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PROJECT DOCUMENT
Republic of Kazakhstan

Project Title: Training and Infrastructure Needs Assessment: Academy of Justice

Project Number: 00103301

Implementing Partner: Ministry of Justice of the Republic of Kazakhstan

Start Date: May 2017 **End Date:** March 2018 **PAC Meeting date:** December 12, 2016


Brief Description

The project will be implemented within the Justice Sector Institutional Strengthening Project (JSISP) of the World Bank. With this project UNDP aims to support the development of justice sector in Kazakhstan by assessing the training needs and physical infrastructure capabilities of the newly established Academy of Justice, which is a key institution responsible for professional training of Kazakhstan's judges and judicial staff. The outcome of the project is a detailed assessment report on the Academy's existing training needs, physical facilities including physical and information and communications technology (ICT) infrastructure, and recommendations towards financial sources and mechanisms to modernize the infrastructure to international standards. Overall, it will allow for sustainable work of the Academy, professional education of judges and court staff and increased access to justice for all, including vulnerable groups.

Contributing CPAP Outcome: Outcome 2.2: Judicial and legal systems, and public institutions, are fair, accountable and accessible to all people. Indicative Output(s) with gender marker ² : GEN2	Total resources required:	USD 500,000	
	Total resources allocated:	Donor: Ministry of Justice through World Bank	USD 500,000

Approved by (signature):

UNDP

Munkhtuya Altangerel, Deputy Resident Representative 

I. DEVELOPMENT CHALLENGE

Over the past decade Kazakhstan has built a record of strong macroeconomic management and a rules-driven fiscal framework. However, Kazakhstan was affected by the global economic crisis. This encouraged the Government to place a greater emphasis on growth from non-oil revenue sources within its development strategy. "Kazakhstan's Way to 2050: Common Goal, Common Interests, Common Future" lays out the goal of joining the 30 most developed countries in the world by 2050. The strategy is based on economic diversification, innovation, investment in human capital and international trade integration. In support of these goals, the strategy seeks to strengthen governance and the quality of public services and improve the business climate.

Kazakhstan has made progress in strengthening its business climate and in its adherence to international governance standards. In October 2012 Kazakhstan became a member of the UN Human Rights Council and is party to all but one of the UN human rights treaties, the exception being the Convention on Migrant Workers. Kazakhstan chaired the Organization for Security and Co-operation in Europe (OSCE) in 2010. It works closely with the European Union (despite not being a member of the Council of Europe except for its membership of the Venice Commission) and with numerous multilateral and bilateral partners.

Notwithstanding the progress to date, significant institutional and governance challenges remain, constraining the state's ability to effectively formulate and implement its development policies. One of the key challenges is to ensure the availability of a critical mass of managers and professionals in law enforcement bodies. However, the further promotion of institutional reform, including judicial reform is impossible without highly skilled personnel capable of working in accordance with the new requirements. This, in turn, requires the modernization of specialized educational institutions on par with the leading educational centers available in OECD countries.

The Academy of Justice under the Supreme Court was established with the aim of bolstering the professionalism of judges and judicial staff and strengthening the ties between theory and judicial practice. Its mission is to ensure the professional development of judges based on best international practices and standards.

In order to meet the prospective training needs of a 21st century judiciary, the Academy needs a modern training curriculum, up to date training facilities, including e-learning, a highly qualified faculty and a modern physical and ICT infrastructure. The Academy also emphasizes the need to urgently enhance its teaching staff's qualifications and skills, upgrade its classroom equipment, address its insufficient teaching space, modernize its internal space arrangements, streamline operations and maintenance costs, improve the building's energy-efficiency, address access/parking issues, etc.

This project aims to identify the training and academic needs of the Academy, assess its physical and ICT infrastructure and develop detailed recommendations regarding financing options for the Academy's modernization.

II. STRATEGY

The project implementation strategy is in line with the goals of the UNDP country programme for 2016-2020. These address two main challenges: (a) the country's ability to maintain development gains in the face of the economic slowdown; and (b) sustaining and scaling up the country's position as an international facilitator and promoter of regional and global dialogue.

The project follows a rights-based approach, promoting rule of law and ensuring better access to justice for all by laying foundations for the modernization of the main professional education

institution for Kazakhstan's judiciary. The strategy of the UNDP Country Office (CO) addresses the challenges in the development of a highly qualified judiciary in Kazakhstan. The modernization of the Academy of Justice to the level of its international professional counterparts is thus the highest priority in judicial education. However, the modernization of the Academy is not possible without a thorough assessment of its current state in terms of the learning process, training methods, physical and ICT infrastructure, and without additional financing sources and models.

The results of the assessment and the financial sourcing options will lay a foundation for the selection of the most cost efficient and timely option for upgrading the training curriculum and developing teaching potential along with the enhancement of the ICT and physical infrastructure of the Academy.

III. RESULTS AND PARTNERSHIPS

Expected Results

The UNDP in Kazakhstan will be in charge of establishing and managing a team of qualified consultants (individual/organizations), drawing on national and international pools of experts. The points below outline the main tasks and responsibilities of the team:

- (i) Analyze the training needs of Kazakhstan's judiciary for the next 10 years, based on the competencies required to perform judicial duties effectively, review best global practices in order to assess medium- to long-term training needs of the judiciary (including in OECD countries) and identify the gaps in training needs that need to be addressed;
- (ii) Assess the Academy's current training capabilities (including the curricula, training methods and technologies, adequacy of faculty, etc.) and future training capabilities to be put in place, benchmarking it against global best-practice training providers in OECD countries, identifying the training supply gaps that need to be addressed;
- (iii) Analyze the current spatial needs of the Academy and recommend the spatial requirements, which could represent the best solution for permanent premises for a modern 21st century Academy of Justice;
- (iv) Review the status of the proposed property from the legal, technical and economic/financial perspectives;
- (v) Analyze the existing legal framework applicable to the suggested options for financing the Academy's modernization, including the roles and authorities of various institutions and agencies at both republican and local levels, as well as the "cooperation" between public and private entities (in instances where it exists);
- (vi) Outline the legal relationships between the Academy and other entities involved in each of the proposed financing options/models;
- (vii) Provide a detailed financial calculation and necessary flow of funds (from various sources, if envisaged by the relevant option);
- (viii) Undertake a financial impact assessment (going beyond only financial flows) for each option, emphasizing one or two recommended options;
- (ix) Specify functional requirements and technical specifications for physical and IT infrastructure (construction, reconstruction and/or rehabilitation depending on the circumstances) for the Academy;

(x) Suggest distance learning curricula for different categories of Academy students and an implementation plan, including innovative methods of distance learning (e-learning) to suit the needs of the judiciary;

(xi) Suggest/identify possible sources of financing (national, foreign, international, bilateral, multilateral, public) for the recommended options, identifying also specific conditions applicable for accessing/obtaining such financing;

(xii) If there is a proposed plot of land for the future home of the Academy, assess the value of, and develop a plan for utilizing, the plot for financing and developing the modern Academy, so as to maximize the use of existing infrastructure along with construction of new buildings within the current legislation governing the use of state property;

(xiii) Prepare a project plan and specify implementation time schedules, including methodological recommendations on the management of the Academy

Based on the above assessments the following two reports will be developed:

1. Training and Infrastructure Needs Analysis document, which will summarize the findings of (I) and (II) assessments described above, capacity/training needs and infrastructure/ICT needs.

2. Training and Infrastructure Financing Strategy and Action Plan document, which will summarize the findings of (III) above and assess the financing strategies. Both documents should develop a clear set of feasible recommendations, prioritization and sequencing of the activities; and breakdown of costs and expected revenues of the Academy.

Resources Required to Achieve the Expected Results

The UNDP CO will mobilize its own human resources (programme staff), and form a team of experts comprised of recognized international and national experts for the implementation of this project. The UNDP CO will also rely on the expertise from the established partnerships with educational institutions, expert community and civil society. In addition, the UNDP will make its physical and ICT infrastructure available to the team of experts.

Partnerships

The UNDP will capitalize fully on its existing partnerships with key national partners including, but not limited to the Presidential Administration, Prime-Minister's Office, Ministry of Foreign Affairs, Ministry of National Economy, etc. The UNDP will also deploy its wide network of partners and experts from academia, expert community and international organizations. While implementing this project, UNDP will work closely with the World Bank, the MOJ, the Supreme Court and the Academy of Justice.

Risks and Assumptions

There are no specific risks expected during the project implementation. However, a change in the Academy's management is possible and may lead to different approaches to curricular and infrastructure modernization.

Stakeholder Engagement

Target Groups: MOJ, Supreme Court and Academy of Justice, judges and court staff.

Other Potentially Affected Groups: people of Kazakhstan including socially vulnerable groups that could potentially benefit from better trained law enforcement professionals.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The UNDP will use a portfolio management approach to improve cost effectiveness by leveraging activities of this project financed by the World Bank.

Cost effectiveness and efficiency during the project implementation will be ensured by compliance with the UNDP standard rules, regulations, policies and procedures.

The UNDP project team will develop a detailed project implementation plan with application of monitoring tools at each phase of the project. This will help trace the output indicators and measure the level of achievement of project goals versus identified project targets.

Project Management

The UNDP CO will involve a professional project management team comprised of national and international experts that possesses the required expertise, managerial and analytical skills. High quality of reporting will be ensured by hiring a dedicated quality assurance expert. For specific infrastructure assessment activities one national and one international professional firms with proven expertise and track record will be contracted by the UNDP CO.

The Project will be operationalized in Astana, on the premises of the UNDP CO. Other UNDP projects will provide support to the team of experts by sharing knowledge and expertise, helping build relationships with national partners and other stakeholders.

The UNDP programme staff will closely supervise all stages of the Project's implementation. The team of experts will be supported by the UNDP CO Services during all phases of the project.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Outcome 2.2: Judicial and legal systems, and public institutions, are fair, accountable and accessible to all people.							
Outcome indicators as stated in the the PFD/CPD Results and Resources Framework, including baseline and targets: Indicator 5: Percentage of citizens reporting satisfaction with the accessibility, accountability and quality of public sector, judicial and law enforcement systems							
Project title and Atlas Project Number: #00103301, Training and Infrastructure Needs Assessment: Academy of Justice							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS		DATA COLLECTION METHODS
			Value (est.)	Year	2017	FINAL	
<p>Output 1 Capacity development/training needs assessment of the Academy</p> <p>Target 1 Identify the training and academic needs of the Academy of the Academy</p> <p>Baseline: Low level of the Academy's graduates becoming judges and low level of judges providing training at the Academy. Level of judges and court clerks going through the on-job training doesn't meet similar requirements as for public servants.</p> <p>Indicator 1: The recommendations of the project to improve the initial training of candidates for judges.</p> <p>Indicator 2: The recommendations of the project to improve the training of trainers (ToT) system for professors and lecturers of the Academy.</p>	<p>1.1 Assessment of the training capabilities of the Academy and gaps between the needs and capabilities have been identified</p> <p>1.2 The cost of the capacity development/training needs is estimated and curricula for the Academy staff and students/trainees is developed</p>	<p>Preliminary Analysis by the Project Development Experts</p> <p>Preliminary Analysis by the Project Development Experts</p>	20%	2016	100%	100%	<p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a monthly basis</p> <p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a quarterly basis</p>

<p>Output 2 Infrastructure and ICT assessment of the Academy</p> <p>Target 2 Assess physical and ICT infrastructure</p> <p>Baseline: Insufficient physical infrastructure (lack of space for training purposes) and ICT</p> <p>Indicator 1: Providing advice on development of conceptual design for the new building of the Academy and modern ICT to be used for training purposes</p> <p>Output 3 Development of financing options/scenarios to ensure long-term sustainability of the Academy</p> <p>Target 3 Develop detailed recommendations regarding financing options for the Academy's modernization</p> <p>Baseline: Insufficient funding of the key areas of Academy's activities</p> <p>Indicator 1: Development of mid-term Strategy for Development of the Academy and New Financial Model to ensure long-term sustainability of the Academy's activities</p>	<p>2.1 Assessment of the Academy's Infrastructure needs , specifically, its physical infrastructure and ICT infrastructure</p>	<p>Preliminary Analysis by the Project Development Experts</p>	20%	2016	100%	100%	<p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a monthly basis</p>
	<p>2.2 The cost of modernization of infrastructure and ICT is estimated according to global standards of excellence</p>	<p>Preliminary Analysis by the Project Development Experts</p>	10%	2016	100%	100%	<p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a quarterly basis</p>
	<p>3.1 The most appropriate financing sources are assessed</p>	<p>Preliminary Analysis by the Project Development Experts</p>	5%	2016	100%	100%	<p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a quarterly basis</p>
	<p>3.2 Recommendations for financing of the initial scenarios have been developed</p>	<p>Preliminary Analysis by the Project Development Experts</p>	0%	2016	100%	100%	<p>Project Progress Reports, Feedback from the Supreme Court and the Academy on a quarterly basis</p>

VI. MONITORING AND EVALUATION

In accordance with the UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	On a monthly basis	Slower than expected progress will be addressed by project management.	MoJ Supreme Court	TBC
Monitor and Manage Risk	Identify specific risks that may threaten achievement of the intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with the UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MoJ Supreme Court	TBC
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	On a monthly basis	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	TBC
Annual Project Quality Assurance	The quality of the project will be assessed against the UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	After each phase of the project's implementation	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MoJ Supreme Court	TBC
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform	At least twice during the	Progress against targets set, risks, lessons and quality will be	MoJ Supreme	TBC

	decision making.	project's implementation	discussed by the project board and used to make course corrections.	Court	
Project Report	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined targets at the output level, and any evaluation or review reports prepared over the period.</p> <p>Project board will hold an end-of project review to assess the outcomes of the project and discuss opportunities to socialize project results with relevant audiences.</p>	<p>After inception period and upon completion of the project.</p> <p>Upon completion of the project.</p>	<p>Decision on the Approval of the report or required revision.</p> <p>Board resolution on the closure of the Project.</p>	<p>MoJ Supreme Court</p> <p>MoJ Supreme Court</p>	<p>TBC</p> <p>TBC</p>

VII. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET 2017		
			Funding Source	Budget Description	Amount
Output 1 Capacity development/ training needs assessment of the Academy	Activity 1. Training and Infrastructure Needs Analysis (TINA) 1.1 Capacity development / training needs assessment of the Academy	UNDP	MoJ	International Individual Consultants 71200	50 000
				Local Individual Consultants 71300	13 500
				Translation services 74220	5 000
				Transportation services 71600	8 000
				Equipment 72400	5 000
				GMS (8%) 75100	6 500
				Sub-total	88 000
Output 2 Infrastructure and ICT assessment of the Academy	Activity 2. Infrastructure and ICT assessment 2.1 Infrastructure assessment of the Academy	UNDP	MoJ	International Individual Consultants 71200	10 000
				Local Individual Consultants 71300	13 500
				Contracts with international companies 72100	65 000
				Contracts with local companies 72100	30 000
				Translation services 74220	5 000
				Transportation services 71600	4 000
				Equipment 72400	3 000
GMS (8%) 75100	10 440				
Sub-total	140 940				
	2.2 ICT assessment of the Academy	UNDP	MoJ	International Individual Consultants 71200	22 500
				Local Individual Consultants 71300	7 500
				Translation services 74220	5 000
				Transportation services 71600	4 000
				Equipment 72400	9 000
				GMS (8%) 75100	3 840
				Sub-total	51 840

Output 3 Development of financing options/scenarios to ensure long-term sustainability of the Academy	Activity 3. Training and Infrastructure Financing Strategy and Action Plan (TIFSAP) 3.1 Financing options to ensure long-term sustainability of the Academy	UNDP	MoJ	International Individual Consultants 71200	43 000			
				Local Individual Consultants 71300	15 000			
				Translation services 74220	5 000			
				Transportation services 71600	5 000			
				Equipment 72405	5 000			
				GMS (8%) 75100	5 820			
				Sub-total	78 820			
				Project Management and Coordination	UNDP	MoJ	International Individual Consultants 71200	100 000
							Local Individual Consultants 71300	18 000
							Rent and office maintenance 73100	12 000
GMS (8%) 75100	10 400							
Sub-total	140 400							
TOTAL				500 000				

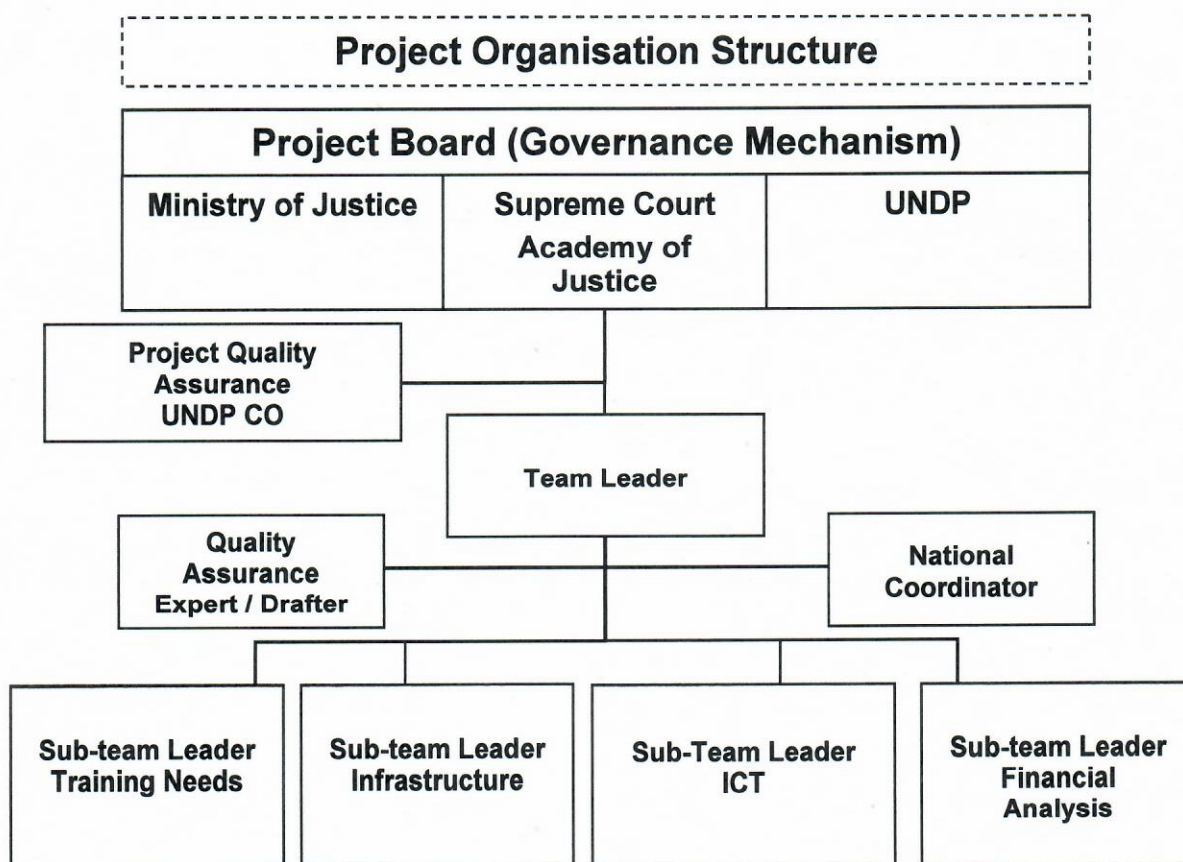
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The main governing body of the Project will be the Project Board with authority to make decisions regarding the project. It will be comprised of the high level representatives of the MOJ, the Supreme Court, the Academy and the UNDP CO. Considering the tight schedule of the Project implementation, it is expected to hold two board meetings: the first for the consideration and approval of the introductory report and the second for the consideration and approval of the final report on the implementation of the project.

A Team Leader will ensure overall project management, timely execution of project goals and objectives, communication with stakeholders and timely resolution of problems and irregularities, hindering the implementation of the project.

The Quality Assurance expert/drafter will be responsible for the consolidation of all reports, outcome documents, including, but not limited to the Inception and Final Reports, the Training and Infrastructure Needs Analysis document, the Training and Infrastructure Financing Strategy and the Action Plan as well as providing quality assurance in accordance with the requirements of the client.

The National Coordinator will ensure proper coordination with all parties involved in the implementation of the project on a technical level, including national and international stakeholders, hired experts, contracted companies, national partners, etc.



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 between the Government of the Republic of Kazakhstan and the United Nations Development Programme, signed by the parties on October 4, 1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to the "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

National Implementation

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 out;
 - 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.
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 the 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 the 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.

X. ANNEXES

Annex 1. Risk Log



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Project Title: Training and Infrastructure Needs Assessment: Academy of Justice		Award ID: 00100282		Date: 20/05/2017					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in completion of the project	May 10, 2017	Organizational	It may be necessary to slightly extend the deadline for the submission of the final report due to the overall shift in the timing of the project P = 3 I = 1	Part of the tasks within the project can be solved simultaneously (instead of the initially assumed successive approach to their solution)	UNDP Programme Officer	UNDP Programme Officer	May 20, 2017	
2	Changing requirements for project outputs	May 20, 2017	Political	The management change of the Supreme Court of the Republic of Kazakhstan, scheduled for October 2017, may influence the potential expectations for the project results from the main beneficiary. P = 1 I = 3	Constant consultations with the beneficiary's management, timely adjustments hinging on comments provided for the initial and intermediate reports.	UNDP Programme Officer	UNDP Programme Officer	May 20, 2017	

Annex 2. Social and Environmental Screening

Project Information	
1. Project Title	Training and Infrastructure Needs Assessment: Academy of Justice
2. Project Number	00103301
3. Location (Global/Region/Country)	Kazakhstan

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The Project is aimed at enhancing the capacity of the main provider of judicial education which is directly involved in ensuring human rights in Kazakshstan and in the judicial system specifically.

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

The enhanced Academy will provide equal rights to increase knowledge and skills of the female judges and judicial staff, and ensure the rights of women in the judicial process as a result of the increased capacity of judges.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The assessment of the Academy's physical infrastructure will be based on energy efficiency and green technology approaches.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>
Risks not identified	Comments	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		
Low Risk		<input checked="" type="checkbox"/>
Moderate Risk		<input type="checkbox"/>
High Risk		<input type="checkbox"/>
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		
<i>Principle 1: Human Rights</i>		<input type="checkbox"/>
<i>Principle 2: Gender Equality and Women's Empowerment</i>		<input type="checkbox"/>
<i>1. Biodiversity Conservation and Natural Resource Management</i>		<input type="checkbox"/>
<i>2. Climate Change Mitigation and Adaptation</i>		<input type="checkbox"/>
<i>3. Community Health, Safety and Working Conditions</i>		<input type="checkbox"/>
<i>4. Cultural Heritage</i>		<input type="checkbox"/>
<i>5. Displacement and Resettlement</i>		<input type="checkbox"/>
<i>6. Indigenous Peoples</i>		<input type="checkbox"/>
<i>7. Pollution Prevention and Resource Efficiency</i>		<input type="checkbox"/>
Comments		Comments
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.
Not applicable to this Project.		Not applicable to this Project.

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
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? ¹	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? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
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? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
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?	No
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)	No
1.4	Would Project activities pose risks to endangered species?	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, noreligion, political or other opinion, national or social or geographical origin, property, birth or other status including as noan 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.

1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
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? <i>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.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² 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)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
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?	No
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)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
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

² In regards to CO₂, '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.]

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? ³	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)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
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)? <i>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.</i>	No
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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
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?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
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?	No
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	No

³ 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.

	<p>subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	
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

Annex 3. Letter of Agreement on Support Services

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

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

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

- (a) Identification and recruitment of project personnel; handling administrative issues related to the project personnel;
- (b) Identification and facilitation of training activities, seminars and workshops;
- (c) Procurement of goods and services;
- (d) Processing of direct payments.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the agreement of the UNDP resident representative and the designated institution.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Kazakhstan and the United Nations Development Programme, signed by the parties on October 4, 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The MoJ shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

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

The manner and method of cost-recovery by the UNDP country office in providing the support services will be set forth in line with UNDP policy on Cost Recovery and DPC.

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

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

If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the MoJ and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the nationally managed project of the United Nations Development Programme (UNDP) and the Ministry of Justice of the Republic of Kazakhstan “Training Needs and Infrastructure Assessment: Academy of Justice”.

Annex 4. Terms of Reference for the Project Board and the Project National Director

Terms of Reference

Project Board

1. General Conditions

1.1. The Project Board is to be formed on the basis of the project document signed by the United Nations Development Programme (UNDP), for the project entitled "Training and Infrastructure Needs Assessment: Academy of Justice" (hereinafter referred to as "the Project.").

1.2. This document establishes the fundamental tasks, structure, organizational process, and meeting schedule of the Project Board, as well as the functions and rights of the Project Board and National Project Director.

1.3. This document applies to the activity of all members of the Project Board.

1.4. The Project Board is a group providing management and oversight, coordination functions, and political support to the Project.

1.5. The Project Board operates on the basis of the Constitution of the Republic of Kazakhstan, legislative acts of the Republic of Kazakhstan, decrees and orders of the Government of the Republic of Kazakhstan, as well as this document.

1.6. The activity of the Project Board is based on the principles of free discussion and openness.

2. Fundamental Tasks of the Project Board

2.1. Oversight and coordination of the activities of the Project.

2.2. Creation of conditions for collaborative participation of local authorities with project staff and consultants, making possible the successful implementation of project activities.

2.3. Review, assessment, and elaboration of recommendations, as well as consultative and expert delivery of suggestions on strategy, contents, volume, and timetables for concrete steps of the work of the Project.

2.4. Delivery of assistance in the realization of the work plans of the Project.

3. Fundamental Functions of the Project Board

3.1. Overall direction of the realization of the Project.

3.2. Definition of high-level directions of the Project.

3.3. Facilitation of collaboration with other complementary projects.

3.4. Facilitation of collaboration among government agencies, organizations, and other institutes for the successful implementation of the Project.

3.5. Provision of full access by the Project to all documents and information in various government departments necessary for monitoring and implementation of the project.

3.6. Delivery of methodological and practical assistance to the Project on issues of implementation of project activities.

3.7. Review and confirmation of Annual Work Plans, budget revisions, and staged financing.

3.8. Review and confirmation of annual reports on project activity.

3.9. Execution of the function of main coordinating body for promotion of the interests of the Project with regard to political, regulatory, legal, and financial support from the RK Government.

3.10. Continued effort to raise additional co-financing to support results and activities of the Project after the conclusion of funding from the Global Environmental Facility.

4. Composition of the Project Board

4.1. The Project Board includes representatives of the following organizations:

- 1) Ministry of Justice of the RK (National Implementing Agency and co-chair of the Project Board),
- 2) UNDP (co-chair of the Project Board),
- 3) Supreme Court of the RK.

In order to prevent conflicts of interest, the Project's consultants will not be eligible to serve on the Project Board.

4.2. The general direction and operation of the Project Board will be determined by its co-chairs.

4.3. For the resolution of specific issues at Project Board meetings, representatives of the World Bank, the Academy of Justice under the Supreme Court of the RK, and other organisations may be invited to attend.

4.4. The roster of the Project Board may be changed and/or supplemented by agreement of Project Board members, subject to approval by the co-chairs.

5. Role and Responsibilities of the National Project Director

5.1. The National Project Director (NPD) bears the responsibility for the coordination of project implementation, in the name of the national implementing agency.

5.2. The NPD represents the Republic of Kazakhstan as the assigned person responsible for the institutional strengthening of the justice sector in Kazakhstan.

5.3. The NPD will direct the Project over its entire duration, in order to ensure the implementation of the Project's action steps in accordance with the project document.

5.4. The NPD may delegate all needed authority to the Project Manager, for the successful implementation of the project.

5.5. The NPD provides for delivery of financial information to relevant authorized entities in accordance with operating principles for national activity.

5.6. The NPD provides for coordination among project action steps and corresponding steps made in the framework of government programs and relevant incentives.

5.7. The NPD presents various forms of support for the successful execution of the Project and corresponding steps after completion of the Project, including the long-term persistence of project results, as well as dissemination of lessons learned.

5.8. The NPD confirms Annual Work Plans and project budgets.

5.9. The NPD confirms financial and substantive reports on project implementation.

5.10. The NPD provides for collaboration with partners and coordination with departments of the National Implementing Agency.

6. Organization of activity and scheduling of meetings of the Project Board

6.1. The Project Board conducts its work at meetings convened at least twice annually, or more often as needed.

6.2. Decisions may be made by the Project Board with a quorum of two-thirds of its members in attendance.

6.3. Costs of facilities for Project Board meetings are to be covered by the Project. The MOJ may instead offer to cover costs of Project Board meetings. The costs of the work of Project Board members shall be considered as the MOJ's or other project partners' voluntary in-kind contribution to the Project and shall not be paid separately by the Project. Members of the Board are also not eligible to receive any monetary compensation from their work as experts or advisers to the Project.

6.4. The Project Board makes decisions by votes at meetings. Project Board members attending meetings must devote every effort to achieving consensus.

6.5. Decisions of Project Board meetings are formulated as protocols and are distributed to all members, then signed by the co-chairs of the Project Board.

6.6 Decisions made at Project Board meetings are binding for project staff and for organizations represented on the Project Board.

6.7. Project staff will carry out the following activities in support of Project Board meetings:

- analysis of information provided by organizations, preparation of an agenda, and provision of necessary materials;
- advance submittal of the draft agenda and accompanying materials with a cover letter for the review and approval of the co-chairs or their appointed delegates;
- announcement of the time and location of the meeting and distribution of approved materials to Project Board members no less than ten days before the meeting.

7. Rights and Responsibilities

7.1. For the implementation of the functions assigned to the Project Board, its members are granted certain rights and responsibilities. The members of the Project Board bear responsibility in accordance with adopted legislation of the Republic of Kazakhstan, other legal and regulatory acts, and this document.

7.2. Members of the Project Board have the right:

- 7.2.1. To participate in all meetings of the Project Board;
- 7.2.2. To receive any information about Project Board activity; and
- 7.2.3. To present relevant initiatives to be considered as Project Board resolutions;
- 7.2.4. Rights of Project Board members are not necessarily limited to those listed above.

7.3. The co-chairs of the Project Board:

- 7.3.1. Define the internal processes of Project Board work;
- 7.3.2. Chair Project Board meetings;
- 7.3.3. Call ad-hoc Project Board meetings;
- 7.3.4. Support the constant connection between the Project Board and the NPD;
- 7.3.5. Provide informational connections among members of the Project Board;
- 7.3.6. Determine the date of Project Board meetings, in conjunction with the NPD;
- 7.3.7. Review and confirm the agenda of Project Board meetings;
- 7.3.8. Coordinate the activity of the Project Board in delivery of needed support to project staff for the successful implementation of the project;
- 7.3.9. Represent the Project Board in its relations with other organizations.

8. Oversight

8.1. The Project Board is to be guided by this document with regard to its own activity.

8.2. The Project Board's activity is evaluated at the following meeting, after the presentation and discussion of the progress reports for the previous period.

Annex 5. Terms of Reference for Key Experts

TERMS OF REFERENCE

Position:	Project Team Leader
Project name:	Training and Infrastructure Needs Assessment: Academy of Justice
Type of Contract:	IC
Duty Station:	Astana, Kazakhstan
Duration:	July – December 2017 (approximately 100 working days)

Project description:

The project will be implemented within the Justice Sector Institutional Strengthening Project (JSISP) of the World Bank. With this project UNDP aims to support the development of justice sector of Kazakhstan through assessing the training needs and physical infrastructure capabilities of the newly established Academy of Justice which is a key institution responsible for professional training of Kazakhstan's judges and judicial staff. The outcome of the project is a detailed assessment report on the Academy's existing training needs, physical facilities including infrastructure and ICT, and recommendations towards financial sources and mechanisms to upgrade existing infrastructure to international level standards. Overall it will allow for sustainable work of the Academy, professional education of judges and court staff and increased access to justice for all including vulnerable groups.

Scope of work:

The Project Team Leader will ensure implementation of the detailed work plan and step-by-step schedule developed during the Inception Phase of the Project. Based on the data collected during the Inception Phase she/he will carry-on the in-depth analysis of the training and infrastructure needs of the Academy of Justice. The Project Team Leader will continue cooperation and communication with all parties involved, including national and international stakeholders, oversight of all hired experts, etc. Further implementation of the Project should be built on the basis of the approach and next steps agreed with the Beneficiary during the Inception Phase.

Based on the results and the implementation schedule developed during the Inception Phase, the Project Team Leader's functional responsibilities include, but are not limited to the following:

Stakeholders relations management:

- To continue regular outreach and communication of the project activities to the Beneficiary and all relevant public bodies;
- To keep the work in close collaboration with the designated UNDP Officer, project team and operations staff in the CO and Government officials to successfully deliver services;
- To carry on coordination and meaningful participation of all national and international stakeholders in all stages of the project implementation process, including planning and implementation processes;
- To keep the existing level of regular communication and coordination with project donors and partners developed during the Inception Phase and to maintain established effective mechanisms for integrating and responding to their feedback and insights;
- To continue work closely with other UNDP governance initiatives to ensure that the project is contributing effectively to overall performance of the UNDP Governance strategy.

Operations and human resource management:

- To carry on provision of leadership in development of reports on the results of the project activities during the project implementation period: in charge of ensuring quality and up-to-date reporting of the project activities, employing innovative communications and outreach methods;
- To keep the effective management of the human resources of the project team, including horizontal coordination, and effective utilisation of staff capacities;
- To extend provision of leadership in overseeing effective delivery of services to counterparts including fair and transparent procurement, efficient logistics and sound financial management as well as the consistent application of UNDP rules and regulations;
- To keep full compliance of operations with UN/UNDP rules, regulations and policies, implementation of corporate operational strategies, establishment of targets and monitoring achievement of results;
- To extend establishment of collaborative arrangements with potential partners for resources mobilisation purposes and appropriate operational partnership arrangements;
- To ensure effective implementation of additional tasks requested by the Beneficiary, including delivery of the training for judges and judicial clerks, development of conceptual design for the new building of the Academy, facilitation of the study visit to OECD countries and development of the web site for the Academy.
- To continue effective facilitation of collaboration within project team members, Academy of Justice and UNDP.

Expected outputs and deliverables:

The Project Team Leader is responsible for delivery of the following results and products:

No.	Expected deliverables	Target Due Dates	Review and approvals required
1	An Interim Report No1 including a Training and Infrastructure Needs Analysis (TINA) according to the scope of work, tasks and responsibilities and a Power Point presentation in English and Russian languages to accompany the TINA, as well as respective analyses, reports, and recommendations with the mechanisms of their step-by-step implementation arising out of the scope of work, tasks and responsibilities of these Terms of Reference.	29 September, 2017	DRR/ Programme Analyst
2	An Interim Report No 2 including Draft Strategy of the Academy Development, Recommendation Implementation Mechanism, and Action Plan on Training and Infrastructure Financing” (APTIF) and a Power Point presentation in English and Russian languages to accompany the TIFSAP, as well as respective analyses, reports, and recommendations with the mechanisms of their step-by-step implementation arising out of the scope of work, tasks and responsibilities of these Terms of Reference.	1 December, 2017	
3	A Final Report, containing information on the results of implementation of the contract, all final versions of main deliverables	29 December. 2017	

Institutional Arrangements

- Provide overall management of the Project;
- Report to the UNDP CO Management on the progress in project implementation;
- Ensure timely and quality execution of the Terms of Reference;
- Ensure fulfilment of the requirements of the Contract.

Duration of work

From July to December 2018 (approximately 100 working days).

Duty Station

Duty station is UNDP Kazakhstan Country Office in Astana.

Requirements for Experience and Qualifications:

- Master or PhD degree in law, business/public administration, economics or a relevant discipline;
- Demonstrable prior experience (at least 10 years) of overseeing complex training and/or infrastructure needs analyses involving similar issues;
- Proven experience in managing projects (at least 1) dealing with assessing training needs and training capabilities and/or developing complex financing options;
- Excellent managerial and analytical skills;
- Experience in efficient coordination with all stakeholders;
- Fluency in written and oral English and Russian.

Recommended Presentation of Offer

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least two (2) professional references; P11 form attached;
2. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP; template attached;
3. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP;
4. Any other referred information would be accepted.

Scope of price proposal

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).