



Terms of Reference

Reference and title:	RFP-2022-042 Development and application of the prototyping methodology on future skills and economic growth for “Knowledge Week: embracing the change” initiative.
Project title and number	Post-Crisis Support to the Government’s Reform Initiatives, 00130312
Type of contract	Contract for Professional Services (UNDP template)
Duty station	Home-based with one travel to Kyzylorda, Kazakhstan
Contract duration	2 months (approx. October – November 2022)

A. BACKGROUND

We live in a time of rapid technological discoveries and changes in the way we live, work, communicate, and even spend our leisure time. Wealth is no longer measured by the yield of physical land, but by what is in people's minds - knowledge, skills, mentality. Kazakhstan has the potential to tap into its human capital to achieve growth and reduce economic inequalities. Given the recent health emergency in the face of COVID -19, which affected the most vulnerable, including women, people with disabilities, youth, informal workers, and migrant workers, it is important to build a society that is resilient to various shocks. What does the country need to promote human capital and advance knowledge-based development? What priorities should the government consider in its long-term competitiveness agenda, leaving no one behind?

In order to accelerate economic development and improve living conditions, Kazakhstan aims to build a knowledge-based economy¹ that focuses on the skills and preparedness of the population for future trends and scenarios. Knowledge-based economic growth is a solid alternative to the current status, where most government revenues are generated by extractive industries. As society becomes more adaptable and flexible to change, Kazakhstan should learn to take advantage of technological innovations and benefit from new opportunities rather than trying to catch up. It is imperative to address understanding and measuring the concept of knowledge. What indicators can help us better understand society's adaptability and curiosity, its attitudes and mentality, its research and innovation? The answer is complex and requires an in-depth discussion with experts and members of society.

Technological progress is the ally in the dissemination of knowledge - free online access to educational materials democratizes the dissemination of knowledge in the 21st century, which consequently affects the labor market of the future. Normalization of the use of modern technological approaches such as artificial intelligence (AI), machine learning (ML), Internet of Things (IoT) and Big Data will lead to automation of jobs. In Kazakhstan, a whopping 52 per cent of jobs are at risk of automation, signaling the urgency of preparing our current and future workforce for the future now.²

Demand for non-automated skills and occupations will increase as Kazakhstan pushes to increase the complexity of its economy. Non-automated skills include cognitive and socio-emotional skills such as critical thinking, creativity, emotional intelligence, teamwork, and leadership. To remain competitive in the job market, an increased focus on digital skills is essential. A growth mindset, which requires a learning also one of the most important characteristics of a competitive worker.

Kazakhstan Knowledge Week 2022: embracing the change is an event that aims to facilitate discussions and develop solutions for building a knowledge-based economy in Kazakhstan. The goal of Knowledge Week is to provide a platform to discuss the impact of emerging technology trends, the changing nature of education delivery, and the future of Kazakhstan's key economic sectors in the face of these rapid changes. Knowledge Week is a three-day event in Kyzylorda, Kazakhstan, with a buildup of satellite events in the country's four

¹Knowledge economy – economy where the main factors of development are knowledge and human capital (Kazakhstan’s labor market: development during the conditions of new reality, 2021, Workforce Development Center).

²Kazakhstan’s labor market: development during the conditions of new reality, p.13, 2021, Workforce Development Center.



regions: Mangystau, Karaganda, South Kazakhstan, and East Kazakhstan. The audience of the Knowledge Week consists of young people, academics, private and public sector representatives. The event will focus on three main themes through interactive sessions, bootcamps and side events:

- 1) Impact of technological trends on the future of knowledge in Kazakhstan
- 2) Reimagining skills for the 21st century
- 3) Co-creating the future together with youth.

The signature event of the Knowledge Week is the application of a prototyping method to analyze how current technological upheavals will affect selected sectors of Kazakhstan's economy. The aim of the exercise is to forecast changes and identify what skills and know-how need to be developed to ensure that Kazakhstan's society remains competitive in the future. A pool of experts will create an action plan with practical recommendations for each sector, which will be presented at the high-level forum during Knowledge Week.

As a result of Kazakhstan Knowledge Week 2022, the following outcomes will be achieved:

- Systemic understanding of how technological disruption impacts Kazakhstan's key economic sectors.
- Creation of a knowledge community of experts and young people to share insights
- Adoption of prototyping methodology that participants can apply to their respective sectors
- Develop practical solutions for transitioning from a factor-driven to a knowledge-driven economy

B. MAIN TASK OF ASSIGNMENT

The main task of assignment is to develop the methodology and conduct a prototyping workshop to identify strategic entry points for growth in Kazakhstan's key sectors of the economy. Detailed description of the proposed scenario is provided in the Annex A. The task is open for local and international companies.

C. SCOPE OF WORK

The Contractor's detailed assignment will include, but not be limited to the following tasks:

- Develop the methodology for the prototyping workshop based on the proposed scenario (see the Annex A) and the schedule;
- Organize collaborative learning seminars led by the industry experts;
- Produce policy recommendations for relevant government Ministries based on the prototyping workshop discussions and results, and present them at the high-level forum during the Knowledge Week event.

D. EXPECTED OUTPUTS

#	Expected deliverables	Estimated duration to complete	Review and approval	Payment %
1	<p>Prototyping methodology is developed and customized to the Kazakhstan context.</p> <p>Results:</p> <ul style="list-style-type: none"> • A clear methodology with the schedule, requirements, and outputs is developed; • At least three expert sessions led by key industry experts are conducted that inform the prototyping methodology; • At least 10 experts from key economy industries are identified who will contribute to the prototyping workshop prior and during the Knowledge Week event. 	Three weeks after the contract signing	Accelerator Lab Project Manager, Head of Unit	70%
2	<p>Collaborative learning seminars led by the industry experts are organized</p> <p>Results:</p>	Six weeks after the contract signing	Accelerator Lab	15%



#	Expected deliverables	Estimated duration to complete	Review and approval	Payment %
	<ul style="list-style-type: none"> At least three experts and relevant seminar topics are identified; Seminar content is developed; Seminars are led in a participatory, innovative, and engaging manner. 		Project Manager, Head of Unit	
3	<p>Prototyping workshop is carried out and results are presented during the Knowledge Week</p> <p>Results:</p> <ul style="list-style-type: none"> At least three concrete recommendations per each industry sector are produced in a narrative and presentation forms; an innovative way of presentation will be welcomed; Final report is submitted, which consists of the following: impact of digitalization on key economy sectors based on expert consultations, detailed description and step-by-step guide of the prototyping methodology, key recommendations for each sector, takeaways and lessons learnt from the prototyping workshop. 	Eight weeks after the contract signing	Accelerator Lab Project Manager, Head of Unit	15%

E. REPORTS AND MATERIALS

- The results should be presented in electronic form in English and Russian languages. Requirements for a text report: font – Times New Roman, size-12, interval – single.
- The reported results are subject for approval by Accelerator Lab Project Manager and the Head of Unit. They will be used as a basis for making the related payments.**

F. INSTITUTIONAL ARRANGEMENT

The Contractor will provide its services under the guidance and direct supervision of the Accelerator Lab Project Manager and the Head of Unit. Payment is made in three tranches according to the results achieved and the deadlines indicated in the table above, the payments are made upon completion of the services based on a written confirmation of UNDP Accelerator Lab Project Manager and the Head of Unit. At the end of the contract period, the Contractor must provide a **report** demonstrating the implementation of this Terms of Reference. The Contractor should ensure timely identification of potential risks and signal any delays in deliverables to UNDP. Adjustments to the project timeline and/or extension of the contract shall be discussed in advance.

G. DURATION OF WORK

It is expected that the selected Contractor will complete the work within two months (approx. October – November 2022). Prototyping workshop will last three days as an in-person activity within the Knowledge Week in November 2022 (tentative). In case of the date change for the Knowledge Week, the contract will be amended accordingly.

H. DUTY STATION

Home-based with one travel to Kyzylorda, Kazakhstan for the arrangement and leading the 3 day workshop during the Knowledge Week (if company is not in Kyzylorda). Prototyping methodology development, preparation for the workshop can be done either online or face-to-face. The workshop itself will take place in-person in Kyzylorda, Kazakhstan, during the Knowledge Week.



I. QUALIFICATION OF THE SUCCESSFUL CONTRACTOR

The service provider may be company/organization duly registered and meeting the following requirements:

1. Possess civil legal capacity to conclude contracts (certificate of registration/re-registration, constituent documents, etc.);
2. Be solvent, not subject to liquidation, its' property should not be seized, its' financial and economic activities should not be suspended in accordance with the law (certificates confirming the absence of debts in tax authorities, audited financial statements for 2020-2021). If the company is exempted from the audit, then a confirmation certificate issued by the Contractor, profit and loss statement, balance sheets for 2020-2021 duly signed by chief accountant;
3. Have at least 2 years of experience in conducting collaborative exercises, workshops, and other activities of a similar nature.
4. Proven experience (at least 1 project) in methodology development.
5. Provide a list of previous/current projects of similar nature (conducting collaborative exercises, workshops, developing a methodology) for past 2 years. The list should include the scope of the services provided (e.g. subject of services/works, achieved results, sectoral context, geographical focus, year of performed services), contract duration, name of the Customer, and the Customer's contact details (e-mail, phone number).
6. Detailed methodology on TOR implementation and work schedule. The schedule of work should include the team composition and the distribution of responsibilities.
7. Experience working with international organizations will be an advantage.
8. Experience working on an international level (providing services in other countries than the company is registered in) will be an advantage.
9. Availability of qualified personnel with the necessary work experience and qualifications according to the table below, with provision of a detailed CV, documents confirming the expert's qualifications (diplomas, certificates of advanced training in the subject area, other certificates), as well as written confirmation from each employee that they will be available during the entire duration of the Contract.

Table. Requirements to the key staff, and qualifications of experts to be involved in implementation under these Terms of References:

Nº	Team composition	Number of people	Estimated term of involvement, in weeks	Min. acceptable educational level and field of study	Qualification skills/experience
1	Project Manager/ team lead	1	4	Higher education in the field of social sciences, economics, public policy, or related field.	<ul style="list-style-type: none"> At least 1 year of experience in the methodology development/ design Experience in coordinating a workshop with innovative elements (e.g. prototyping, foresight) is an advantage. International experience in the methodology development/ design is an advantage.
2	Project Coordinator	1	8	Higher education in the field of social sciences, economics, communication, business, or related field.	<ul style="list-style-type: none"> Experience in organizing/ supporting/ coordinating at least 2 collaborative workshops Experience in coordinating a workshop with innovative elements (e.g. prototyping, foresight) is an advantage.



					<ul style="list-style-type: none"> International experience supporting/ coordinating workshops is an advantage
3	Expert facilitator in construction sector: facilitates dialogues with local experts, leads discussions and consultations/ focus groups.	1	8	Higher education in engineering/ construction/ architecture/ Economics/ related field	<ul style="list-style-type: none"> Experience facilitating at least 2 workshops/ trainings/ participatory activities. Expertise in construction sector, specifically on innovation in construction industry is an advantage; Knowledge of a context of the construction industry in Kazakhstan will be an advantage; Experience on an international level will be an advantage;
4	Expert facilitator in agriculture sector	1	8	Higher education in agriculture, natural resource management, environment, ecology, or related field	<ul style="list-style-type: none"> Experience facilitating at least 2 workshops/ trainings/ participatory activities. Expertise in agriculture sector, specifically on innovation in agriculture industry is an advantage; Knowledge of a context in Kazakhstan will be an advantage; Experience on an international level will be an advantage;
5	Expert facilitator in creative economy sector	1	8	Higher education in art, business, social sciences, economics, management, public administration or related field	<ul style="list-style-type: none"> Experience facilitating at least 2 workshops/ trainings/ participatory activities. Expertise in creative economy sector, specifically on innovation in creative economy industry is an advantage; Knowledge of a context in Kazakhstan will be an advantage; Experience on an international level will be an advantage;

J. RESPONSIBILITY AND ACCOUNTABILITY OF THE CONTRACTOR

- The Contractor should fully accept and agree with the ToR requirements and the UNDP General Terms and Conditions for Contracts;
- The Contractor is fully responsible for the accuracy and legality of the information provided and for the timely submission of reports.
- The Contractor ensures full compliance with the information security policies and procedures of the UNDP;
- During execution of the Contract, the Contractor is accountable to Accelerator Lab Project Manager and Head of Unit;
- All actions related to works performance must be coordinated and agreed with the specified UNDP project staff;
- The Contractor is not entitled to provide the results of the study to third-party entities without prior approval from UNDP;



- The work must be performed efficiently and in a timely manner, in unconditional compliance with the requirements of the contract and this Terms of Reference. In case of poor quality of the Contractor's work, UNDP reserves the right to terminate the contract unilaterally;
- At the time of award of Contract, UNDP reserves the right to vary the quantity of services, by up to a maximum 25% of the total offer, without any change in the unit price or other terms and conditions;
- the Contractor undertakes to perform the scope of work provided within this Terms of Reference, without violating the legislation of the Republic of Kazakhstan in the field of copyright and related rights, as well as other regulatory legal acts;
- The Contractor at any stage of the implementation of the Terms of Reference provides unhindered access to documents and materials of UNDP for monitoring and evaluating the quality of services provided by the Contractor;
- UNDP may monitor and verify the Services provided for compliance with the requirements specified in the ToR. If it is found that the requirements of the ToR do not meet, the Contractor takes measures to eliminate non-compliance with the requirements of the ToR, without any additional costs, within 10 (ten) working days from the date of receiving comments;
- The services provided under this ToR must meet or exceed the standards.
- All rights to the results of the work belong to UNDP;
- Payment is made only after the relevant types of work have been completed and with the approval of the UNDP and, according to the breakdown indicated in the section "Expected deliverables and payment conditions".

IMPORTANT! In connection with the COVID 19 pandemic, the Contractor undertakes to provide all the necessary protective equipment for its employees and comply with all the norms and recommendations of the WHO, as well as local authorized bodies of the Republic of Kazakhstan for performing work during the period of the introduction of quarantine measures and emergency situations. The service provider is responsible for the proper and timely provision of its employees involved in this Terms of Reference with all necessary personal protective equipment in accordance with the current WHO recommendations (masks, gloves, sanitizers, passing the COVID-19 test (if necessary) for the period of Contract.

K. PAYMENTS TERMS

This contract sets a fixed price based on the achieved results, regardless of the extension of its specified period. Services needed for the prototyping workshop in terms of the logistics (venue, interpretation, if needed, coffee breaks, etc.) will be provided by the organizer, therefore, the bidder should **not** include these costs in the budget. All expenses related to the travel to Kyzylorda to arrange and lead 3 day workshop should be included in the price offer: accommodation, transportation costs and per diem.

Payment will be made in three tranches after satisfactory completion of the relevant "EXPECTED OUTPUTS" section in accordance with the Terms of Reference and authorization of results by UNDP through a performance certificate.

RECOMMENDATIONS FOR OFFERS SUBMISSION:

- 1) A duly completed Bid Submission, the UNDP template (Annexes 2A and 2B) must be used;
- 2) The financial proposal (Annex 2B) must include the full set contract amount, including all indirect and direct costs (including VAT and/or other applicable taxes), as well as a template breakdown; **the financial proposal must be password protected!**
- 3) Copies of the state registration/re-registration certificate and constituent documents;
- 4) Financial statements for 2020-2021 including the Balance Sheet; Profit and Loss Statement;
- 5) Certificates of no debts issued by tax authorities
- 6) VAT certificate (if applicable). If the Contractor is not a VAT payer, written confirmation to be provided;
- 7) Annex 2A should present the profile of the Contractor with detailed activity information confirming:
 - a. at least 2 s of experience in conducting collaborative exercises, workshops, and other



activities of a similar nature

- b. At least 1 previous project developing a methodology
- 8) Annex 2A must include the methodology describing how the task will be carried out, as well as a detailed work plan. The work schedule should include the team composition and distribution of responsibilities;
- 9) A list of projects conducted within past 2 years that the company provided similar services. The list should include the scope of the services provided (e.g. subject of services/works, achieved results, sectoral context, geographical focus, year of performed services), contract duration, name of the Customer, and the Customer's contact details (e-mail, phone number).
- 10) Detailed CV, diplomas and certificates of the proposed key personnel, as well as written confirmation from each employee that they will be available for the entire validity of the Contract.
- 11) Any other documentation of qualifications and experience as required under "QUALIFICATION REQUIREMENTS".

L. TECHNICAL ASSESSMENT CRITERIA

Highest Combined Score (based on the 70% technical offer and 30% financial proposal) where the minimum passing score of technical proposal is 70% (490 points), out of maximum obtainable 700 points.

Step I: Preliminary evaluation (Pass/Fail). ONLY fully and timely submitted bids with all required documentation would be considered for the preliminary evaluation (Annexes 2a and 2b, TOR implementation methodology and work schedule, registration certificate and constituent documents, financial statements, no tax debt certificate, VAT certificate, list of previous projects, detailed CV, diplomas and certificates of the proposed key personnel, as well as written confirmation from each employee that they will be available for the entire validity of the Contract).

The bids will be evaluated against ToR's qualification requirements for the Service Provider as stated above.

Step II: Technical Evaluation with maximum 700 points, including:

- Expertise of the Firm (30%)
- Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (35%)
- and Qualification of Key Personnel (35%)

Applications that will accumulate at least 490 points of the maximum 700 points during the technical evaluation process will be qualified for financial evaluation.

Step III: Financial Evaluation with 300 points maximum

Summary of Technical Proposal		Weight, %	Max points
1.	Expertise of the Firm	30%	210
2.	Methodology, its relevance to the context in Kazakhstan and TOR requirements	35%	245
3.	Management Structure and Qualification of Key Personnel	35%	245
Total			700

Expertise of the Firm/Organization		Max Points
1.2	The company has experience conducting collaborative exercises, workshops, and other activities of a similar nature (minimum requirement):	84



	2 years - 58.8 points 3- 4 years – 71 points 5 and more years – 84 points	
	Proven experience in methodology development (minimum requirement): 1 project – 58.8 points 2 to 4 projects – 71 points 5 and more projects – 84 points	84
1.2	Experience working with international organizations (advantage) No experience – 0 points Available experience – 21 points	21
1.3	Experience working on an international level (advantage) No experience – 0 points Available experience – 21 points	21
Total		210
Proposed Methodology and Approach		Max Points
2.1	Methodology on TOR implementation (minimum requirement): Methodology and logical framework on TOR implementation are outlined in general - 101.5 points Methodology on TOR implementation is justified and described in sufficient details – 145 points	145
2.2	Work schedule (minimum requirement): Work plan outlines scheduled activities in general - 70 points Work plan is detailed and tailored to the TOR requirements – 100 points	100
Total		245

Management Structure and Qualification of Key Personnel		
3.1	Project Manager/ team lead (1)	73
	Higher education in the field of social sciences, economics, public policy, or related field (minimum requirement): Bachelor degree – 10.5 points Master's degree and higher - 15 points	15
	At least 2 year of experience in the methodology development/ design (minimum requirement) 2 years – 28 points 3-4 years – 34 points 5 and more years – 40 points	40



	Coordinating a workshop with innovative elements (advantage) No experience – 0 points Available – 9 points	9
	International experience managing/ coordinating workshops (advantage) No experience – 0 points Available – 9 points	9
3.2	Project coordinator (1)	55
	Higher education in the field of social sciences, economics, communication, business, or related field (minimum requirement). Bachelor degree – 10.5 points Master's degree and higher - 15 points	15
	Experience in organizing/ supporting/ coordinating collaborative workshops (minimum requirement): 2 workshops – 14 points 3 – 4 workshops – 17 points 5 and more workshops – 20 points	20
	Experience in coordinating a workshop with innovative elements (e.g. prototyping, foresight) (advantage) No experience – 0 points Available – 10 points	10
	International experience supporting/ coordinating workshops (advantage) No experience – 0 points Available – 10 points	10
3.3	Expert facilitator in construction sector	39
	Higher education in engineering/ construction/ architecture/ Economics/ related field (minimum requirement) Bachelor degree – 7 points Master's degree and higher - 10 points	10
	Experience facilitating workshops/ training/ participatory activity (minimum requirement) 2 workshops – 10.5 points 3-4 workshops – 12.5 points 5 and more workshops - 15 points	15
	Expertise in construction sector, preferably in innovation in construction industry (advantage) No experience – 0 points Available experience – 4 points	4
	Knowledge of a context of the construction industry in Kazakhstan (advantage) No knowledge – 0 points Available knowledge – 5 points	5



	Experience on an international level (advantage) No experience – 0 points Available experience – 5 points	5
3.4	Expert facilitator in agriculture sector	39
	Higher education in agriculture, natural resource management, environment, ecology, or related field (minimum requirement) Bachelor degree – 7 points Master's degree and higher - 10 points	10
	Experience facilitating workshops/ training/ participatory activity (minimum requirement) 2 workshops – 10.5 points 3-4 workshops – 12.5 points 5 and more workshops - 15 points	15
	Expertise in agriculture sector, preferably in innovation in agriculture industry (advantage) No experience – 0 points Available experience – 4 points	4
	Knowledge of a context of the agriculture industry in Kazakhstan (advantage) No knowledge – 0 points Available knowledge – 5 points	5
	Experience on an international level (advantage) No experience – 0 points Available experience – 5 points	5
3.5	Expert facilitator in creative economy sector	39
	Higher education in art, business, social sciences, economics, management, public administration or related field (minimum requirement) Bachelor degree – 7 points Master's degree and higher - 10 points	10
	Experience facilitating workshops/ training/ participatory activity (minimum requirement) 2 workshops – 10.5 points 3-4 workshops – 12.5 points 5 and more workshops - 15 points	15
	Expertise in creative economy sector, preferably in innovation in creative economy industry (advantage) No experience – 0 points Available experience – 4 points	4
	Knowledge of a context of the creative economy industry in Kazakhstan (advantage) No knowledge – 0 points Available knowledge – 5 points	5
	Experience on an international level (advantage) No experience – 0 points Available experience – 5 points	5



TOTAL for Management Structure and Qualification of Key Personnel	245
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This TOR is approved by :

DocuSigned by:
Aizhan Kapysheva
1925CD046E52407

Signature
Name and Designation
Date of Signing

Aizhan Kapysheva, Head of Solutions Mapping
23-Aug-2022

DocuSigned by:
Ainur Baimyrza
D069AF7925CF4FA...

Signature
Name and Designation
Date of Signing

Ainur Baimyrza, Head of Governance Unit
25-Aug-2022



Annex A

Understanding sectoral change through prototyping workshop

A prototyping workshop is a co-creation exercise to identify strategic entry points for growth in Kazakhstan's key sectors of the economy. The three-day workshop includes an educational component as well as a guided prototyping exercise aimed at developing a set of practical recommendations for the national government. Three sectors of Kazakhstan's economy were identified based on their strategic importance:

1) Construction

As the population of Kazakhstan grows slowly but steadily (population growth of 1.3 per cent), there is a need for more infrastructure to meet the needs of the people - schools, housing, roads, and building materials are the result.³ As old factories and utility infrastructure become obsolete and in need of renovation, structures need to be updated to meet the needs of the people. With GDP growth projected at 3.5 to 4 per cent in 2022, the construction sector is projected to see the highest increase.⁴

Leading construction companies in Kazakhstan have already integrated new technologies and digital tools to increase process efficiency and transparency. These technological solutions in construction, i.e. Construction Tech, include BIM (Building Information Modelling), cloud services, IoT and 3D modelling. In 2020, a blockchain-based unified information system E-Qurylys was launched to increase transparency in the construction process.

2) Creative economy

The creative economy is a new type of knowledge economy built on the value added by the creative industries, "which include advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research and development, software, computer games, electronic publishing, and TV /radio".⁵ Kazakhstan has a strong foundation for monetizing ideas and products from these industries, and the trend has been developing in the country in recent years. The core of these industries is the development of entrepreneurship, which needs to be liberalised so that people feel free to express themselves in creative ways.

Creative industries contribute to the complexity of the economy. They tend to be located in major cities (Nur-Sultan, Almaty) because they have better infrastructure to support creative entrepreneurs. Locations outside the major cities should also be considered as they have cultural values and regional characteristics that can be reinforced on a national and international level. Creative industries will contribute to new jobs and have export potential. A dialogue with the sector's representatives is needed to find out how the sector can come out of the shadow economy and make a productive contribution to GDP.

3) Agriculture

42 per cent of population in Kazakhstan lives in rural area that mostly relies on jobs in the agricultural sector⁶. Environmental, health, or political shocks can lead to the disruptions of supply chains in agriculture resulting in food and water shortages. The sector has a potential to become highly technological – globally small farmers are testing innovations to improve soil fertility or water conservation, finding ways to attract alternative finance or creating new consumer products. Given the transition to green jobs and a rising focus on SMEs development in agriculture, opportunities in farming and agribusiness will increase attracting more youth to this sector.

The prototyping workshop will be divided into three groups (one per sector) and led by external consultants who have a solid understanding of Kazakhstani context. The participants of the prototyping workshop will be experts from the three selected economic sectors. They may be decision makers from the respective sectors or members of the sector (companies, individuals) who can provide meaningful input to the roadmap. UNDP staff will also participate to assess the linkages between UNDP's work and the proposed solutions. It is important to

³ Population growth (annual %) – Kazakhstan, 2020, <https://data.worldbank.org/indicator/SP.POP.GROW?locations=KZ>

⁴ Kazakhstan's labor market: development during the conditions of new reality, p.33, 2021, Workforce Development Center.

⁵ Creative Economy Programme, <https://unctad.org/topic/trade-analysis/creative-economy-programme>

⁶ Rural population (% of total population) – Kazakhstan, 2020. <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=KZ>



build participant ownership of the workshop from the outset to ensure that the recommendations are taken on board after the Knowledge Week has concluded. The total number of participants per group should be around 10-15 people.

Workshop discussions will be guided by the following questions:

- 1) How is the industry changing? What trends are impacting the labor market and the skills in demand?
- 2) What portfolio of transformational experiments can be introduced to test solutions? Present three experiments that complement each other.
- 3) What are the main outcomes to be achieved by the experiments? How should the success of these outcomes be measured?

As part of a learning experience, workshop participants will have the opportunity to immerse themselves in panels of experts who will speak about inspiring case studies from other countries. The case studies will provide practical insights from each of the selected sectors to share best practices and discuss what lessons can be learned for the Kazakhstani context. Each morning of the prototyping workshop will feature four one-hour expert sessions. Each session will consist of a 20-minute case study presentation, a 20-minute Q&A and discussion, and a 20-minute brainstorming to adapt lessons learned to the local context.

Below is an example of the prototyping workshop process with a description of the key activities:

Day 1:

- Local industry experts lead three sessions to set the stage. The sessions present macro-level information, including key industry development milestones, current trends, available data from official and unofficial sources, and linking the industry to national strategy goals by presenting relevant national KPIs.
- Facilitators will lead problem identification sessions to define a narrow problem for each sector. Solving this problem will have the greatest impact in terms of improving lives. Current policies, frameworks, barriers, the changing context, and behavioral aspects (social norms, habits, tacit rules) will be considered.

Day 2:

- Facilitators lead workshops to identify a portfolio of experiments/solutions in different sectors. These are proposed solutions from different perspectives that serve as practical starting points to approach the problem from different angles. The solutions should build on the areas where Kazakhstan has a competitive advantage and will have the greatest impact. The proposed experiments should be consistent with the national priority areas and the government's overall goals.
- Create a monitoring and evaluation framework to identify desired outcomes with the government official responsible for implementing the solutions. Measurable indicators should be developed to track progress.

Day 3:

- Signature solutions are consolidated for expert feedback.
- A portfolio of solutions is revised and improved according to the feedback received.
- Presentation of the action plan to stakeholders during Knowledge Week, where next steps are discussed and agreed upon.

In addition to the practical solutions shared during the prototyping exercise, the entire experience will be documented and packaged in the form of a methodology. This methodology will be a new knowledge product that UNDP experts can share with their partners.