strategic, analytical and management capacities of the Ministry of Labour and Social Protection of Population.

The project will be implemented in close cooperation with the Ministry of Labour and Social Protection of Population in all three components and in all phases. UNDP Country Office will be responsible for the overall coordination of project implementation, monitoring, evaluation and overall achievement of the project's objectives and expected results.

#### III. Organizational Context

Under the direct supervision of the Project Manager, Project Specialist provides logistical and administrative support to the project in compliance with appropriate UNDP policies and procedures. Project Specialist works in close collaboration with the programme and operations units.

Project Specialist is responsible for the day-to-day implementation and operational support of project activities to ensure timely and efficient support to programme related activities.

#### **IV. Scope of Work: Expected Results/Deliverables**

Project Specialist is responsible for following up on all operational and administrative functions of the project. S/he is directly accountable for ensuring that all financial, administrative, procurement and contractual functions, logistical matters, IT, security and other support functions and systems are in compliance with the relevant UNDP policies and procedures as well as with the relevant national requirements and standards.

Project Specialist exercises control over support activities to project implementation, including supporting information flows, drafting of annual workplans and budgets, procurement, hiring and other tasks of operational support. In addition to the administrative tasks, Project Specialist will provide support to the Project Manager on technical tasks and implementation of respective activities in line with the Project Document and in accordance with the required quality standards within the approved time and cost constraints.

Duties and responsibilities:

1. Finance:

- To be responsible for the overall supervision of general financial functions, including invoice and payroll payments, bank transactions, accounts receivable, and tax obligations; advising the project team on financial policies and procedures; analysis and control over current financial transactions of the project; preparation and review of monthly, quarterly and annual financial reports; drafting of donor management reporting;
- To ensure reliable development, implementation, maintenance and coordination of all systems, structures, procedures, rules and regulations in the framework of financial, administrative, HR, logistical, grant and contract functions as well as IT, security and other support functions.

2. Operational activities:

- To be in charge of all assets that belong to the project or rented by the project, including with respect to rent, utilities payments, premises, communications, security, information technology, national and international travels and all other necessary functions;
- To prepare quarterly reports on the implementation of the project and any other basic and administrative reports required by UNDP;
- To act as Project Manager a.i. in case of his/her absence.

3. Personnel management:

- To support personnel management and all HR functions, including selection and hiring personnel, annual reviews, benefits, payroll related processes, etc. necessary for the effective work of the project; to ensure smooth and effective management of personnel, respect for gender equality and non-discrimination principles in accordance with UNDP values and policies and in line with the national labour legislation and general practice;
- To help the Project Manager in drafting Terms of Reference for key positions and for project experts;
- To help the Project Manager and the project's experts to ensure timely delivery of the project's results.

Technical and logistical support:

- To set up a common database (contact persons, contact data, emails, regular mail address, etc.) of stakeholders, national consultants by sector;
- To prepare invitations to project events and ensures the delivery of the invitations; to get in touch with event participants and prepare a final list of participants together with the project's experts;
- To prepare a package of documents for event participants for travel purposes (if necessary);
- To register event participants;
- To prepare routes, book and buy travel documents for event participants, including project staff;
- To organize visa support for foreign participants and international consultants during their visits to Kazakhstan;

- To organize transport for event participants (including project staff) and hotel accommodation;
- To organize coffee breaks, lunches, dinners (if necessary) during the events;
- To book conference rooms (and related facilities) for project events upon the approval of the project's experts;
- To ensure technical arrangements for conference rooms during the events, including failure free operation of all technical equipment;
- To collect and process documents from service providers for respective payments;
- To collect and systematize information on potential suppliers of services;
- To prepare handouts for event participants;
- To distribute handouts and other support materials among event participants;
- To draft meeting minutes;
- To perform other duties as required for the implementation of the project.

Project Specialist will provide service support and perform other tasks related to the Project for the achievement of successful results.

## **V. Impact of Results**

The general impact of this post will be reflected in the results achieved as defined in the Project Document. Specific impact should be ensured through smooth implementation of the project activities and attainment of projects targets as well as active dialogue and coordination with the national stakeholders.

## **VI. Competencies**

**Core values:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

**Professionalism:**

- Solid knowledge of administrative and secretarial work; understanding of financial processes and accounting;
- Good knowledge of computer and office technologies;
- Ability to perform a broad range of activities related to workshop and meeting arrangements;
- Excellent writing and presentation skills for preparation of presentations and reports – in English and Russian;
- Ability to use information and communication technology as a tool for performing work-related tasks.

**Development and operational effectiveness:**

- Excellent coordination skills to facilitate internal and external collaboration;
- Builds strong relationships with stakeholders, focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Works effectively in a team and shows conflict resolution skills;
- Identifies priority activities and assignments.

**Knowledge management and learning:**

- Ability to synthesize the lessons learnt and choose the best practices;
- Shares knowledge and experience and contributes to the achievement of the project development objectives;
- Promotes knowledge management in UNDP and a learning environment across projects and countries; through active participation and contribution to UNDP social and knowledge networks;
- Demonstrates excellent oral and written communication skills.

**VI. Required Skills and Experience**

Education:	<ul style="list-style-type: none"> <li>• Bachelor's degree in the field of finance, economics, social sciences, public administration, accounting or other related fields</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• At least 6 years of experience in the field of administrative support, logistics, financial management;</li> <li>• Ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders;</li> <li>• Experience in an international organization is an asset;</li> <li>• Good inter-personal communication and organizational skills;</li> <li>• Ability to work to tight deadlines and to handle multiple concurrent project components;</li> <li>• Excellent computer skills (especially Microsoft Office applications) with the ability to use information technology as a tool for work.</li> </ul>
Language requirements:	<ul style="list-style-type: none"> <li>• Fluency in Russian and English;</li> <li>• Knowledge of Kazakh is an asset.</li> </ul>

**Terms of Reference for Project Board**

## **Project Board (PB)**

Project Board will perform the following functions:

1. Ensure that there is coherent project operation coordination at both the national and local levels.
2. Following agreement, set tolerances in the Annual Work Plans and other plans as required with the Project Manager, with the involvement of the National Project Director (as necessary).
3. Monitor and control the progress of the project activities at a strategic level considering the changes influenced by the project on any baseline investments.
4. Ensure that risks are being tracked and mitigated as effectively as possible.
5. Organise Project Board meetings, to be chaired by the National Project Director, on a regular basis with the frequency to be defined by the Board in agreement with the National Project Director and Project Manager, at least 1 or 2 times per year.
6. Review and assess progress towards achieving the outputs and that it is consistent from a project beneficiary perspective.
7. Ensure the targeted use of project funds to achieve the planned results.
8. Ensure timely receipt of financing for the implementation of the project from the customer's side.
9. Defend the interests of the project to resolve any conflicts related to the provision of financial resources for the implementation of the project.
10. Ensure that the expected project outputs and related activities of the project remains consistent with the perspective of project beneficiaries.
11. Be informed of meetings relevant to overall project implementation at the national level, including any regional activities conducted in partnership.
12. Facilitate national policy and institutional changes necessary to engender success in project activities.
13. Annually review project progress and make managerial and financial recommendations as appropriate, including recruitment for the project team, review and approval of annual reports, budgets and workplans.

The specific responsibilities of the Project Board are outlined below:

1. Defining a project
  - Review and approve the Initiation Plan (if such plan is required by the Project Document).
2. Initiating a project
  - Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the project team;
  - Delegate any Project Assurance function as appropriate;
  - Review the Progress Report for the Initiation Stage (if an Initiation Plan is required);
  - Review and appraise detailed Project Plan and Annual Work Plan, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.
3. Running a project
  - Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
  - Address project issues as raised by the Project Manager;
  - Provide guidance and agree on possible countermeasures/management actions to address specific risks;
  - Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
  - Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
  - Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;



- Appraise the Project Annual Review Report, make recommendations for the next Annual Work Plan, and inform about the results of the review;
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when Project Manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

#### 4. Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including lessons learned;
- Make recommendations for follow-on actions;
- Commission project evaluation (only when required by the Project Document)

#### 5. Specific responsibilities of the Key Supplier (see Organizational Structure) as part of the above-described responsibilities of the Project Board:

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the Annual Work Plan and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Organise and chair Project Board meetings
- The Supplier is responsible for overall assurance of the project as described below. If the project warrants it, the Supplier may delegate some responsibility for the project assurance functions.

#### 6. Specific responsibilities of the National Project Director (see Organizational Structure) as part of the above-described responsibilities of the Project Board:

- Make sure that progress towards the outputs remains consistent
- Promote and maintain focus on the expected project output(s)
- Ensure that the resources required for the project are made available
- Contribute opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on and ensure resolution of any priority or resource conflicts.

#### 7. Specific responsibilities of the National Project Director related to project assurance:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables
- Monitor any risks in the implementation aspects of the project.

#### 8. Specific responsibilities of the Beneficiary (as part of the above-described responsibilities of the Project Board):

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts.

#### 9. The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target

- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored.