UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Kazakhstan

Empowered lives.
Resilient nations.

Project Title:	*Professionalization of state apparatus, improvement of public services quality assurance and corruption prevention*
Project Number:	
Implementing Partner:	*The Agency of the Republic of Kazkahstan for Civil Service Affairs and Anticorruption*

Start Date: 01.04.2018   **End Date:** 31.12.2020   **PAC Meeting date:** _____

Brief Description

The project contributes to effective, transparent and accountable work of government bodies through development of professional state apparatus, quality of public services, increased anticorruption culture and zero tolerance to corruption in the society.

Project results will include development of proposals towards improvement of national legislation in civil service, public services and corruption prevention, strengthened potential of civil servants and civil society representatives in monitoring the work of government bodies, raised awareness of people through information campaigns to develop anticorruption culture.

Contributing Outcome (UNDP/CPD): Judicial and legal systems, and public institutions, are fair, accountable and accessible to all people.	**Total resources required:**	1 000 000 USD	
Indicative Outputs: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders	**Total resources allocated:**	**UNDP TRAC:**	200,000 USD
National and sub-national level institutions enabled to deliver quality and responsive public services		**Government:**	800 000 USD

Agreed by (signatures):

UNDP	Implementing Partner
UNDP in Kazakshtan	The Agency of the Republic of Kazakhstan for Civil Service Affairs and Anticorruption
Munkhtuya Altangerel, Deputy Resident Representative	Alik Shpekbayev, The Chairman
Date: 29. 03. 18	Date:

I. DEVELOPMENT CHALLENGE

Civil service

The civil service of Kazakhstan is one of the most advanced and well-regulated systems among the post-Soviet countries. A remarkable feature of the system is the consistency of reforms pursued which have been implemented since the early days of Kazakhstan's independence.

The importance of an effective state apparatus for a country's development and ensuring a high standard of living for the citizens is widely recognized by the government which is reflected in a number of strategic and programmatic documents. One of the documents is the "100 concrete steps" Nation Plan which provides general direction for further modernization of the state apparatus: ensuring accountability of the state, building a public administration system based on monitoring, evaluation and oversight of government bodies, strengthening anti-corruption efforts.

The foundation of the civil service system is the Law "On Civil Service" which was first adopted in 1999. Kazakhstan is one of the first countries in the post-Soviet region which took measures towards achieving civil service professionalization. Among the novelties which had no precedence in the region are conceptual delineation between political appointees and administrative civil servants; mandatory competitive recuruitment; and a dedicated government body with a madate of regulating and implementing civil service-related government policies.

Subsequently, Kazakhstan saw the creation of the elite corps "A" of civil servants which helped ensure the continuity and stability of the system regardess of the changes in political leadership. Competitive recruitment has become increasingly transparent with clearly defined procedures; performance assessment, rotation and career planning have been introduced.

After careful analysis of the civil service HR practices a number of shortcomings which needed a timely solution was identified. In 2016 a new Law "On Civil Service" was adopted within a larger framework of implementation of the "100 concrete steps" Nation Plan. The new Law represents a move from a position-based to a career-based civil service system. The priority is given to the internal selection and promotion based on merit, and motivation of civil servants.

In 2017 additional steps were taken to enhance civil service capacity. A nationwide re-evaluation of current civil servants was carried out in order to re-establish professionalism as the main criterion for civil service employment. The re-evaluation was based on a competency framework which comprised a number of essential professional qualities.

In 2018 the plan is to introduce a point-factor civil service pay system which represents a move towards performance- and output-based pay and will close the existing gap between the pay level of central government employees and those at the local level. The new pay system will be pilot tested at the Agency, Ministry of Justice, *akimats* of Astana and Mangistau oblast.

In terms of the conceptual basis of the civil service, Kazakhstan may be ahead of its colleagues in the region; an effort is made to analyse, compare and improve based on best practices and experience of the past years.

At the same time, further civil service reforms should be in line with the global trends in civil service development. In the current context of globalization and the digital deluge civil service will, too, experience considerable transformation. Among the emerging challenges for civil service are a complete move towards digital documentation and digital citizen participation, the need for new skills and the "knowledge economy", growing citizen expectations, global labour migration patterns and so forth.

Economic progress means that the citizen expectations are also growing, including the demand for good governance and the ability of the government to deliver quality public services in a quick and efficient manner. IT allows to ensure the accountability of the public sector and take the quality of public service delivery to new heights. At the same time, natural resources are being increasingly depleted. In this context growing importance is attached to knowledge development, new research, innovation and technological advancement. The attainment of the SDGs demands the emergence of a "knowledge economy".

The necessity of demand for new advanced skills inadvertently leads to increased competition for the most talented people which is further complicated by the global labour migration patterns and high attrition rates in the government. Highly qualified employees with a wealth of experience may prefer private sector to civil service. "Brain drain" is a serious risk for talent management and the general spirit of creativity in the civil service. In conditions such as these, promoting professionals and strengthening the positive image of civil servants becomes a clear priority.

Public service delivery

Kazakhstan is one of the leaders in public service delivery in the region, especially in delivering services in a digital format. Since 2007 Centres for serving the citizens (one-stop shops or OSS) have been functioning in every region of Kazakhstan delivering services to the citizens using the "one-stop shop" approach. Kazakhstan made considerable effort in implementing a number of innovations in public service delivery: from a personal electronic signature, mobile OSSs for delivering services in remote areas, to specliazed OSSs for transport vehicles registration and legalization of popular car plate numbers' sales.

The "E-gov" online portal which delivers around 240 public services online, including around 30 basic services which do not require an electronic signature, is becoming increasingly popular with citizens. An "E-gov" mobile application is also available. Service access point machines providing some public services are installed in public areas. Due to the popularity of "E-gov" Kazakhstan saw a rise in tax collection rates, fine and utility bill payments online. In the past 3 years the number of services delivered in a digital form increased by 21%, those delivered through the government corporation "Government for citizens" which oversees the public service delivery has increased by 12%, which in turn led to a double decrease in the number of pubic services delivered on paper (28% in 2017 against 60% in 2014). In 2017 72% of all services was delivered in a digital form and through the government corporation "Government for citizens".

2013 saw the adoption of the Law "On public service delivery", which clearly outlines that public services are to be of high quality and delivered in an accountable, transparent and accessible manner, with "red tape" an unacceptable practice. There is an annual evaluation of government bodies based on how well they deliver public services.

Among the criteria of the evaluation system are citizen involvement in designing the service delivery standards, quality, delivery time, appeal process, as well as the possibility of receiving the service in a digital form. The results of the 2016 survey implemented by the UNDP and aimed at measuring citizen satisfaction with public service delivery, showed that on average 72,8% respondents are fully satisfied with the quality of public services (based on such criteria as accessibility, openness and reliability of public service-related information, professional ethics, politeness and communication skills of the employee involved, timelines, results, payment amount and form, corruptibility level and so forth).

Nevertheless, public service delivery in Kazakhstan still displays lack of outcomes-based accountability. For instance, content-analysis of 426 posts by service recipients which were left on the website of the Pubic service delivery directorate throughout 2016, has revealed, that citizens often complain about the rude behavior of service delivery staff, incorrect or insufficient responses to inquiries, errors in processing paperwork. In addition, government bodies keep delivering the so-called "hidden" public services (without a clearly defined service delivery standard) which pose a high risk of corruptibility. In 2017 there still were around 300 of such "hidden" services.

The global trends in public service delivery are focused on treating clients as customers and a wide application of IT in order to minimize the personal contact of service recipient and the civil servant delivering public services.

Citizen involvement in designing the business processes of public service delivery is an effective step towards ensuring the quality of public services and citizen satisfaction. Personalized public services, or those that have been designed with citizen participation and, thus, very closely follow citizen demands in terms of content, timelines, quality, and convenience, are becoming increasingly relevant. Online service support and call-centres are widespread. Developed countries such as Singapore, UK, Australia and Canada are actively pursuing new technology application which not only enable citizens to access the services faster but also allow them to share their views on service quality and make suggestions on their improvement. "Design thinking" approach, which is also used in the above-mentioned countries, implies collaboration with citizens who describe their experiences of service delivery process in real time and point out the pain points. Such an approach allows to ensure that the service delivery process follows the citizen expectations as closely as possible. Behavioural approach borrowed from economics involves setting up experiments in order to pinpoint citizen preferences. «Augmented reality» has found application in providing an avenue for collecting feedback from, and informing citizens of, ongoing public initiatives, for instance, construction in progress, as well as in interactive education.

A widely used measure for efficient use of human resource is a reduction and centralization, or outsourcing to the private sector, of a number of supporting functions (such as finance department, legal, administrative and IT support and so forth) which makes it possible to free up

employees for creative tasks and those pertaining to service delivery. To implement this, many governments aroud the world turn to the private sector.

With the same view, state-of-the-art digital technologiy is used, for example, AI (artificial intelligence) and machine learning, as well as big data, which will facilitate public service delivery fully free from human interaction. One of the recent examples is the use of chat-bots to handle inquiries on basic issues. Increasing quantity as well as quality of big data mean that in the future some services will be delivered exclusively online.

At the same time, a number of issues remain unsolved which pertain to the level of corruption in the civil service.

Combatting corruption

Since gaining independence Kazakhstan has been consistently and progressively committed to the policy of creating anti-corruption institutions and instruments which are effective, and comply with international standards. The Law "On Combatting Corruption" which outlines the objectives, tasks, core principles and instruments of tackling corruption, is one of the first in CIS. A number of government programs and policies are implemented to combat this negative phenomenon, with specific measures to tackle the sources of and remove conditions for, corrupt practices.

The current anti-corruption legislation has been in place since 2016 and comprises the Laws "On Combatting Corruption" and "On Civil Service". A number of programs on corruption risk prevention is being implemented, a dedicated government body (Civil Service Affairs and Anti-corruption Agency) is responsible for civil service matters and combatting corruption. International cooperation in anti-corruption efforts is actively pursued.

Shifting the accent towards combatting and preventing corrupt practices is accompanied by increased citizen involvement nation-wide.

The implemented measures are in line with the recommendations of the Organisation for Economic Cooperation and Development (OECD), and received high praise in the report on the 4th monitoring round of Istanbul Anti-Corruption Action Plan.

Corruption risk assessment is given a great deal of attention as one of the more effective instruments of corruption prevention. In 2017 corruption risk analysis was carried out in collaboration with key partners from the civil society, including "Nur Otan" political party, "Atameken" national commerce chamber, Kazakhstan's Civil Alliance and others. Based on the outcome of analysis the Agency's employees come up with specific guidelines on how to eliminate corruption risks, and close the loopholes by amending legislation.

Collaboration with NGOs is now widespread: platforms are created to facilitate sharing of views on improving anti-corruption policy, joint projects are implemented, with "10 steps to eliminate traffic control-related corruption" as one of them. In 2017 in collaboration with the Civil Alliance the first Conference on civil society initatives was held with a view to make it one of the continuous efforts for improving anti-corruption policy.

An important role in ensuring the effectiveness, openness and transparency of government bodies, implementation of civil society projects and combatting corruption is given to Public Councils which function under government bodies and have members of civil society in their midst. In 2017 229 Public Councils were active across the country with 16 Public Councils at the national and city level, and 197 – at the local level. Almost 4 thousand people are involved in Public Councils with 75% of those being members of the civil society.

According to the Agency, in 2017 18% fewer corruption offences were committed than in 2016. As a result of the policy implementation some positive changes were achieved which is also reflected in the results of the annual survey on corruption perception in Kazakhstan. The number of people who see corruption as a negative phenomenon increased by 20,7% (from 60,7% in 2016 to 81,4% in 2017), the number of people who perceive the level of corruption in the country as medium to high has also seen a decrease (from 72,7% in 2016 to 70,1% in 2017).

At the same time, the most common types of corruption offences in Kazakhstan remain bribery, embezzlement of public funds and abuse of office. Most crimes are committed by the employees of *akimats*, police and quasi-public sector. The level of corruption in education, agriculture, construction and health remain high.

In its analysis, Agency quotes low stakes of department heads in eliminating corruption risks or their inability to change the status quo as the main reasons behind corruption. As one of the possible solutions the current proposal is to make suggestions to Prime Minister to hold those ministers accountable who do not take any measures to eliminate corruption risks and conditions which make such risks possible.

At the same time the root of the problem may, to a large extent, lie in both the conditions which create opportunities for corruption and low levels of accountability of the top management. The results of the 2017 survey of business representatives show that in 52% of cases the initiators of making informal decisions are businessmen, 48% - tax collectors. The respondents also expressed a view that the key reasons of corruption in government bodies are the feeling of impunity that some civil servants have, a weak judicial system, corrupt top management, wide-reaching networks of family ties, and low moral and ethical profile of some civil servants.

In addition, too much stress is given to the statistics of how many people are formally prosecuted for corruption which, in itself, is not a sufficient indicator of how effective anti-corruption efforts are. Neither is a perfunctory statement of the many measures involving citizen participation without a system of outcomes-based evaluation in place.

Global anti-corruption efforts trends are pointing in the direction of digital technology, developing an effective risk assessment system, ensuring transparency of public administration processes, for instance, budgeting and spending, outsourcing of government functions or public-private partnerships, and open access to information for all citizens. As a general trend, countries globally are growing to realize the importance of a transparent and accountable government for corruption prevention. This trend is becoming more obvious as digital technology is developing and the number of social media users is ever growing.

The challenges discussed above as well as the global trends in civil service development, anti-corruption efforts and improvement of public service delivery quality, pose three development challenges: further improvement of the state apparatus; continuous delivery of quality public services in line with citizen expectations; and strengthening of anti-corruption culture and "zero tolerance to corruption" in the society.

Project execution will facilitate the successful implementation of the "100 concrete steps to implement five institutional reforms" Nation Plan with regard to professionalization of the state apparatus, ensuring the quality of public service delivery and corruption prevention.

II.   STRATEGY

Development challenges described in Part 1 will be achieved using clearly defined intermediate outcomes as solutions for the issues discussed. Final outcomes can be divided into four: experience sharing and knowledge transfer, legislative amendments, capacity-building, and raising public awareness.

The final impacts of the Project are the increased trust of the citizens in the state apparatus, increased satisfaction of citizens with quality of public service delivery, decrease in the level of corruption. Final impacts are based on intermediate impacts (results) which will be achieved in the process of the project implementation:

- Studying international best practices with regard to professional civil services, methods and instruments of quality of public service delivery and corruption prevention in the civil service, quasi-public sector and private sector.
- Comparative analysis of the national legislative framework and design of recommendations on improving the professional level of the state apparatus, the quality of public services, and corruption prevention.
- Capacity-building for civil servants, as well as citizen involvement in the monitoring and evaluation of the measures to improve the quality of public service delivery and prevent corruption at all levels and in all sectors.
- Raising public awareness of the steps taken to improve quality of public service delivery and to prevent corruption, as well as to facilitate development of intolerance to corruption in the society.

Each of the specified intermediate outcomes will be attained through a consistent implementation of each of the Project stages:

- analysis of the situation in the country (baseline analysis),
- review of the best practices and their applicability in the context of Kazakhstan,
- design of guidelines on legislative amendments, changes, new models, procedures and so forth, and discussion of these with key partners,
- production of final recommendations for implementation, and facilitation of their adoption at the legislative decision-making level (minsitries, Parliament).

The choice of the outlined strategy is based on the previous long-running experience of project implementation by the UNDP in collaboration with the Government of Kazakhstan, as well as on the practice of implementing recent initiatives of the Government of Kazakhstan (from pilot testing to practical implementation).

III.   RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

The project comprises 4 closely related components which are outlined below. These components which will facilitate the attainment of the Project outcome are also aimed at strengthening the engagement between the Project stakeholders. Each of the 4 components will ensure the attainment of one key result.

Component 1 (Outcome 1): *Studying international best practices with regard to professional civil services, methods and instruments of quality of public service delivery and corruption prevention in the civil service, quasi-public sector and private sector.*

This component involves careful examination of international best practices and current legislation in countries with effective civil service models.

Involvement of international experts will facilitate a detailed analysis of the global trends in corruption prevention with a particular accent on professionalization of the state apparatus, transparency and effectiveness of the system of public service delivery, and public scrutiny of government bodies and their activities.

As part of the project, partnership will be established with counterpart agencies abroad including those in South-East Asia, Europe and North America. This will allow for a knowledge and experience exchange between the civil servants of Kazakhstan and those in foreign countries.

The expected results of Component 1 are:
1. Advanced international experience will be analysed in the following areas:
    i.   application of the SMART-approach and the decomposition of strategic goals method in designing civil servants' action plans;
    ii.   motivation of civil servants;
    iii. provision of benefits package for civil servants;
    iv.   methods of improving performance of civil servants;
    v.   pay for performance in countries with a career-based civil service system;
    vi.   building a lean state apparatus (functional reviews, standardization of headcount, streamlining the model structures of government bodies, automation of business-processes);
    vii. recruitment and civil service employment process;
    viii. civil servants' performance assessment;
    ix.   promotion in the civil service;
    x.   strengthening the prestige of the civil service;
    xi.   unified methodology of monitoring the public service delivery quality;
    xii. improvement of the public service delivery system, including the current policy on the quality of public service delivery;
    xiii. development of a unified system of measuring citizen satisfaction with the quality of public service delivery.
2. Guidelines on conducting an effective interview are designed using the international best practices.
3. Study visits with an aim to study international practices of improving public service delivery (Canada Service in Canada, Centrelink in Australia and so forth), professionalization of civil service and anti-corruption efforts, are conducted.
4. "Further steps to improvement of public service delivery" conference is organized with participation of international and national experts and NGOs.

Component 2 (Outcome 2): *Comparative analysis of the national legislative framework and design of recommendations on improving the professional level of the state apparatus, the quality of public services, and corruption prevention.*

6

As a result of the conducted analysis of the international best practices of civil service professionalization, improving the effectiveness of public service delivery and citizen involvement in monitoring the government bodies and their activities, recommendations will be designed aimed at improving the implementation mechanisms of certain legislative norms, increasing the effectivess of civil service-related reforms and ensuring the accountability to the citizens.

The expected results of Component 2 are:

1. Practical guidelines on making legislative amendments are designed for the following areas:

     i.   motivation of civil servants;
    ii.   provision of benefits package for civil servants;
   iii.   methods of improving performance of civil servants;
   iv.   civil service pay;
    v.   building a lean state apparatus
   vi.   recruitment and civil service employment process;
  vii.   civil servants' performance assessment;
 viii.   promotion in the civil service;
   ix.   strengthening the prestige of the civil service;
    x.   public monitoring of public service delivery quality;
   xi.   improvement of the public service delivery system.

2. Methodology of conducting an effective interview is designed.
3. Audit of the public service delivery system's effectiveness is conducted.
4. Comparative analysis of the legislative framework of ethics-regulating institutions is conducted and recommendations on their improvement are designed.
5. Draft of the new Ethics code for civil servants is designed.
6. Analysis of the recommendations of the 4th monitoring round of Istanbul Anti-Corruption Action Plan is conducted based on its compliance with the foundational principles of Kazakhstan's legislative system; positive impact and potential risks are identified.

Component 3 (Outcome 3): *Capacity-building for civil servants, as well as citizen involvement in the monitoring and evaluation of the measures to improve the quality of public service delivery and to prevent corruption at all levels and in all sectors.*

In order to improve civil servants' performance, professional development seminars and training will be conducted, including webinars and video-lectures on effectiveness of public service delivery, monitoring and evaluation of public service delivery, role of ethics, conflict of interest, anti-corruption legislation and so forth, based on the Agency's preferences. Training programs for the representatives of the civil society, including NGOs and Public Councils, will be designed separately, which will ensure their participation in monitoring groups and involvement in decision-making at the local level.

The expected results of Component 3 are:

1. Capacity-building of civil servants, responsible for public service delivery, and representatives of the civil society, through regional training programs on improving the quality of public service delivery, strengthening the ethical profile of civil servants, conducting evaluation of public services with the involvement of international and national experts:

  i. Design of training programs and teaching materials on civil service ethics.
  ii. Conducting training sessions for ethics commissioners nation-wide.

2. Conducting annual surveys on the following:

  i. Level of citizen trust in civil service;
  ii. Ethical profile of civil servants across Kazakhstan.

Component 4 (Outcome 4): *Raising public awareness of the steps taken to improve quality of public service delivery and to prevent corruption, as well as to facilitate development of intolerance to corruption in the society.*

A thriving anti-corruption culture and intolerance to corruption in the society should be built using public awareness measures relying on visual materials, including creation and distribution of short educational videos, organization of roundtables and regular thematic publications in mass media.

The expected results of Component 4 are:

1. Short image videos on public service delivery, short documentaries demonstrating the impact of collaboration between government bodies and NGOs, videos on relevant issues by Vine users in social media, are designed.

2. Brochures to raise public awareness of their rights to receive quality public services, with a user-friendly visual design and the possibility of their distribution in the Internet (Internet advert, 5 types, print run - 2000 items).

3. Public hearings are held on tackling corruption and improving the quality of public services.

4. Offsite meetings in regions are held with officials with the following responsibilities:
   i. public procurement;
   ii. oversight and control;
   iii. licencing;
   iv. implementation of investment projects;
   v. public service delivery.

5. "Astana – the territory of fairness" («Астана – адалдық алаңы») project implementation is facilitated.

6. Annual international conferences on the progress of the United Nations Convention against Corruption implementation are organised.

7. Assistance in designing a dedicated webstie on civil service ethics issues.

RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

The main resources used to attain the outcomes and tasks of the Project are human, technological and information resources.

1) Human resources – execution-related costs:

A. Project team – project implementation – full-time, 5 working days, 8 hours a day, salary, insurance.

B. Governance Unit, UNDP in Kazakhstan – coordination from the UNDP side at the initial stage of implementation, during and at the final stage of the Project implementation: twice a week throughout the implementation process, natural input.

C. Technical Advisor, Istanbul Regional UNDP Hub - coordination from the UNDP side at the initial stage of implementation, during and at the final stage of the Project implementation: 2-3 times a month, natural input.

D. Executive agency, Republic of Kazakhstan Civil Service Affairs and Anti-Corruption Agency – coordination and cooperation at the initial stage of implementation, during and at the final stage of the Project implementation: weekly, throughout the project implementation process, natural input.

E. Project governance committee (PGC) – coordination and monitoring of the Project implementation, half-yearly or yearly meetings with reports on Project implementation, natural input.

2) Expert resources – services-related spending:

A. conducting research, analysis at the Project implementation stage – involvement of experts/consultants and legal entities on a contractual basis (service procurement),

B. consulting on designing guidelines, recommendations, document drafts, standards and so forth, based on the results of research and analysis – involvement of experts/consultants and legal entities on a contractual basis (service procurement),

C. monitoring of outcomes – involvement of experts/consultants and legal entities on a contractual basis (service procurement),

3) Information resources – service- and job tasks-related spending:

A. work meetings – with stakeholders (natural input) to discuss Project-related issues as needed,

B. consultations – with stakeholders/experts in the relevant area (natural input) to discuss Project-related issues, as needed,

C. Introductory and ongoing training for all the stakeholders in order to present the Project progress and outcomes (event organisation services procurement, participants' travelling costs),

D. experience sharing at the international level (CIS and other countries) – involvement of experts/consultants and legal entities on a contractual basis (service procurement) to introduce the experiences and present outcomes and lessons learnt,

E. publications and promotion materials (press items, magazine and/or other media articles) - key instrument to present and disseminate the results and outcomes of the Project, Project staff (natural input), Governance Unit, UNDP in Kazakhstan (natural input), project partners (natural input), involvement of legal entities on a contractual basis (service procurement) for publication and press printing.

F. creation of databases, online-software, management systems and so forth – to attain outcomes specified in Project Components 1-4, involvement of legal entities on a contractual basis (service procurement).

PARTNERSHIPS

Organization name	Organisational mission/function	Project cooperation outcomes
«National centre of civil service personnel management» JSC	Facilitation of civil service-related public policy implementation	Ensuring the detailed analysis of the current civil service legislative framework with regard to the civil service recruitment procedure (Components 1-2)
«Public administration academy under the President of the Republic of Kazakhstan» RSCE	Academic training, professional training and development seminars for civil servants	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)
Regional hub of civil service	Facilitating the improvement of effectiveness of civil service through continuous support of country governments in the region in institutional capacity-building and development of human resources	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)
State corporation «Government for citizens»	Delivering public services to citizens using the "one-stop shop principle"	Facilitating the analysis of the current legislative framework, capacity-building of the civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 1, 3, 4)

«Nur Otan» national democratic party	Buidling an ecoconimically strong, democratic, secular, legal, social state with developed civil society institutions and a modern, competitive political system	Facilitating the capacity-building of civil servants, raising public awareness of the measures taken to improve public service delivery quality and anti-corruption efforts (Components 3-4)
«Atameken» national commerce chamber	Protection of the rights and interests of business entities, ensuring that the business representatives are engaged in the process of legislative regulation of how businesses work	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)
Civil Alliance	Facilitating the interaction of citizens and NGOs with government bodies, and ensuring the inclusion of their views and interests into th decision-making and policy implementation process	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)
Central and local government bodies	Implementation of government functions and powers	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)
Public Council of the central and local government bodies	Facilitating the interaction of citizens and NGOs with government bodies, and ensuring the inclusion of their views and interests into th decision-making and policy implementation process	Facilitating the capacity-building of civil servants, raising public awareness of the measures to improve public service delivery quality and anti-corruption efforts (Components 3-4)

STAKEHOLDER ENGAGEMENT

Stakeholder	Stake	Interaction strategy
Public	This stakeholder group is a beneficiary in terms of improvement of the legislative framework, and quality of public service delivery	Engagement in discussions on the design of legislative drafts, participation in public hearings, training seminars and events
Civil servants	This stakeholder group is a beneficiary in terms of improvement of the legislative framework, and capacity-building	Engagement in discussions and membership in work groups on designing legislative frameworks, participation in public hearings, training seminars and events
Central and local government bodies	This stakeholder group is a beneficiary in terms of improvement of the legislative	Participation in work groups on design of legislative acts

	framework, and capacity-building of employees	

Pontential target group	Stake	Interaction strategy
Small and medium enterprises. Service organizations	This stakeholder group has a stake in improvement of the quality of public service delivery and a decrease in the level of corruption	Engagement in discussions on the design of legislative drafts, participation in public hearings, training seminars and events

SOUTH-SOUTH AND TRIANGULAR COOPERATION

"South-South" cooperation is used to describe the development-related cooperation between the countries of the global South which belong in the same group. Triaagular cooperation implies the support of the initiatives implemented along the South-South direction from one of the developed countries. The Project will strive to improve the legislative framework of the civil service, public service delivery and combatting corruption in line with the international best practices.

The Project will actively advance training on the best practices in legislation, governance and institutional setup from countries which have similar economy structures in order to facilitate the attainemtn of effective and acceptable results. The Project will support the cooperation in the South-South direction using successful exampled of the best practices' implementation which can further be used as an input to knowledge management. The project will facilitate the advancement of joint training and experience sharing, build connections and assist in establishing partnerships between stakeholders in the region.

As part of Component 1 the Project will facilitate regular knowledge and information sharing about the progress of event implementation in neighbouring projects and conduct systematic collection, analysis and presentation of examples and lessons learnt as part of the components mentioned. Positive impact may be instrumental in ensuring the demand of Kazakhstan's experience in other countries of the Central Asian region. As part of the Project, efforts will be made to ensure continuous sharing of experience and best practices, solutions and technologies which may tackle governance challenges common for the countries of the Central Asian region.

These tasks will also be implemented with active participation of the Regional hub of civil service in Astana which was established as the joint initiative of the Government of Kazakhstan and the UNDP in 2013. Regional hub is a multi-dimensional institutional platform built for continuous civil service-related knowledge and experience sharing with an aim to facilitate the transformation of the civil service in the region through capacity-building, dissemination of innovative, practice- and research-based solutions to civil service reforms challenges. The Hub's activities are informed by demand of its 35 participating countries and 5 international organizations. Among the key directions of the Hub's work are the advancement of the SDG-16 and SDG-17, triangular, and "South-South" cooperation.

KNOWLEDGE

The project's activites will be directed towards establishing connections with all the stakeholders through an active dissemination of information on reforming the current and creating the new, legislative, organizational and financial conditions for civil service professionalization, improving the quality of public service delivery, creating a lasting culture of intolerance to corruption. As part of the project the following will be implemented:

- roundtables discussing the existing gaps in the legislative framework and proposed changes. Based on the outcomes of events and consultations with the main stakeholders guidelines on improving the legislative framework, factoring in the views of practitioners and experts, will be formulated. The resulting discussion will inform the amendments to the legislative framework which will further be introduced to the Agency for approval;

- seminars, training, professional development sessions with an aim to build the capacity of civil servants, delivering public services, and representatives of the civil society;

- research on streamlining the work of government bodies and anti-corruption efforts, involving international and national experts with the production of practical guidelines for further activities;

- creating a webpage of the project on social media which will allow to reach out to a wider audience, engage the stakeholders and raise public awareness of the project implementation. The Project's webpage will be regularly updated with new content added, including study and teaching materials;

- information and study trips which are effective for experience and knowledge sharing. Study trips, in particular, are instrumental for developing innovative, progressive solutions to existing problems.

SUSTAINABILITY AND SCALING UP

From the moment of its inception in Kazakhstan, the UNDP has implemented projects aimed at facilitating the creation of a professional state apparatus, improving the quality of public service delivery, and efforts to tackle corruption. Substantial experience has been accumulated in engaging local and international expertise for design and implementation of measures on civil service reform and setting up mechanisms to combat corruption. As part of the earlier efforts in civil service reform implementation, emergence of the Regional hub of civil service, streamlining of business processes, introduction of ethical norms and institutions as an anti-corruption measure, have been facilitated.

The project has potential for scaling up not only in Kazakhstan but in other countries and regions with similar civil service systems and ambitions to reform and modernize the governance system, in the event of successful implementation.

During the period of the project implementation in Kazakhstan, the UNDP has made a positive impact on the attainment of social, economic and environmental objectives of the state. The UNDP has been advancing a multidimensional approach to development through inter-sectoral programme portfolio of projects.

This project is a logical continuation of the initiatives from the previos joint projects.

The project has the capacity for scaling up not only in Kazakhstan but in other countries of the region.

PROJECT MANAGEMENT

The Project will be implemented in accordance with the procedures of national implementation established by the UNDP. The national implementin agency is the Republic of Kazakhstan Agency for Civil Service Affairs and Anti-Corruption (Agency) which will carry out the functions of the general coordination and ensuring the participation of stakeholders. The Agency will appoint the National Project Coordinator (NPC) who will act as a link between the Agency and the Project and will oversee the Project's activities on behalf of the Agency. The responsibilities of the NPC will be described in more detail in the PCE Operational guidelines.

The UNDP country office will facilitate the Project implementation in public procurement and contract award, personnel management and financial operations in accordance with the rules and regulations of the UNDP and the outcome-based management principles.

The Project office will be located in Astana, Republic of Kazakhstan, the UN office.

1.   Project management and project costs will be born in accordance with the rules, norms, standards and procedures of the UNDP;

2.   Administation of the co-financing arrangements will be implemented in accordance with the rules, norms, standards and procedures of the UNDP provided for the UNDP project implementation. Financial reporting is carried out once a year, at the end of the financial reporting year;

3.   In the event of the emergence of unexpected costs and commitments (due to inflation factors, volatile exchange rates or unforeseen circumstance), the UNDP must present the calculations of the necessary additional financing to the Agency. The Agency will make all the necessary efforts in order to obtain the necessary financial resources;

4.   In accordance with the decisions and executive orders of the UNDP Executive Council the UNDP Country office costs related to the general administration of co-financing will be deducated from the co-financing fund at 8%;

5.   Ownership rights for equipment, materials and other property financed from the co-financing fund belong to the UNDP. Issues related to the transfer of ownership rights are resolved by the PCE;

6.   Internal and external audit of the co-financing must be exclusively implemented in accordance with the financial rules, norms, standards and procedures of the UNDP;

7.   According to the UNDP rules, described in the Programme and operations Policies and Procedures (POPP) a permissible variation in the budget is allowed in every year of the work plan which gives the Project manager the right to carry out Project costs without a revision from the PCE. In the event that the variation exceeds the permissible level the UNCP Country office needs a confirmation of the extra permissible variations which pertain to:

- Budget redistribution between the components which equals 10% or over of the budget;
- Introduction of the new budget lines (articles) or components which exceed 5% of the orginally allocated funds.

8.   Any excess expenditure which will exceed the allocated co-financing sum must be paid for from sources which do not pertain to this co-financinf (for example from the UNDP TRAC funds);

9.   The Project will be closed in accordance with the UNDP rules prescribed in the POPP.

10.   Operational activities of the Project finish once all the financial operations carried out by the UNDP and the Project-related activities are closed. This includes the final approval of the final evaluation report (in English), relevant actions from the management side and the final PCE meeting. Relevant stakeholders agree upon, and approve in writing the agreements on the transfer of equipment which is still property of the UNDP.

11.   On the financial side the Project is deemed finished if the following conditions are satisfied:

- The Project is finished on the operating level;
- The Executing partner has informed of al the financial transactions in favour of the UNDP;
- The UNDP has closed Projec-related accounts;
- The UNDP and the Executing partner have signed the final consolidated financial report (which wil be the final budget revision);
- The Project is deemed finished on the financial side in the course of 12 months after the cessation of the operational activities. Between the operational and financial closure, the Executing partner identifies and delivers on all the financial commitments.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Judicial and legislative systems and government institutions are fair, accountable and accessible to everyone

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Judicial and legislative systems and government institutions are fair, accountable and accessible to everyone

Applicable Output(s) from the UNDP Strategic Plan:

Indicator 1.1:

The number of recommendations for mitigating area-specific corruption risks (public procurement, health services etc.)

Starting level: 1   Target level: 3   Data source: Global competitiveness index, World Bank data, Statistics Commission, NGOs/community organizations/"Nur Otan" party

Indicator 3.2: Level of satisfaction of the stakeholders with the time-efficiency of government bodies in delivering quality public services, including those in electric format.

Starting level: Low   Target level: Medium   Data source: akimats' data, citizen satisfaction surveys/Agency for civil service affairs and anti-corruption; UNDP surveys.

Project title and Atlas Project Number: 00106778

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	
Output 1 The mechanisms of government bodies' accountability and effectiveness are improved	The number of government bodies covered by the external risk analysis has been increased	Agency	3	2017	4	6	8	Agency's analytical review
	The share of public services covered by the public service monitoring plan of public service delivery has grown	Agency's strategic plan	7.4%	2017	8%	8.6%	9.2%	Independent survey
Output 2 The capacity of civil servants, in their professional competence and ethics norms-based quality public service delivery, is strengthened	The share of civil servants whose knowledge on public service evaluation and work ethics (out of the total number of people who were trained) has grown	Agency, Public administration academy, NCPM	0	2017	50%	60%	70%	Test results, E-kyzmet
	Satisfaction of citizens with the ethical level of civil servants has been increased	Survey	74%	2017	76%	78%	80%	Independent survey of service users

Output 3 *Increase in involvement of civil society in the decision-making process*	Public participation rate in regional meetings on local budget expenditure has grown	Agency's database, the Ministry for Religious Affairs and Civil Society	72%	2017	50%	60%	70%	Agency's, the Ministry for Religious Affairs and Civil Society's analytical review

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track progress results	Evaluation of the progress of attainment of the key outcomes is based on quality criteria and quality assurance methods	Quarterly	Producing the internal project reports	Not applicable	Not applicable
Monitor and Manage Risk	Receiving feedback from external partners, revision of project activities if necessary based on external feedback	Quarterly	Risk monitoring is active in the Atlas system and is regularly updated through a review of the external environment which may have an impact on project execution	Agency	Not applicable
Learn	Receiving knowledge, sharing of best practices and lessons on a regular basis, including information from other projects and their integration into the project	At least once a year	Relevant information is received and utilized by the project team as part of the decision-making process	Agency	Not applicable
Annual Project Quality Assurance	The quality of the project is evaluated against the UNDP quality assurance standards which are aimed at identifying the project's strengths and weaknesses and their impact on decision-	Annually	The project's strengths and weaknesses are considered by the project management and are used to make decisions to	Not applicable	Not applicable

Monitoring Activity	Description	Time Frame	Purpose	Responsible Party	Cost
	making for project improvement		improve the project effectiveness	Agency	Not applicable
Project Report	The implementation progress report is submitted to the PSC and the main stakeholders and will include the progress details, attainment of annual target indicators by component, yearly compilation of information on the quality rating of the project, updated risks with risk management measures, evaluation and review which have been implemented in the current year	Annually and the last year of project implementation (final report)	The review is focused on the degree of outcome attainment		
Project Review (Project Board)	Project steering committee (PSC) holds meetings on project implementation on a regular basis with an aim to evaluate its effectiveness and review the multi-year work plan in order to ensure the relevance of the budget for the duration of the project. In the last year of project implementation PSC holds a final meeting to review the	At least once a year	Any quality assurance or progress issues, as well as solutions to managing them should be discussed with and approved by, the PSC	Agency	3 000 USD

	lessons learnt and discuss the possibilities for scaling up and sharing of the results and lessons learnt with the relevant audience				
Knowledge and experience dissemination	The project will identify, analyze and disseminate the experience which might be useful for the implementation of similar projects in the future	Continously	A mutual information exchange is in place between this project and the stakeholders in other similar projects	Agency	Not applicable
Coverage in mass media	According to the UNDP brand guiding principles and the UNDP logo use regulations. In the event of the participation of other agencies and project partners within the framework of joint financing, their branding policy and regulations should duly apply	Continously	Publications and interview, website	Agency	Website maintetnance spending
HACT framework audit	The aim of the audit is to provide the UNDP with a guarantee that the resources of donors dedicated to the project implementation are effectively utilized	1. In the event that the spending reaches over the 600 000 USD annual spending limit, or 2. In the event that the project spending reaches over the 300 000 USD spending limit in the overall life cycle of the project	Audit reports with guidelines on project implementation improvement within the review process	Third party by the UNDP invitation	10 000

Component	PLANNED ACTIVITIES	Planned Budget by Year				Responsible party	Funding source	Budget description	PLANNED BUDGET		
		Y1	Y2	Y3	Total				Amount, Y1	Amount, Y2	Amount, Y3
Component 1: Studying international best practices with regard to professional civil services, methods and instruments of quality of public service delivery and corruption prevention in the civil service, quasi-public sector and private sector.	1.1. Research study on the major global trends in building a modern state apparatus; design of guidelines on improving the way government bodies work in Kazakhstan	14 000	0	0	14 000	Agency and UNDP	UNDP	71600 – travelling costs	2 000	0	0
								74200 – publications	1 000	0	0
								74500 – other	200	0	0
							Republican budget	71200 – international consultants	10 000	0	0
								75100 GMS –	800	0	0
	1.2. Research study on the international practice of public service delivery; design of recommendations on implementing the international experience of expedited delivery of public services to business representatives	0	0	14 000	14 000	Agency and UNDP	UNDP	74500 – other	0	0	200
								74200 – publications	0	0	1 000
								71600 – travelling costs	0	0	2 000
							Republican budget	71200 – international consultants	0	0	10 000
								75100 GMS –	0	0	800
	1.3. Research study on international practices of anti-corruption efforts in the civil service, quasi-public and private sector	0	14 000	0	14 000	Agency and UNDP	UNDP	71600 – travelling costs	0	2 000	0
								74200 – publications	0	1 000	0
								74500 – other	0	200	0

Activity					Funding source	Budget line			
1.4. Study visits on international practices in anti-corruption efforts, improvement of public service delivery, introduction of ethical institutions in the civil service, quasi-public and private sector	30 240	30 240	22 382	82 862	Agency and UNDP / Republican budget	71200 – international consultants	0	0	10 000
						75100 – GMS	–	800	0
						71600 – travelling costs	23 500	23 500	16 224
						72100 – contract-based services	3 000	3 000	3 000
						74200 – publications	1 000	1 000	1 000
						74500 – other	500	500	500
						75100 – GMS	2 240	2 240	1 658
1.5. Seminars, conferences, training programs involving international experts sharing experience and knowledge on public service delivery	0	12 960	14 904	39 264	UNDP	72100 – contract-based services	0	0	0
						71600 – travelling costs	0	0	0
						74200 – publications	0	0	0
						74500 – other	0	0	0
					Republican budget / Agency and UNDP	72100 – contract-based services	0	2 200	4 000
						71600 – travelling costs	0	9 000	9 000
						74200 – publications	0	500	500
						74500 – other	0	300	300
						75100 GMS	0	960	1 104
Total for Component 1	**44 240**	**57 200**	**51 286**	**152 726**					

Component	Activity					Responsible party	Funding source	Budget line			
Component 2: Comparative analysis of the national legislative framework and design of recommendations on improving the professional level of the state apparatus, the quality of public services, and corruption prevention	2.1. Research on source of and conditions for, corrupt practices in public service delivery	8 600	0	0	8 600	Agency and UNDP	UNDP	71600 travelling costs	–	2 000	0	0
								74500 other	–	200	0	0
								74200 publications	–	1 000	0	0
							Republican budget	71300 local consultants	–	5 000	0	0
								75100 GMS	–	400	0	0
	2.2. Analysis of the national legislative framework and legal practices with an aim to identify non-relevant functions and powers	0	8 600	0	8 600	Agency and UNDP	Republican budget	71300 local consultants	–	0	5 000	0
								74500 other	–	0	200	0
								74200 publications	–	0	1 000	0
							UNDP	71600 travelling costs	–	0	2 000	0
								75100 GMS	–	0	400	0
	2.3. Research study on improving legislative instruments of corruption risk prevention in the civil service	0	8 600	0	8 600	Agency and UNDP	UNDP	71600 travelling costs	–	0	2 000	0
								74500 other	–	0	200	0
								74200 publications	–	0	1 000	0
							Republican budget	71300 local consultants	–	0	5 000	0
								75100 GMS	–	0	400	0

22

Activity	Year 1	Year 2	Year 3	Total	Responsible	Source	Budget line	Year 1	Year 2	Year 3
2.4. Improvement of the corruption risk monitoring methodology for the civil service and quasi-public sector	11 400	0	8 600	20 000	Agency and UNDP	UNDP	72100 – contract-based services	2 200	0	0
							71600 – travelling costs	3 000	0	2 000
						Republican budget	74500 – publications	500	0	1 000
							74200 – local consultants	5 000	0	5 000
							71300 – local consultants	300	0	200
							75100 - GMS	400	0	400
2.5. Research study on the effectiveness of the Ethics commissioner in preventing the conflict of interest and abuse of office in the civil service	9 400	0	9 400		Agency and UNDP	UNDP	74500 – other	750	0	0
							74200 – publications	1 250	0	0
						Republican budget	71600 – travelling costs	2 000	0	0
							71300 – local consultants	5 000	0	0
							75100 - GMS	400	0	0
2.6. Research study on the effectiveness of government bodies in public service delivery; design of recommendations on public service delivery improvement	8 856	8 856	8 856	26 568	Agency and UNDP	Republican budget	71300 – local consultants	5 000	5 000	5 000
							71600 – travelling costs	2 000	2 000	2 000
							74200 – publications	1 000	1 000	1 000
							74500 – other	200	200	200
							75100 GMS	656	656	656
2.7. Design of guidelines on the introduction of an IT system measuring the level of satisfaction with the	0	24 300	0	24 300	Agency and UNDP	Republican budget	72100 – contract-based services	0	21 000	0
							75100 GMS	0	656	0

Component	Activity	Y1	Y2	Y3	Total	Party	Source	Budget description	Y1	Y2	Y3
	quality of public service delivery						Republican budget	74200 – publications	0	1 000	0
								74500 – other	0	500	0
								75100 – GMS .	0	1 800	0
	2.8. Research study on the revision of the Public services register; design of guidelines on streamlining and quality improvement of public services	17 820	0	0	17 820	Agency and UNDP	UNDP	71300 – local consultants	10 000	0	0
								71600 – travelling costs	4 000	0	0
								74200 – publications	1 000	0	0
								74500 – other	1 500	0	0
								75100 – GMS .	1 320	0	0
	Total for Component 2	**56 076**	**50 356**	**17 456**	**123 888**						
Component 3. Capacity-building for civil servants, as well as citizen involvement in the monitoring and evaluation of the measures to improve the quality of public service delivery and prevent corruption at all levels and in all sectors	3.1. Survey on the public perception of the ethical profile of the civil servants in 14 *oblasts*, Astana and Almaty (yearly)	33 676	29 356	28 276	91 308	Agency and UNDP	UNDP	72100 – contract-based services	4 000	4 000	4 000
								74500 other	300	300	300
							Republican budget	72100 – contract-based services	21 000	21 000	20 000
								74200 – publications	6 000	2 000	2 000

Activity					Funding source	Budget code			
						74500 other	200	200	200
					UNDP	75100 GMS	2 176	1 856	1 776
						74500 other	5 000	7 000	5 000
3.2. Design of training programs on anti-corruption to be taught at educational institutions	26 036	19 396	16 316	61 748	Agency and UNDP	74500 other	300	300	300
					UNDP	72100 contract-based services	13 000	9 000	8 000
						74500 other	5 000	7 000	5 000
					Republican budget	74200 publications	6 000	2 000	2 000
						72100 contract-based services	13 000	9 000	8 000
						74500 other	200	200	200
						75100 GMS	1 536	896	816
					UNDP	72100 contract-based services	5 000	5 000	7 000
						74500 other	300	300	300
3.3. Events on public monitoring of Anti-corruption strategy implementation	17 396	14 938	15 076	47 410	Agency and UNDP	72100 contract-based services	9 000	5 000	5 000
					Republican budget	74200 publications	2 000	3 724	2 000
						74500 other	200	200	200

Activities	Y1	Y2	Y3	Total	Responsible party	Funding source	Budget line		
							75100 – GMS	896	714	576
						UNDP	71600 – travelling costs	2 000	2 000	2 000
							75100 – GMS	1 000	1 000	1 000
3.4. Design and print of promotional materials on anti-corruption efforts (leaflets, teaching materials, including those for educational institutions, government bodies and citizens)	8 900	6 200	6 200	21 300	Agency and UNDP	UNDP	74200 – publications	1 000	1 000	1 000
						Republican budget	71300 – local consultants	5 000	2 500	2 500
							74500 – other	500	500	500
							75100 – GMS	400	200	200
Total for Component 3	**86 008**	**69 890**	**65 868**	**221 776**						
Component 4: Raising public awareness of the steps taken to improve quality of public service delivery and to prevent corruption, as well as to facilitate development of intolerance to corruption in the society										
4.1. Design of guidelines on legislative, informational and organizational activities to improve the effectiveness of public awareness measures aimed at building andanti-corruption behavior model and the atmosphere of intolerance to corruption in the society	12 400	12 400	12 400	37 200	Agency and UNDP	UNDP	74200 – publications	2 500	2 500	2 500
							74500 – other	1 500	1 500	1 500
							71300 – local consultants	5 000	5 000	5 000
							71600 – travelling costs	3 000	3 000	3 000
4.2. Seminars and meetings on public service delivery quality involving relevant government bodies,	15 420	15 420	15 420	46 260	Agency and UNDP	Republican budget	75100 – GMS	400	400	400
						UNDP	72100 – contract-based services	3 000	3 000	3 000

local governments and Public Councils					Republican budget	71600 – travelling costs	7 000	7 000	7 000
						74200 – publications	4 500	4 500	4 500
					UNDP	75100 GMS	920	920	920
						72100 – contract-based services	3 000	3 000	3 000
4.3. Informational activities on the effectiveness of government bodies	25 680	25 680	23 520	74 880	Agency and UNDP	Republican budget	71300 – local consultants	5 000	5 000	5 000
						72100 – contract-based services	15 000	15 000	13 000
						74200 – publications	1 000	1 000	1 000
					UNDP	75100 GMS	1 680	1 680	1 520
Total for Component 4	**53 500**	**53 500**	**51 340**	**158 340**					
Component 5. Project management									
5.1. Project execution group					UNDP	71400 – Project personnel	10 880	10 880	10 880
						73100 – rent	3 800	3 800	3 800
						72400 – utilities	6 000	4 000	4 000
						72500 – office supplies	3 000	3 000	3 000
						74500 – other	1 000	1 000	360
5.2. Project's operational costs	97 947	122 705	122 628	343 280	Republican budget	71400 – Project personnel	32 961	64 276	64 276
						73100 – rent	340	340	340

	72200 – equipment and furniture	4 039	0	0	
	64398 – UNDP consulting services	25 000	25 000	25 000	
	72500 – office supplies	5 000	2 000	2 000	
	74500 – other	500	1 000	1 521	
	75100 - GMS	5 427	7 409	7 451	
5.3. Administration by UNDP					
GMS (%)	5 427	7 409	7 451	17 887	
Total for the Project management	**97 947**	**122 705**	**122 628**	**310 880**	
TOTAL	337 771	353 651	308 578	1 000 000	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project is a joint initative of the Government of the Republic of Kazakhstan and the UNDP which uses the following business principles. As the executive agency, the UNDP through its country office in Kazakhstan will be responsible for the implementation of the Project as the executive partner.

The executive partner delivers the following services on the Project's technical execution:
- Designing terms of references and technical specifications for goods and equipment in accordance with the UNDP's internal regulations and procedures on goods and services procurement, including recruitment, selection, contract award, maintaining communications with consultants and subcontractors. This rule pertains to goods and services financed from the budgets of the UNDP and the Republic of Kazakhstan;
- Procurement and contracts;
- Project budget and project expenses
- Facilitation in contract maintenance with the republican and regional partners;
- Facilitation in holding events on representing interests of target groups
- Project oversight on accountability, transparency, effectiveness and performance
- Project monitoring, evaluation and audit.

Project Steering Committee (hereupon - PSC) is a key strategic decision-making body. The chair of PSC is the appointed national project coordinator (NPC). PSC meetings are held at least once a year for consideration and approval of the project implementation end-of-year report and approval of the work plan for the following year. Additional meetings will be helpd as needed. In addition to the Republic of Kazakhstan Agency for the Civil Service Affairs and Anti-corruption (Agency) PSC will comprise the representatives from the following organisations:
- *Academy of Public Administration under the President of the Republic of Kazakhstan*
- *Ministry of the National Economy*
- *Government corporation «Government for citizens»*
- *Civil society organisations.*

In order to execute specific tasks on situational analysis, developing guidelines and recommendations, designing drafts of legislative acts and documents essential for pilot testing initiatives, business-plans, joint monitoring and evaluation activities, training and knowledge sharing, as subcontractors individual experts and companies will be involved in accordance with the UNDP procurement procedures and regulations. The subcontractor works according to the terms of reference and internal regulations in agreement with the project management.

For the purpose of project implementation a project group (hereupon – PG) will be created with the following members:
- Project manager,
- Key expert on civil service, anti-corruption matters and quality of public service delivery matters,
- Administrative assistant.

PG will carry out tasks in accordance with clearly defined terms of reference.

The project will be managed by the project manager with support from, and in cooperation with, the Agency (acting through an appointed national coordinator) and organisations represented in PSC and other stakeholders, including civil society organizations. Project manager will be managing the PG and be responsible for the project's daily activities, preparation of financial and administrative reports. Project manager will be responsible for the project implementation as part of PG in accordance with the outcomes-based management standards. The main responsibility of the project manager is in ensuring th attainment of the project's outcomes and target indicators through the implementation of all the essential activites outlined in the project document according to the set timeleines and within the allocated budget.

Under the direction of the project manager in agreement with the UNDP programme coordinator and the national project coordinator from the executive agency PG will execute the

project's activities, namely: preparation/revision of work plans, document archives, подготовка/уточнение рабочих планов, архивирование документации, accounting and bookkeeping, reporting, preparation of terms of reference, technical specifications and other documents (as needed); search for and selection of, consultants, coordination and oversight of consultants and contractors, organization of project-related trips, public and other activities, establishing work contacts with partners at the national and local levels. An important task of PG is ensuring theagreement between all the stakeholders at the decision-making level. For this purpose the following will be in place:

- Design and annual revision of the yearly work plan (hereupon - WP) which reflects the project's efforts in ensuring full integration of the lessons learnt into the project's structure;
- Monitoring and evaluation of project implementation in accordance with the UNDP procedures;
- Training and professional development of the project personnel on issues of managing investment projects in accordance with the international standards;
- Knowledge and experience sharing and coordination with other projects and initiatives in the country and abroad;
- Financial audit of the project's activities.

In the beginning of every year PG prepared the WP for the approval of PSC which will be the key document according to which funds will be allocated for implementation of activities. WP is being prepared in collaboration with stakeholders and is presented to PSC for approval. UNDP and the Agency conduct regular monitoring and evaluation of the WP implementation. In addition to this PG prepares quarterly reports about the work progress and the and the yearly project report. These reports will cover the attainment of outcomes, and provide explanation in the event of significant deviations from the plan. Necessary corrections in the WP approved by PSC are added as needed.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement signed by the Government of the Republic of Kazakhstan and the UN Development Programme on 4 October 1994. As part of the implementation of the Standard Basic Assistance Agreement Executing agency of the beneficiary country turns to the government body referred to in this Agreement.

In agreement with the UNDP in Kazakhstan and other signatories the UNDP Permanent Representative in Kazakhstan is authorized to amend this project document in writing:

- Revision and improvement of appendices to this Project document;
- Amendments which do not involve significant changes of outcomes, intermediary outcomes and activities, provided that the inputs were agreed upon originally and the costs have increased due to inflation;
- Mandatory annual revisions of timelines of the originally agreed upon inputs in the Project and associated costs which increased due to inflation, particularly experts costs, as well as amendments which factor in cost revisions;
- Inclusion of additional appendices in accordance with the provisions of this Project document.
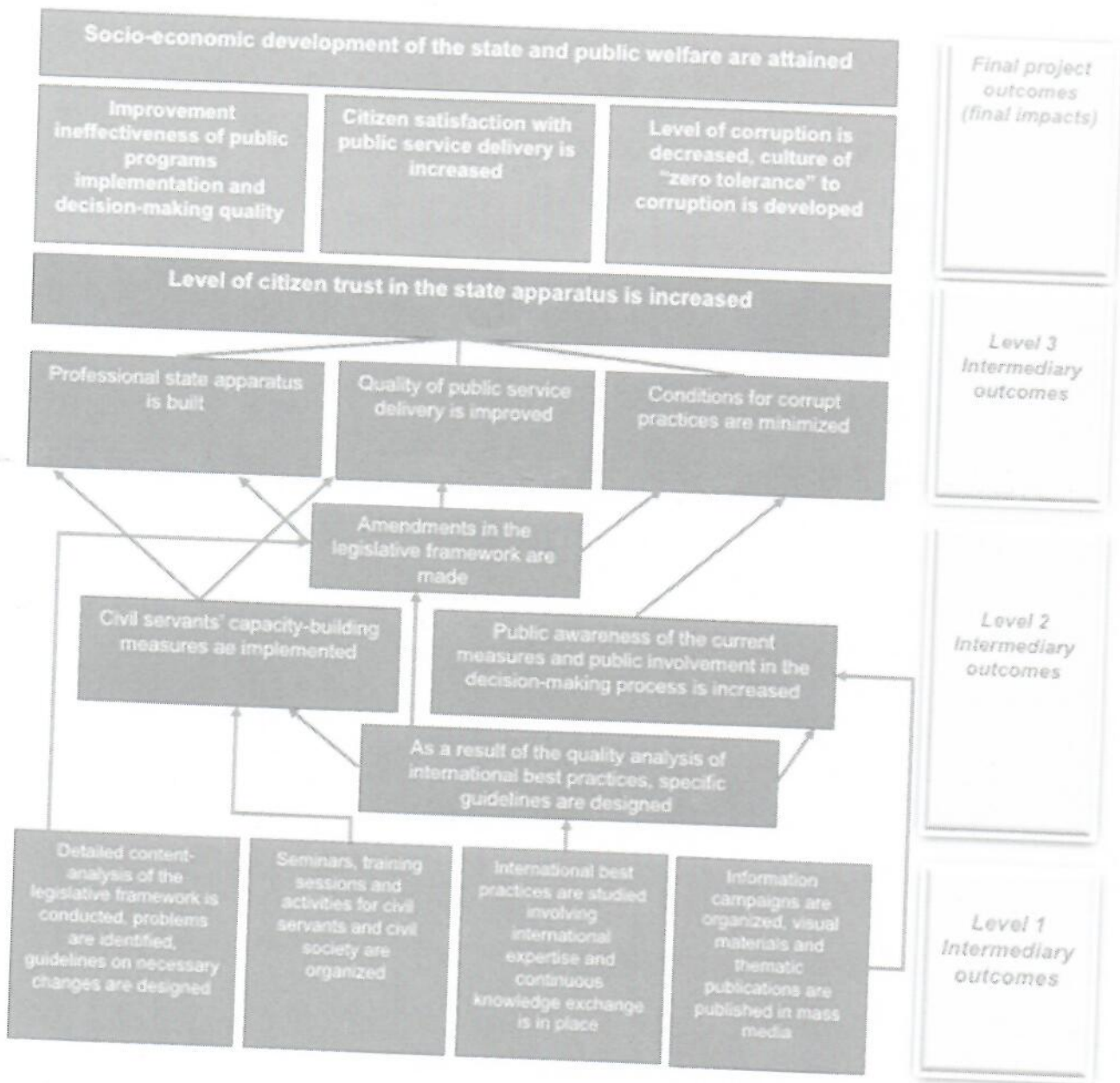
RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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.

2. 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner][1].

3. 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. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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).

5. 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.

6. 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.

---

[1] Use bracketed text only when IP is an NGO/IGO

LOGICAL FRAMEWORK OF EXPECTED IMPACT AS A RESULT OF THE PROJECT IMPLEMENTATION

Socio-economic development of the state and public welfare are attained	*Final project outcomes (final impacts)*
Improvement ineffectiveness of public programs implementation and decision-making quality — Citizen satisfaction with public service delivery is increased — Level of corruption is decreased, culture of "zero tolerance" to corruption is developed	

Level of citizen trust in the state apparatus is increased

Professional state apparatus is built — Quality of public service delivery is improved — Conditions for corrupt practices are minimized	*Level 3 Intermediary outcomes*

Amendments in the legislative framework are made

Civil servants' capacity-building measures ae implemented — Public awareness of the current measures and public involvement in the decision-making process is increased	*Level 2 Intermediary outcomes*

As a result of the quality analysis of international best practices, specific guidelines are designed

Detailed content-analysis of the legislative framework is conducted, problems are identified, guidelines on necessary changes are designed — Seminars, training sessions and activities for civil servants and civil society are organized — International best practices are studied involving international expertise and continuous knowledge exchange is in place — Information campaigns are organized, visual materials and thematic publications are published in mass media	*Level 1 Intermediary outcomes*

X. ANNEXES

APPENDIX 1.

SOCIAL AND ENVIRONMENTAL EVALUATION

Social and Environmental Risks Evaluation

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [2]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit 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? _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_	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

---

[2] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Not applicable
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including 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?	Not applicable
1.3	Does the Project involve 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)	Not applicable
1.4	Would Project activities pose risks to endangered species?	Not applicable
1.5	Would the Project pose a risk of introducing invasive alien species?	Not applicable
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Not applicable
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Not applicable
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	Not applicable
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	Not applicable
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	Not applicable
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	Not applicable
Standard 2: Climate Change Mitigation and Adaptation	
2.1	Will the proposed Project result in significant[3] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions	
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Not applicable

---

[3] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Not applicable
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Not applicable
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Not applicable
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Not applicable
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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	Is there a risk that the Project would lead to forced evictions?[4]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Not applicable
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Not applicable
6.3	Would the proposed Project potentially affect 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)?	Not applicable

[4] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	
6.4	Has there been an 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?	Not applicable
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Not applicable
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Not applicable
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	Not applicable
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	Not applicable
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Not applicable
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

APPENDIX 2.

<u>*RISKS AND ASSUMPTIONS*</u>

Risks	Rating	Mitigating measures
Insiffucient capacity of the local stakeholders for design of the essential legislative (regulatory) amendments and changes	Medium	Participation of international experts and local practitioners with a wealth of experience in designing essential legislative (regulatory) amendments and changes, application of innovative ways of needs assessment (e.g. micro-narratives) in order to define the necessary changes, wider engagement of public and professional organizations into the discussion of problems and design of recommendations on regulatory changes
Insufficient understanding of the content and consequences of the legislative (regulatory) changes by decision-makers (legislators and so forth)	Medium	Participation of the project experts in consultations and roundtables with decision-makers, production and dissemination of explanatory notes, documents and results of analysis and evaluation, designed in an accessible manner
Low interest and motivation of partners towards project participation	Medium	Demonstration of the impact and advantages of the professional state apparatus; quality public service delivery; improvement of anti-corruption culture and "zero tolerance" to corruption in the society
Insufficient level of interaction of the stakeholders involved in the project implementation process	Medium	Enabling an effective dialogue through a dedicated platform to involve the stakeholders, production and dissemination of explanatory notes, documents and results of analysis and evaluation, designed in an accessible manner
Reform of the Agency's structure and as a result of the change in priorities, a decrease in commitment to the Project theme	Low	Engagement of different stakeholders and ensuring their continuous participation in the consultation process, search for and work with, potential partners with a stake in the project outcomes
Pre-defined negative position of the mass media in coverage of civil service reform, public service delivery and anti-corruption efforts	Medium	Active engagement of the project with media, including thematic meetings with experts, media-meetings and media training seminars

APPENDIX 3.

STANDARD AGREEMENT BETWEEN THE UNDP AND THE REPUBLIC OF KAZAKHSTAN AGENCY FOR CIVIL SERVICE AND ANTI-CORRUPTION ON DELIVERING SERVICES AND SUPPORTING ADDITIONAL SERVICES

1. This is in referral to the consultations between the official representatives of the Government of Kazakhstan (hereupon – "the Government") at the Republic of Kazakhstan Agency for Civil Service Affairs and Anti-Corruption (hereupon – "Agency") and the official representatives of the UNDP with regard to the provision of services on technical support of the projects by the UNDP country office to programmes and projects managed at the national level. UNDP and the Agency have hereby agreed that the UNDP country office may provide such services specified below on technical support on Agency's request through its designated organization specified in the relevant project document of the UNDP and Agency's joint project "Improving the instruments of state apparatus professionalization, public service delivery quality assurance and corruption prevention".

2. UNDP country office may provide services on the technical support of the projects with the aim to facilitate, with provision of reports in accordance to the requirements and direct payments. When providing services UNDP country office must ensure the capacity-building of the institution authorized by the Government with an aim to carry out activities directly. Costs borne by the UNDP country office as a result of the service provision must be recovered out of the office administrative budget.

3. UNDP country office may provide at the authorized institutions' request, the following services on the project's technical support as part of its activities:
   (a) Recruitment of the project personnel; consideration of administrative issues on personnel recruitment;
   (b) Support in conductin training and organizing seminars;
   (c) Procurement of goods and services;
   (d) Processing of direct payments.

4. Procurement of goods and services, project personnel recruitment by the UNDP country office must be implemented in accordance with the regulations, rules, policies and procedures of the UNDP. Technical support services described in article 3 above must be reflected in detail in the annex to the project documentation according to the template in Annex 7-1 to this document. In the event of the change in requirements to the technical support services provided by the country office during the project implementation timeline, the annex to the project documentation is subject to revision in mutual agreement of the representative – resident of the UNDP and the aurthorized instiution.

5. Relevant provisions of the Standard Main Assistance Agreement (SMAA) between the Government of the Republic of Kazakhstan and the UN Development Programme signed by both parties on 5 October 1992, including provision on the responsibilities, privileges and immunity, must apply to provision of such services in technical support. The Government is fully responsible for the projects managed at the national level through its authorized institution. The liability of the UNDP country office for the technical support services described in this document is limited to the provision of such services described in detail in the annex to the mentioned document.

6. Any grievances and disputes arising as part of or because of the provision of technical support services by the UNDP country office in accordance to this letter must be settled in accordance with the relevant provisions of the SMAA.

7. The mode and method of reimbursing the costs by the UNDP country office when providing the technical support services described in article 3 above must be described in the annex to the project document.

8.   Where necessary the UNDP country office is committed to producing reports on the progress of technical support services provision and costs reimbursed when providing wuch services.

9.   Any changes in this agreement are made in mutual written agreement of parties.

10.   If you agree to the above-mentioned, we ask you to sign and return two signed copies of this letter to the office. This letter, in the even of you signing it, will represent an agreement between the Agency and the UNDP with regard to provisions and conditions of technical support services provision by the UNDP country office for the project of the United Nations Development Programme (UNDP) and the Agency (Republic of Kazakhstan Civil Service Affaird and Anti-Corruption Agency) "Improving the instruments of state apparatus professionalization, public service delivery quality assurance and corruption prevention".

UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Title:	Project Manager
Project:	
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB4 Q1
Supervisor:	Head of Unit, Governance and Local Development Unit (GLD)

II. Project Information

UNDP has a long record in implementing activities with the Government of Kazakhstan towards transparent and effective system of governance and public administration based on the rule of law principle. UNDP's joint efforts with the Supreme Court and the Agency of Civil Service and Corruption Prevention target to establish independent judicial and civil service systems with ethics and meritocracy developed culture.

UNDP is recruiting a staff to support these projects with knowledge management, capacity development and generation of new methodologies in assessment of judiciary and civil service which overall contribute to increasing the access of all citizens to effective public services and independent justice.

I.

II.   **III. ORGANIZATIONAL CONTEXT**

III.

Under the guidance of the Head of GLD unit, the Project Manager is responsible for the timely delivery and quality of outputs and technical advice. The jobholder will ensure effective implementation of daily activities of the rule of law portfolio projects and ensure compliance with appropriate UNDP policies and procedures.

The Project Manager supervises project personnel and works in close collaboration with the operations team, programme staff and Government officials, technical advisors and experts, multi-lateral and bi-lateral donors and civil society ensuring successful UNDP programme/ project implementation

IV. IV. Functions / Key Results Expected

Project manager will be responsible for implementation of the projects in accordance with the Project Documents and Approved Work plans. The project manager is expected to closely cooperate with project counterpart and other government bodies involved in project activity, to:

- ensure smooth implementation of project activities and attainment of the overall project objectives as stated in the project documents;
- coordinate project activities with the activities of national counterparts and other projects of UNDP;
- draft annual project work plan in consultation with major project stakeholders and UNDP;
- ensure sound management of financial resources of the project, analyse and monitor the project budget, and prepared 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;
- develop Terms of Reference for project personnel and consultants and ensure proper delivery of technical services and submission of technical and other report;
- develop Terms of Reference for the evaluations and its reports;
- organise workshops and outreach activities as planned in the project document;
- draft project progress reports and organise other monitoring actions as per the project document;
- responsible for administration of the projects in accordance with UNDP Programming rules and regulations;
- supervise work of project assistant, project consultants/sub-contractors, local consultants and conduct performance reviews in accordance with UNDP rules, regulations and procedures;
- perform other duties as required;

Project and Financial Management:

- Prepare and update work plans and budgets;
- Manage 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 analyze 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/Portfolio Manager;
- 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 Cluster.

Support to resource mobilization:

- Establish and further develop contacts and cooperation with the relevant UN Agencies, government institutions, bi-lateral and multi-lateral 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 Portfolio Manager
- Develop best practices within the framework of project activities and feed these into UNDP's overall governance strategy.

Advocacy and Co-ordination:

- 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

V.

VI.   V. IMPACT OF RESULTS

VII.

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

- Improvement of the standard and process of public administration assessment;
- Public services will be provided efficiently and in a timely manner;
- Improvement of awareness of citizens on the provision of public services;
- Synchronization of external and internal audit processes for sustainable quality of public services;
- Achievement of harmonization of objectives, functions and resources of public authorities;
- Significant increase of the capability of the public authorities for performing planning, assessment and provision of public services of high quality.

VIII.   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

- **Communication:** 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.
- **Team work:** 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.

Managerial competencies

- **Managing Performance:** 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. Recruitment Qualifications

Education:	• Advanced degree in law, political science, social sciences or a related field.
Experience:	• At least 5 years of progressively responsible experience working in development programming with focus or relation to human development; • Proven record of knowledge of the socio-political context and practical experience in the area of rule of law, judiciary, anti-corruption, civil service and human rights; • 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; • Excellent inter-personal, negotiation and team leading skills required; • Ability to work under pressure, to tight deadlines and to handle multiple tasks; • Excellent computer skills with ability to use information technology as a tool and resource.
Language Requirements:	• Fluency in English, Kazakh and Russian with proven drafting and presentation skills;

VIII. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

I. Информация по позиции

Позиция:	Эксперт проекта
Проект:	«Совершенствование механизмов профессионализации государственного аппарата, обеспечения качества государственных услуг и предупреждению коррупции»
Тип контракта:	SC
Место работы	Астана, Казахстан
Период трудоустройства:	12 месяцев (с возможностью продления)
Тип занятости:	Полная занятость
Степень:	SB3 mid
Руководитель:	Менеджер Проекта

II. Информация о проекте

Проект направлен на улучшение социальных стандартов и содействия в осуществлении положений Конвенции о правах лиц с ограниченными возможностями в Казахстане, пилотирование разработки специальных социальных услуг и инновационных форм занятости уязвимых групп населения. Главной целью проекта является модернизация существующей системы социальной защиты, и обеспечение внесения вклада в политику приоритетного получения инклюзивных моделей роста.

Проект обеспечивает доступ к национальному и международному опыту, разрабатывает соответствующие обучающие курсы, и содействует пилотированию мер по реформированию или инновационным подходам, используя синергию с иными текущими инициативами / проектами ПРООН в различных регионах страны.

III. Организационная структура

Под непосредственным руководством Менеджера проекта ПРООН, Эксперт проекта оказывает экспертную поддержку проекта. Эксперт проекта работает в тесном сотрудничестве с национальным партнером (Министерство здравоохранения и социального развития) и департаментом Эффективного Управления и Территориального Развития ПРООН.

Эксперта проекта отвечает за поступательную экспертную поддержку мероприятий проекта и взаимодействие с национальным партнером (Министерство здравоохранения и социального развития), в целях обеспечения своевременной и эффективной поддержки программных мероприятий.

IX.

X.   IV. Обязанности / Основные результаты

- Оказание комплексной поддержка Менеджеру проекта во всех аспектах реализации проекта, согласно проектному документу;
- Работа в тесном сотрудничестве с департаментом Эффективного Управления и Территориального Развития ПРООН и Министерством здравоохранения и социального развития РК по построению взаимосвязей в рамках проекта;
- Оказывает техническую экспертную поддержку в сфере предоставления специальных социальных услуг и по правам лиц с ограниченными возможностями;
- Оказывает поступательную экспертную поддержку в реализации проекта и проектных мероприятий;
- Оказание поддержки Менеджеру проекта в разработке ежегодного проектного плана;

- Оказание поддержки Менеджеру проекта в разработке технических заданий   для консультантов в рамках деятельности связанной с усилением потенциала МЗСР РК и совершенствованием системы социальных услуг в соответствии с рабочим планом;
- Обеспечение реализации проектных мероприятий, связанных с совершенствованием системы предоставления социальных услуг и продвижением Конвенции о правах инвалидов в соответствии с рабочим планом
- Организация семинаров и мероприятий по проекту в соответствии с утвержденным рабочим планом;
- Помощь при подготовке отчетов о реализации проекта;
- Выполнение других обязанностей при необходимости.

V. Воздействие результатов

Основное влияние данной должности будет отражено в достигнутых результатах, согласно проектному документу. Особое влияние должно быть создано посредством беспрепятственного осуществления проекта и достижению результатов проекта, так же как активный диалог и координация деятельности с национальным партнером по проектной деятельности. Основные результаты проекта будут отражены в следующих целевых результатов:

- содействие поэтапной реализации Плана мероприятий по обеспечению прав и улучшению качества жизни людей с ограниченными возможностями в Республике Казахстан
- содействие в реализации положений Конвенции о правах инвалидов в Казахстане
- улучшение социальных стандартов и осуществление эффективных платежей на основе международных моделей и наилучшей практики
- пилотирование разработки специальных социальных услуг и инновационных форм занятости уязвимых групп населения

VI. Компетенция

Ключевые ценности
- Демонстрация приверженности ценностям ООН и этическим стандартам
- Демонстрировать профессиональную компетентность и добросовестность, а также эффективность в выполнении обязательств, соблюдении сроков и достижении результатов
- Демонстрировать культурную, гендерную, религиозную, расовую и национальную чувствительность и адаптивность

Основные требования
- Отличные коммуникативные навыки, включая умение передать сложные понятия и рекомендации, как устно, так и письменно, в ясный и убедительный стиль для того чтобы соответствовать различным аудиториям.
- Способность взаимодействовать, создавать и поддерживать эффективные рабочие отношения с культурно разнообразной командой, как член команды, построить доверительные отношения и вести работу спланировано и прозрачно.
- Умение устанавливать и поддерживать продуктивные партнерские отношения с национальными партнерами и заинтересованными сторонами, проявлять активность в выявлении бенефициаров и потребностей партнеров и приводить их к соответствующим решениям.

Навыки управления
- Способность разрабатывать четкие цели, которые согласуются с согласованной стратегией; Способность определять приоритетные направления деятельности и задач и выделить соответствующее время и ресурсы для эффективного и действенного выполнения работ; Умение следить за прогрессом в отношении основных этапов и сроков; Умение эффективно справляться с несколькими задачами одновременно без ущерба для качества, командный дух и положительные рабочие отношения, способность предвидеть риски и разрабатывать стратегии смягчения их последствий.

VII. Необходимая квалификация

Образование:	- Высшее образование в области социальной работы, государственного управления или социальных наук

Опыт:	• Минимум 5 лет профессиональной деятельности в области предоставления социальных услуг и по вопросам лиц с ограниченными возможностями
	• Умение работать в среде, предполагающей взаимодействие и сотрудничество с несколькими сторонами, включая представителей правительств, доноров и других партнеров
	• Хорошие навыки межличностного общения и коммуникативные навыки
	• *Умение работать в сжатые сроки и справляться с несколькими задачами одновременно*
	• *Навыки работы с компьютером (особенно с приложениями Microsoft office) и способность использовать информационные технологии как средство и ресурс*
Знание языков:	• Хорошее знание русского языка
	• *Знание казахского и английского языка является преимуществом*

UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Title:	**Project Admin and Finance Assistant**
Project:	UNDP/GoK Projects in Rule of Law Area
Type of Contract:	SC
Location:	Astana, Kazakhstan
Duration:	12 months (with possible extension)
Employment:	Full time
Level:	SB2 Max
Supervisor:	Program Analyst, Governance and Local Development Unit (GLD)

II. Project Information

UNDP has a long record in implementing activities with the Government of Kazakhstan towards transparent and effective system of governance and public administration based on the rule of law principle.

Promoting the rule of law at the national and international levels is at the heart of UNDP mission. Together, rule of law, access to justice and legal empowerment contribute to an enabling environment for achieving the Millennium Development Goals (MDGs). In its Resolution A/67/L of November 2012, the General Assembly has reconfirmed, that the independence of the judicial system, together with its impartiality and integrity, forms an essential prerequisite for upholding the rule of law and ensuring that there is no discrimination in the administration of justice.

The public institutions at all levels are still inundated by high levels of bureaucracy and inefficiencies. According to the Worldwide Governance Indicators compiled by the World Bank in 2012, the country has low rankings for accountability, control of corruption and rule of law.

UNDP will work with both duty-bearers (key human rights and rule of law institutions, the judiciary and the Parliament), and rights-holders (represented by civil society, persons with disabilities, youth), in order to strengthen the capacities of human rights and rule of law institutions.

UNDP's joint efforts with the Supreme Court, Ministry for Civil Service Affairs and Ministry of Justice target to establish independent judicial and law enforcement systems with the human rights based approach and civil service with the ethics and meritocracy developed culture that prevents from corruption and ensures accountability of public servants. Rule of law projects will focus on institutionalization of mechanisms to support the concept of human rights and implementation of UPR recommendations, to guarantee access to justice for all people including vulnerable groups, and to promote accountability and transparency of work in civil service. Project activities include a wide range of technical assignments and events targeting improvement of legislative framework, building technical capacity and potential of national

stakeholders through developing training modules and delivering training workshops, increasing public awareness on the issues of rights and accountability of public bodies.

UNDP is recruiting a staff to support these projects with knowledge management, capacity development and generation of new methodologies in assessment of judiciary and civil service which overall contribute to increasing the access of all citizens to effective public services and independent justice.

XI.

XII.   III. ORGANIZATIONAL CONTEXT

XIII.

Under the guidance of the Project Manager the Project Assistant will provide support in implementation of everyday activities under the Project and will work under his/her direct supervision. The Assistant will be responsible for all administrative (contractual, organizational and logistics) issues and the issues related to procurement (procurement of services and goods, payments, accounting, cash management and others).

The jobholder will ensure effective implementation of daily activities of the rule of law portfolio projects and ensure compliance with appropriate UNDP policies and procedures.

XIV.   IV. FUNCTIONS / KEY RESULTS EXPECTED

The duties and responsibility of the **Assistant** will include:

1. Procurement:

- Development of a plan and monitoring of procurements for every year according to UNDP format;
- Collection and systematization of the information on potential suppliers of services/goods;
- Ensuring tender selection of the supplier of services/goods in accordance with UNDP requirements and procedures;
- Preparation of motivations on the selected supplier of services/goods for consideration by the UNDP procurement committee;

2. Financial assistance to the project:

- Preparation of documents for payment in accordance with SOP; create non-PO vouchers in Atlas
- Monitoring of project expenditures in accordance with the work plan and UNDP procedures
- As necessary, preparation of cash advance requests and securing of reporting in accordance with UNDP procedures;

3. Administrative support:

- Preparation of travel requests for the employees of the Project, consultants and foreign experts in accordance with UNDP standard operating procedures;

- Solution of organizational issues on reservation and acquisition of tickets and others; Securing visa support, arrangement of transport and accommodation in a hotel and etc. during the visits of foreign experts;
- Support in preparation of short-term contracts in accordance with UNDP requirements and procedures and exercising control over observance of contract terms and periods;
- Assistance in keeping close contacts with the UNDP, the project partners and other organizations by means of direct contacts, collection of information and proposals, registration of incoming and outgoing correspondence, preparation of draft letters and organization of meetings;
- Keeping the catalogue of archive data, inclusion of all data on contracts, reports and etc. into it, revision and updating of them in an established format for subsequent use;
- Development of a catalogue of materials on monitoring of the project and project activities (correspondence, reports, budget and financial expenses) in accordance with UNDP requirements;
- Organization of the process on preparation and logistics of workshops, working meetings, delegations, field expeditions and etc.;
- As required, preparation of basic materials to use during presentations, workshops and briefings;
- Keeping an inventory list on provision separate expert with project equipment and their responsibility for it and monitoring of the equipment use;
- Securing regular record keeping on use of the office vehicle;
- Preparation of unofficial translations and as required, acting as an interpreter

---

XV. _____

XVI.   V. IMPACT OF RESULTS

XVII.

The general impact of this post will be reflected in the results achieved by Project as defined in the project document. Specific impact should be created through: active dialogue and coordination with the national stakeholders and on project activities implemented.

XVIII.   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

- **Communication:** 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.
- **Team work:** 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.
- **Managing Performance:** 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. Recruitment Qualifications

Education:	▪ Bachelor degree in law, political science, social sciences or a related field.
Experience:	▪ *At least 3 years of work experience in administrative and financial support of office operating within international or foreign projects or organizations. Ability to work to tight deadlines and to handle multiple concurrent project components.*
Language Requirements:	▪ *Fluency in English, Kazakh and Russian with proven drafting and presentation skills;*

VIII. Signatures- Post Description Certification

Incumbent *(if applicable)*

Name	Signature	Date
Supervisor		

Name / Title	Signature	Date
Chief Division/Section		

Name / Title	Signature	Date