

Project Document

Project Title	Strengthening responsive governance for MDG acceleration in Kazakhstan
UNDAF Outcome(s):	By 2015, state actors at all levels and civil society are more capable and accountable of ensuring the rights and needs of the population, particularly vulnerable groups
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	Central and local governments operate in a more effective, transparent and accountable manner
Expected Output(s): <i>(Those that will result from the project and extracted from the CPAP)</i>	Central government bodies enhance their capacity, including for promotion of regional co-operation
Implementing Partner:	Administration of the President of Kazakhstan
Responsible Parties:	Ministry of Economic Development and Trade, Agency of Civil Service, Ministry of Finance, Ministry of Communications and Information

Brief Description

The project's aim is to strengthen responsive governing institutions by assisting the Administration of the President as the lead institution to develop and improve new system of public administration performance assessment at central and local levels, including its impact on vulnerable groups; and empower citizens to hold government to account for its performance. The performance assessment will help to identify governance problems, provide means for assessing the effectiveness of policy reforms to address those problems and formulate better policies. Expected outputs will contribute towards achievement of MDGs in medium term by; (1) introducing the annual assessment of state institutions to be in line with the up-to-date global standards; (2) improving public participation mechanisms, which envisage introduction of the effective customer satisfaction assessment techniques in the methodology for annual assessment; (3) strengthening capacities of the central and local state institutions and civil society to understand, participate in and use performance assessments for the evidence-based policy-making.

Programme Period:	2010-2015
Key Result Area (Strategic Plan):	Democratic Governance
Atlas Award ID:	_____
Start date:	January, 2011
End Date	December, 2012
PAC Meeting Date	_____
Management Arrangements	_____

YYYY AWP budget:	_____
Total resources required	USD 300,000
Total allocated resources:	USD 300,000
• Regular	_____
• Other:	
○ DGTTF	USD 250,000
○ UNDP OGC	USD 50,000
In-kind Contributions (Government of Kazakhstan)	USD 100,000

Agreed by the Centre of Strategic Development and Analysis
Administration of the President of Kazakhstan

Agreed by UNDP:

I. SITUATION ANALYSIS

2010 National MDG Report for Kazakhstan recommended formulation and implementation of better and more targeted policies, including in the area of democratic governance, to ensure that governance actors produce and implement action-oriented, nationally owned and methodologically sound policies to improve the lives of the most vulnerable and marginalized. There is a strong political will and commitment to MDGs in Kazakhstan, however lack of critical accountability and transparency mechanisms for measuring governance performance persists at central and local levels. Other governance actors such as civil society, academia, the media, parliament and political parties have little participation and are not aware of the tools and mechanisms of governance performance assessment and its meaning and contribution to the country's growth and development.

The country's long-term development strategy "Kazakhstan-2030: Prosperity, security and improved living standards for all Kazakhs" adopted in 1997 identifies several strategic priorities, among which the Priority #7 targets creation an efficient modern civil service and management structure in Kazakhstan best suited for the market economy; and formulation of the Government capable of setting and implementing priorities; building a state protecting national interests.

Since 1997 a number of complex public administration reforms have been implemented in Kazakhstan, and continuing improvements are made to improve efficiency and effectiveness of governments at all levels. However, the delivery of public services still has some institutional weaknesses and the maturity of democratic institutions to convey the voice of people through social dialogue requires further development. As highlighted by UN Development Assistance Framework for 2010-2015, significant disparities between the objectives of local governments and their capacity to deliver, as well as the underdevelopment of civil society organizations should be addressed in order to achieve inclusiveness and equitable access. Effective local governance continues to be imperative for democracy and grassroots development, and serious capacity strengthening at local level is required.

In the work of UNDP in the area of capacity-building of central and local governments for planning, budgeting and management, importance is given to not only to mere skills building, but also to changing institutional attitudes and behaviors to emphasize the values and principles of democratic institutions. As Kazakhstan has become a middle-income country, the dimension of UNDP's cooperation is shifting to the dimension of improvement of local participation in Government decision-making processes and civic engagement in processes of community mobilization and provision of services. Another issue is creating a synergy between strategic planning and public administration assessment on the one hand, and development goals and implementation of MDGs on the other.

In 2009, the country adopted a new Strategic Plan 2020 to enter the world's 50 most competitive states. One of the primary tasks for the Government under this Strategic Plan is to increase the effectiveness of the state planning and execution of public services. Improvement in the sphere of public services is meant to be achieved via increased effectiveness of state governance. It is envisaged that following the Presidential Decree dated 19 March 2010, the President's Administration takes the lead in the development of the methodology of public administration assessment including the preparation of the respective regulations. As a result, in November 2010 the Administration of the President outlined draft public administration assessment methodology focusing on 6 main focus areas:

1. Execution of strategic goals and tasks within the area of responsibility
2. Implementation of Presidential decrees and Governmental regulations
3. Budget execution
4. Public services delivery
5. Personnel management
6. Use of Information technologies

The main goal of public administration assessment is to evaluate the quality of execution of functions by the state bodies, including their service delivery to citizens, proper management of resources and implementation of state programmes and decrees of the President of Kazakhstan. A special government regulation also specifies how civil society is to be involved in the monitoring of public services and public administration assessment. It regulates a publication of a relevant announcement and involvement of NGOs on a non-commercial basis.

In 2010, the Center for Strategic Development and Analysis of the Presidential Administration and responsible government bodies piloted an assessment in 3 public administration offices: Ministry of Labour and Social Protection, Agency on Regulation of Natural Monopolies and Akimat (local administration) of the Akmola oblast.

In November 2010, the Center for Strategic Development and Analysis of the Presidential Administration approached the UNDP with a request to provide an international expertise to improve the assessment methodology and tools. The mission of two experts representing UNDP/Oslo Governance Centre reviewed the methodology and highlighted in their report that the assessment is "very much in line with international practice, particularly in countries with

management by results". However, experts also noted that "for many scores although objective data may guide the assessment, the actual scoring is in the end subjective". Analysis suggested some better ways to assess governance performance by improving its diagnosing capacity as well as increasing public participation in the assessment and giving more account to gender and vulnerable groups' interests.

In accordance with the Presidential Decree, starting from 2011 an annual public administration performance assessment is obligatorily introduced for 26 central governing bodies (ministries) and all 16 local executive bodies (administrations) of Kazakhstan. In view of the ambitious development goals of Kazakhstan, further reforms in the governance system and further improvements of public administration assessment become crucial.

II. STRATEGY

As the Presidential Administration developed and piloted the public administration assessment methodology, UNDP received a request to align the assessment methodology with global standards and build the capacity of local stakeholders. The assistance is needed to improve the methodology, involving the citizens in assessing the effectiveness of the public administration performance, and mainstreaming democratic governance principles of performance. Special attention will be paid to the civil service leadership, accountability and transparency in public service delivery, and wide civic participation in governance.

Supporting governance performance assessments is a key element of UNDP's broader agenda on democratic governance: to foster inclusive participation, strengthen accountable and responsive governing institutions, and ground governance in international principles of human rights, gender equity and integrity. The project falls under key result area 2.2 of the UNDP Strategic Plan for 2008-2011 on strengthening responsive governing institutions. It is also directly linked to corporate outputs such as 'Developing multi-stakeholder approaches to strengthening government accountability for public service delivery' and 'Developing nationally-owned governance performance assessments'. The project activities are in line with CPAP Outcome#4. In addition, the project will strengthen the capacity of local assemblies to represent their constituencies more effectively and with due consideration to the interests of poor men and women as outlined in CPAP Outcome #5.

UNDP will build on its previous programmes of 2005-2007 and 2010 under which it contributed to the elaboration of standards of public services delivery and improvement of human resource management as well as piloted review of assessment methodology. The approach of a new programme is to base on a country-led assessment initiative and to provide assistance and expertise on improving its multi-stakeholder mechanisms and approach, ensure assessment's integration with national development plans and build national capacities for both state and non-state actors.

Administration of the President will contribute in-kind to the project as well as promote contribution of other state and non-state organisations to the project activities, including from the part of the Agency of Civil Service, Civic Alliance NGO and the Academy of Public administration.

The programme is rooted in a strong local ownership and its results likely to be sustained in Kazakhstan's governance practices. It is aimed at triggering wider public administration reform and overall behavioural change to establish accountable, transparent, responsive and democratic public administration. In its activities the project will actively cooperate with OSLO Governance Centre and UNDP Global Programme on Democratic Governance, relying on their expertise and pool of experts. If properly executed and effectively communicated the program will have a catalytic effect on the public administration assessment system in Kazakhstan.

The public administration performance assessment helps to identify governance problems, provide means for assessing the effectiveness of policy reforms to address those problems and formulate better policies. It's important to ensure consistency of assessment to enable monitoring of improvement/deterioration in quality of governance and its sensitivity to gender equality and interests of vulnerable groups. Expected outputs will contribute towards achievement of MDGs in medium term and improvement of public participation mechanisms.

The project will be targeting the three main directions:

- Expert assistance and national capacity-building;
- Study of international experience and best practices of ICT applications and computer technologies in governance assessment systems;
- Empowerment of civil society participation in monitoring of public services.

The main focus is to promote best international practices and democratic governance principles in the national reform strategies and methodology of assessment. This will be achieved through expert reviews of the methodology, advice to the working group on public administration assessment and study of international experience. National experts will be linked with relevant expertise from other countries and organisations to keep them updated on best practices, lessons learned and innovations. Comprehensive and RBM approach to public administration reform as well as aligning governance with local development plans will be promoted.

In order to ensure that state actors have the capacity to deliver effective government assessment and promote full-fledged mechanisms for multi-stakeholder participation, the project will develop handbook and education module for the state officers and organise trainings in the regions of the country. The project will organise an international conference on governance assessment issues, develop recommendations for designing a participatory framework and inclusive assessment governance structures. The research and study of effective ICT solutions for better transparency and effective public administration assessment will be facilitated.

To promote participation of civil society in public administration assessment, the project will facilitate a consolidated platform of CSOs and independent experts to monitor and evaluate public services. By capacity-building of 'non-state actors' the project will assume training and involvement of non-governmental organisations of Kazakhstan as well as independent professional experts. Public awareness component includes development and launch of a special website to publicize the results of pilot governance assessments. Expert reports, updates and resource materials developed under the project will be published at the website to increase general understanding of democratic governance matters and public administration assessment framework.

It is expected that by the end of the project the Administration of the President, state institutions and civil society will be equipped with the knowledge and new skills in the area of public administration assessment. The implementation of the project will facilitate the administrative reform at large and contribute to a greater transparency and efficiency and minimize corruption at all levels of Government.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme (CPAP) Results and Resource Framework:				
Central and local governments operate in a more effective, transparent and accountable manner				
Outcome indicators as stated in the Country Programme (CPAP) Results and Resources Framework, including baseline and targets:				
<i>Indicator:</i> Number of joint initiatives implemented using RBM and capacity development tools. <i>Baseline:</i> Zero. <i>Target:</i> Three				
Applicable Key Result Area (from 2008-11 Strategic Plan):				
Key result area 2.2: strengthening responsive governing institutions				
Partnership Strategy:				
The project will work closely with the working group on public administration review under the coordination of the Administration of the President/Center for Strategic Development and Analysis. The working group includes: Ministry of Economic Development and Trade, Ministry of Finance, Ministry of Communications and Information and Agency of Civil Service. Other state and non-state stakeholders will be involved at relevant stages of the project				
Project title and ID (ATLAS Award ID): Strengthening responsive governance for MDG acceleration in Kazakhstan				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards	Targets Target 1 (year 2011) Mechanisms and tools for effective governance assessment are promoted. <u>Baseline:</u> Existing governance assessment methodology is based on a number of subjective criteria, ICT applications are not used in the assessment framework. <u>Indicator 1:</u> Recommendations on improvement of assessment criteria and participatory framework are implemented, concept for ICT use in governance assessment is elaborated	<i>1 Activity result</i> <i>Elaboration of practical recommendations on improvement of public administration assessment system</i> <ul style="list-style-type: none"> ▪ Action 1. Expert review of the public administration (PA) assessment methodology and provision of a set of recommendations ▪ Action 2. Study tour to a country with leading experience and practices in governance assessment <li style="padding-left: 20px;">Action 3. International Conference on the issues of public administration assessment ▪ Action 4. Development and publication of a handbook on governance assessment in Kazakh and Russian languages. ▪ Action 5. Organisation of 6 training seminars for the experts of state bodies ▪ Action 6. Research of best practices of 	UNDP Oslo Governance Centre (OGC) Administration of the President/Center for Strategic Development and Analysis Working group on public administration assessment	<i>DGTTF USD 250,000</i> <i>UNDP OGC USD 50,000</i>

	<p>Target 2 (year 2012) State and non-state stakeholders have adequate capacity to implement governance assessment <u>Baseline:</u> State employees and civil society experts do not have considerable practical experience or training on public administration performance assessment <u>Indicator:</u> 100 civil servants, 40 civil society representatives have undergone training on governance assessment methodology and framework</p>	ICT applications in governance assessment and formulation of the concept for automated public administration assessment		
		<p>2. <i>Activity Result</i> <i>Civil society participation in PA assessment is promoted and public awareness on governance issues is raised</i></p> <ul style="list-style-type: none"> ▪ Action 1. Training seminars for CSOs on participation in PA assessment with account of MDGs, gender and vulnerable groups' indicators ▪ Action 2. Facilitation of consolidated platform for independent experts in the area of PA assessment ▪ Action 3. Development and launch of a web-site on the issues of public administration assessment ▪ Action 4. Design and publication of the results of the assessment 	UNDP Oslo Governance Centre (OGC) Administration of the President/Center for Strategic Development and Analysis Working group on public administration assessment	
		<p>3. <i>Activity result</i> <i>Effective project management</i></p>	UNDP	

IV. ANNUAL WORK PLAN
Year 1: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET ¹			
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount	
<p>Output 1</p> <p>Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards</p> <p>Target 1 (year 2011)</p> <p>Mechanisms and tools for effective governance assessment are promoted.</p> <p><u>Baseline:</u> Existing governance assessment methodology is based on a number of subjective criteria, ICT applications are not used in the assessment framework.</p> <p><u>Indicator 1:</u></p> <p>Recommendations on improvement of assessment criteria and participatory framework are implemented, concept for ICT use in governance assessment is elaborated</p>	<p>1. <i>Activity result</i></p> <p><i>Elaboration of practical recommendations on improvement of public administration assessment system</i></p> <ul style="list-style-type: none"> ▪ Action 1. Expert review of the public administration (PA) assessment methodology and provision of a set of recommendations ▪ Action 2. Study tour to a country with leading experience and practices in governance assessment ▪ Action 3. International Conference on the issues of public administration assessment ▪ Action 4. Development of a handbook on governance assessment in Kazakh and Russian languages. ▪ Action 5. Organisation of 4 training seminars for the experts of state bodies ▪ Action 6. Research of best practices of ICT applications in governance assessment 		X	X	X	UNDP with support of Oslo Governance Centre (OGC), and of Administration of the President, working group on public administration assessment	UNDP	71200 International consultants	20,000	
							DGTF	71600 Travel	40,000	
							UNDP	75700 Training	20,000	
							DGTF	71300 National consultants	37,000	
							DGTF	71400 Contractual services	3,000	
							DGTF	75100 F&A	2,000	
								Subtotal:	122,000	
		<p>2. <i>Activity Result</i></p> <p><i>Civil society participation in PA assessment is promoted and public awareness on governance issues is raised</i></p> <ul style="list-style-type: none"> ▪ Action 1. Facilitation of consolidated platform for independent experts in the area of PA assessment 			X	X	UNDP with support of Oslo Governance Centre (OGC), Administration of the President, working group on public administration	DGTF	71400 Contractual services – companies	40,000
								DGTF	71300 National consultants	5,000
								DGTF	74500 Miscellaneous	2,000
						DGTF		75100 F&A	1,000	

¹ Each Activity Result (not each Action or each Output) should have a Planned Budget. Also, GMS (7%) must be listed in the Budget Description column for each Activity Result.

	<ul style="list-style-type: none"> ▪ Action 2. Development and launch of a website on the issues of public administration assessment ▪ Action 3. Design and publication of the results of the assessment 					assessment	DGTF	72400 Communication & Audio Visual Equip	2,000
								Subtotal:	50,000
	3. <i>Activity result</i> <i>Effective project management</i>	X	X	X	X	UNDP	DGTF	71400 Project manager	18,000
							DGTF	72400 Communication & Audio Visual Equip	2,000
							DGTF	72500 Supplies	2,000
							DGTF	72200 Furniture and equipment	1,000
							DGTF	73100 Rental and maintenance	6,000
							DGTF	74500 Miscellaneous	1,000
								Subtotal:	30,000
TOTAL									202,000

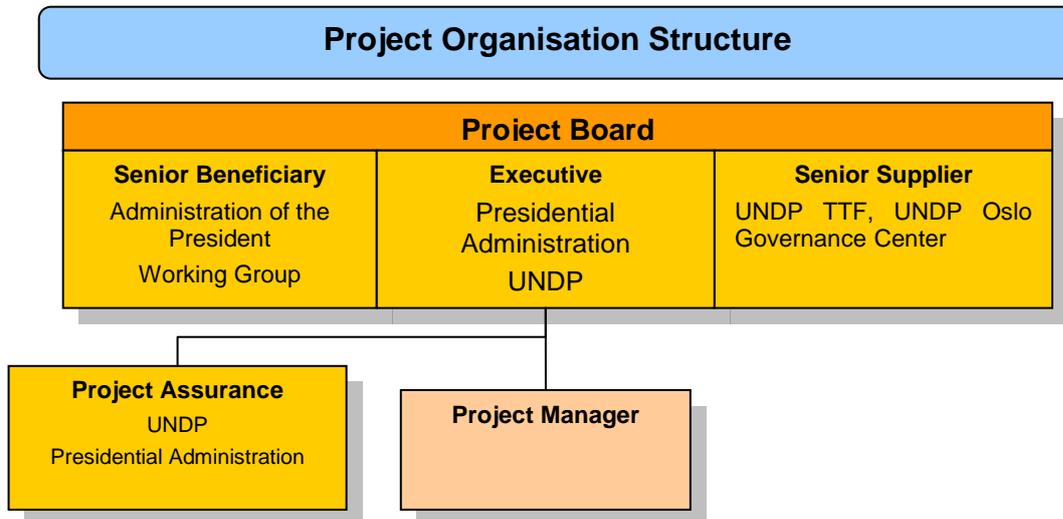
Year 2: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET ²		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
<p>Output 1 Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards</p> <p>Target 2 (year 2012) State and non-state stakeholders have adequate capacity to implement governance assessment</p> <p><u>Baseline:</u> State employees and civil society experts do not have considerable practical experience or training on public administration performance assessment</p> <p><u>Indicator:</u> 100 civil servants, 40 civil society representatives have undergone training on governance assessment methodology and framework</p>	<p>1. <i>Activity result</i> <i>Elaboration of practical recommendations on improvement of public administration assessment system</i></p> <ul style="list-style-type: none"> ▪ Action 1. Organisation of 2 training seminars for the experts of state bodies ▪ Action 2. Formulation of a concept for automated public administration assessment ▪ Action 3. Publication of a Handbook on methodology of assessment in Russian and English languages 	X	X	X	X	UNDP, Administration of the President, working group on public administration assessment	DGTF	71300 National consultants	10,000
							DGTF	71600 Travel	5,000
							DGTF	74500 Miscellaneous	1,000
							DGTF	75700 Training	10,000
							DGTF	71400 Contractual services	10,000
								Subtotal:	36,000
	<p>2. <i>Activity Result</i> <i>Civil society participation in PA assessment is promoted and public awareness on governance issues is raised</i></p> <ul style="list-style-type: none"> ▪ Action 1. Training seminars for CSOs on participation in PA assessment with account of MDGs, gender and vulnerable groups' indicators ▪ Action 2. Facilitation of consolidated platform for independent experts in the area of PA assessment ▪ Action 3. Design and publication of the results of the assessment 			X	X	UNDP, Administration of the President, Agency of Civil Service, Academy for Public Administration and its regional branches	DGTF	71300 National consultants	8,000
							DGTF	74500 Miscellaneous	2,000
							DGTF	71400 Contractual services – companies	15,000
							DGTF	75700 Training	5,000
							DGTF	74200 Communication & Audio Visual Equip	2,000
								Subtotal:	32,000
	<p>3. <i>Activity result</i></p>	X	X	X	X	UNDP	DGTF	71400 Project manager	18,000

² Each Activity Result (not each Action or each Output) should have a Planned Budget. Also, GMS (7%) must be listed in the Budget Description column for each Activity Result.

	<i>Effective project management</i>					DGTF	72400 Communication & Audio Visual Equip	2,000
						DGTF	72500 Supplies	2,000
						DGTF	72200 Furniture and equipment	1,000
						DGTF	73100 Rental and maintenance	6,000
						DGTF	74500 Miscellaneous	1,000
							Subtotal:	30,000
TOTAL								98,000

V. MANAGEMENT ARRANGEMENTS



The project is nationally executed with the Presidential Administration as an Implementing Partner. The Administration of the President is a key governmental agency responsible for administration reform and introduction of public administration assessment in Kazakhstan. The project is a response to the needs of the Administration of the President identified through joint meetings and discussions. The Administration of the President has adequate capacity as well as the authority to further roll out activities that were piloted through the project. The Implementing partner is leading in project implementation and has ownership of project results. UNDP Kazakhstan will provide support services, technical advice and will assist in monitoring and evaluation (as per the Annex 1 in accordance with UNDP rules and procedures). UNDP is also responsible for financial and program reporting to the DGTTF and other donors.

For effective implementation the project structure requires the following roles/focal points:

- Project Board;
- Project Assurance;
- Project Manager.

Project Board:

The Project Board is responsible for making management decisions for the project and providing guidance to the Project Manager in case of significant deviations in the delivery of project outputs from established time and budget limits. During the running of the project the Project Board will meet at least twice a year to assess the project's progress against planned outputs, give strategic directions to the implementation of the project and identify any corrective action to be taken, and to assess how well the outputs were achieved.

The Project board includes representatives of the:

- **Executive** – Presidential Administration, UNDP
- **Senior Supplier** – UNDP, DGTTF, other donors as applicable
- **Senior Beneficiary** – Administration of the President

The role of Project Assurance, including project oversight and monitoring functions, is assumed by the Project Board, while UNDP Governance Team carries out daily project oversight and monitoring functions.

Project Manager: To support the Implementing Partner in the project realisation, a Project Manager will be recruited. The Terms of Reference are attached as Annex 4. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the outputs specified in the project document, to the required standard of quality and within the specified constraints of time and cost, in which regard the tolerance levels will be 3 weeks deviation in implementation of project activities and up to 10% beyond the approved project budget amount.

Partnership Information:

Organization: United Nations Development Program in Kazakhstan

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Name of the Contact person in the Administration of the President: Ms Assel Zhunusova

Position: Deputy Head of Centre for Strategic Development and Analysis

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VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 5), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards		
Activity Result 1 (Atlas Activity ID)	<i>Elaboration of practical recommendations on improvement of public administration assessment system</i>	Start Date: April, 2011 End Date: December, 2012
Purpose	<i>To promote democratic governance principles in assessment methodology and public administration framework of Kazakhstan</i>	
Description	<p><i>Planned actions to produce the activity result.</i></p> <ol style="list-style-type: none"> 1. 2 international experts in relevant fields of public administration are recruited to review the methodology and assessment framework and provide recommendations and advice 2. Training module and handbook on methodology of public administration assessment is developed in Kazakh and Russian languages 3. Publication of 500 copies of handbooks 4. Piloting 6 training seminars on assessment methodology and framework for government experts 5. 200 civil servants are trained in public administration assessment, alignment with local development plans and MDGs, gender/vulnerable groups indicators 6. A study tour on government assessment and use of ICT applications is organised for the experts and decision-makers 7. One international conference is organised on the issues of democratic governance assessment 8. Research of leading practices of ICT applications in governance assessment and development of a Concept for computerisation of PA assessment 9. Technical Expertise 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Training seminars/Workshops/Focus groups <ol style="list-style-type: none"> 1. Number of participations 2. Number of training sessions, workshops 3. Number of training course modules and handbooks developed 4. Number of training handbooks published 5. 'Before and After' capacity level of training participants 6. Counterparts inputs in training design (Yes/N) 7. Impact of training and level of application of learning/skills/knowledge 8. Recommendations and resolutions of the workshops 	<ul style="list-style-type: none"> • Participants list compiled • Facilitator and Participants training models in place • Training Report compiled and produced • Evaluation forms analysed • Handbooks are published and distributed among counterparts • Comprehensive training reports compiled, produced and disseminated to counterparts, including project board (Quarterly) • Training impact evaluation carried (annually) • Counterparts participation in workshop design facilitated and documented • Training programmes and workshops' agenda • Minutes of the workshops, final resolutions/recommendations • Meetings minutes 	April 2011 – Dec 2012

<p>Study Tours:</p> <ol style="list-style-type: none"> 1. Number of participants 2. Number of meetings, training sessions, presentations during the Study tour 3. Counterparts inputs in programme design (Yes/No) 4. Impact of training and level of application of learning/skills/knowledge 	<ul style="list-style-type: none"> • Study tour activities discussed with the beneficiaries and host Institutions • Learning objectives discussed and agreed with counterparts • Study tour agenda designed and scheduled • Evaluation forms of the study tour participants • Impact evaluation undertaken annually • List of participant in study tour • Number of participants in study tour disaggregated by gender (M/F) • Mission reports compile and documented • Assess application of learning in day-to-day work, individual interviews 	<p>September-October 2011,</p>
<p>Technical Expertise</p> <ol style="list-style-type: none"> 1. TOR discussed and agreed 2. Milestones of performance monitoring agreed 3. Need/capacity assessment conducted and documented 4. Number of staff coached, mentored and trained 5. Number of recommendations implemented by counterparts 6. Impact of support 	<ul style="list-style-type: none"> • Assessment Reports, recommendations • TOR developed • TA of public administration assessment is developed • Monthly, Quarterly and Annual performance Reports • Project Evaluation Report 	<p>April 2011 – Dec 2012</p>

<p>OUTPUT 1: Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards</p>		
<p>Activity Result 2 (Atlas Activity ID)</p>	<p><i>Civil society participation in PA assessment is promoted and public awareness on governance issues is raised</i></p>	<p>Start Date: April, 2011 End Date: December, 2012</p>
<p>Purpose</p>	<p><i>To ensure multi-stakeholder approach and framework in governance assessment, to enable citizens to influence public policies and promote accountable state institutions</i></p>	
<p>Description</p>	<p><i>Planned actions to produce the activity result.</i></p> <ol style="list-style-type: none"> 1. 5 national experts are commissioned to develop a Concept for independent association of professional evaluators and establishment of its initial functioning. 2. 40 non-state independent experts are trained in public administration assessment methodology and framework, account of gender/vulnerable groups indicators 3. A special website on governance assessment issues is launched and updated. 4. Publication of assessment results is facilitated 	
<p>Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i></p>	<p>Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i></p>	<p>Date of Assessment <i>When will the assessment of quality be performed?</i></p>
<p>Training seminars/Workshops/Focus groups</p> <ol style="list-style-type: none"> 1. Number of participations 2. Number of training sessions, 	<ul style="list-style-type: none"> • Participants list compiled • Facilitator and Participants training models in place 	<p>April 2011 – Dec 2012</p>

<p>workshops, focus groups held</p> <ol style="list-style-type: none"> 3. Number of training course modules developed 4. Number of training handbooks developed 5. 'Before and After' capacity level of training participants 6. Counterparts inputs in training design (Yes/No) 7. Impact of training and level of application of learning/skills/knowledge 8. Number of regular dialogue platform meetings held 9. Recommendations and resolutions of the meetings 	<ul style="list-style-type: none"> • Training Report compiled and produced • Evaluation forms analysed • Handbooks, manuals and user guides published and distributed among counterparts • Comprehensive training reports compiled, produced and disseminated to counterparts, including project board (Quarterly) • Training impact evaluation carried (annually) • Counterparts participation in workshop design facilitated and documented • Training programmes and meetings' agenda • Minutes of the workshops/meetings, final resolutions/recommendations 	
<p>Technical Expertise</p> <ol style="list-style-type: none"> 1. TOR discussed and agreed 2. Milestones of performance monitoring agreed 3. Need/capacity assessment conducted and documented 4. Number of CSO representatives trained 5. Recommendations on IT solutions developed 6. Concept for consolidation of independent experts for public administration assessment is developed 7. Number of recommended tools implemented on government websites 8. Impact of advice 	<ul style="list-style-type: none"> • Assessment/needs Reports, recommendations • TOR developed • TA of CSOs capacities and participatory mechanisms is developed • Monthly, Quarterly and Annual performance Reports • Project Evaluation Report 	<p>April 2011 – Dec 2012</p>

<p>OUTPUT 1: Public administration assessment framework in Kazakhstan is refined in view of international democratic governance standards</p>		
<p>Activity Result 4 (Atlas Activity ID)</p>	<p><i>Effective project management</i></p>	<p>Start Date: January, 2011 End Date: December, 2012</p>
<p>Purpose</p>	<p><i>To effectively manage and implement the project</i></p>	
<p>Description</p>	<p><i>Planned actions to produce the activity result.</i></p>	

	<ol style="list-style-type: none"> 1. Establish Project organisation structure, including Project board 2. Held regular project board meetings 3. Recruit the Project manager 4. Ensure effective daily management of project, monitoring and risk management 5. Timely reporting on the project 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ol style="list-style-type: none"> 1. Project organisational structure, composition of Project board 2. Number of project board meetings 3. Recruitment of the project manager 4. Counterparts provide inputs to the project planning and implementation 5. Risk log is updated and risks are managed properly 6. Project is implemented in accordance with the work plan 7. Resources of the project are managed efficiently in accordance with the work plan 	<ul style="list-style-type: none"> • Minutes and Reports of the Project Board meetings • Reports of selection committee on Project manager recruitment • Risk log • Project Work plan and annual budgetary reviews • Financial and narrative reports 	<p>January 2011 – Dec 2012</p>

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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.

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 this agreement.

UNDP agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VIII. ANNEXES

ANNEX 1: Risk Log

ANNEX 2: Communication and Monitoring Plan

ANNEX 3: Terms of Reference of the Project Manager

ANNEX I. Risk Log

#	Description	Category	Impact and Probability	Countermeasures/ Mngt response	Date identified	Last update	Status
1	Political changes in the central and local government	Political	I – medium P - medium	Involve a wider range of government stakeholders; base the project on frameworks and goals stipulated in the country's strategic and programme documents			
2	Recommendations of the project are not implemented in the assessment methodology and framework		I – high P – low	Sensitization of government counterparts on democratic governance principles; actions to promote deeper behavioural change; regular meetings and discussions with government stakeholders			
3	Other donor organisations'/ government initiatives in the same area overlap or contradict with the project	Political	I – medium P - medium	Convene regular coordination meetings with donors and national stakeholders active in this area			

ANNEX 2: Communication and Monitoring Plan

Type of action	Stakeholders	Due by	Completed on	Status
Quarterly Progress reports	PM	Each quarter		
Quarterly review and update of the project work plan	PM	Each quarter		
Semi-annual Executive board meeting	Project board	End of Aug 2011, June 2012, Dec 2012		
Annual Review	Project board	Dec 2011, Dec 2012		
Annual progress report	PM	Dec 2011, Dec 2012		
Field visit by Programme staff	Programme staff	Each project activity		
Annual procurement plan	PM	May 2011, Feb 2012		
Annual inventory	PM	Annually		
Transfer of assets	PM	At the end of the project		
Final review meeting	PM, project board	At the end of the project		

ANNEX 4: Terms of Reference of the Project Manager

Terms of Reference

Project Manager

Job Title:	Project Manager
Project:	Public Administration Assessment
Unit:	Governance and Local Development Unit
Type of Contract:	Service Contract
Grade Level:	
Supervisor:	Head of Governance and Local Development Unit
Number of Posts:	One
Duration:	1 year (renewable)
Duty Station:	Astana

Background:

The long-term development strategy "Kazakhstan-2030: Prosperity, security and improved living standards for all Kazakhs" was adopted in 1997. It identified 7 priorities for the country's development and under the Priority 7, the country targets to create in Kazakhstan an efficient modern civil service and management structure best suited for the market economy; form the Government capable of setting and implementing priorities; build a state protecting national interests.

In 2009 the country adopted new Strategic Plan 2020 for the Government. One of the primary tasks of the Strategic Plan 2020 of the Republic of Kazakhstan is to increase the effectiveness of the state planning and governance. It is envisaged that following the Presidential Decree dated 19 March 2010, the President's Administration takes the lead in the development of the methodology of public administration assessment including the preparation of the respective regulations.

In 2010, the Center for Strategic Development and Analysis of the Presidential Administration and responsible government bodies piloted an assessment in 3 public administration offices: Ministry of Labour and Social Protection, Agency on Regulation of Natural Monopolies and Akimat (local administration) of the Akmola oblast.

In November 2010 the Center of the Strategic Development of the Presidential Administration requested UNDP to provide an international expertise to improve the developed assessment tool. The carried out mission identified main areas of support from UNDP to the Administration in the area of public administration assessment in 2011-2012.

Duties and Responsibilities:

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

- 1) Develop and execute the project work plan and its implementation strategy;
- 2) Ensure the management and coordination of project implementation according to the UNDP Rules and Regulations;
- 3) Organize, supervise and implement project inputs and activities in a timely fashion;
- 4) Ensure and coordinate meaningful participation of all national and international stakeholders in all phases of the planning and implementation processes;
- 5) Develop and maintain strong partnerships between the project and counterparts including the involved ministries, agencies and other government departments, civil society and other international agencies;
- 6) Coordinate and manage the recruitment of and supervise project staff and consultants;
- 7) Ensure close and standard monitoring and evaluation of the project;
- 8) Build synergies with UNDP and other interventions the area of developing the public administration assessment and liaise closely with other project managers and programme officers in this regard;
- 9) Responsible for management towards the project's intended results (outputs) following Result Based Management system of UNDP;

- 10) Develop best practices within the framework of project activities and feed these into UNDP's overall strategy for public administration area;
- 11) Review and adjust work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- 12) Monitor expenditures of the project;
- 13) Responsibility for managing project staff and consultants, procurement and operations of the project;
- 14) Prepare and provide bi-annual progress and other relevant reports to concerned parties;
- 15) Undertake any other relevant activities as required by the unit.

Qualifications:

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

IX. ADDITIONAL ASSETS:

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