

## On approval of the Rules for the implementation of project management

### *Invalidated Unofficial translation*

Resolution of the Government of the Republic of Kazakhstan dated May 31, 2021 No. 358. Abolished by the Decree of the Government of the Republic of Kazakhstan dated 08/17/2023 No. 691

Unofficial translation

**Footnote. Abolished by the Decree of the Government of the Republic of Kazakhstan dated 08/17/2023 No. 691 (effective from the date of its first official publication).**

In accordance with the second part of Article 43-1 of the Administrative Procedural Code of the Republic of Kazakhstan, the Government of the Republic of Kazakhstan **hereby RESOLVED as follows:**

**Footnote. Preamble – in the wording of the resolution of the Government of the Republic of Kazakhstan dated 06.10.2022 No. 794 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

1. To approve the attached Rules for the implementation of project management.
2. This resolution shall enter into force from the date of its signing and shall be subject to official publication.
3. To suspend the effect of preamble of this resolution and paragraph 1 of the Rules for project management until July 1, 2021, having established that during the suspension period, the preamble of the resolution of the Government of the Republic of Kazakhstan and paragraph 1 of the Project Management Rules shall be valid in the following wording:

“In accordance with paragraph 2 of Article 11-1 of the Law of the Republic of Kazakhstan “On Administrative Procedures”, the Government of the Republic of Kazakhstan HEREBY RESOLVES:”;

“1. These Rules for the implementation of project management (hereinafter-the Rules) have been developed in accordance with paragraph 2 of Article 11-1 of the Law of the Republic of Kazakhstan “On Administrative Procedures” and shall determine the procedure for the implementation of project management in the activities of state bodies.”.

*Prime-Minister of the  
Republic of Kazakhstan*

*A. Mamin*

Approved  
by the Resolution

## **Rules for the implementation of project management Chapter 1. General provisions**

1. These Rules for the implementation of project management (hereinafter referred to as the Rules) have been developed in accordance with the second part of Article 43-1 of the Administrative Procedural Procedure Code of the Republic of Kazakhstan and shall determine the procedure for the implementation of project management in the activities of state bodies, with the exception of the National Security Committee of the Republic of Kazakhstan.

**Footnote. Paragraph 1 - in the wording of the resolution of the Government of the Republic of Kazakhstan dated 06.10.2022 No. 794 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

2. The following basic concepts are used in these Rules:

1) an acceleration group - a group of employees of the project office of a state body, which carries out coordination, consulting-methodological, information-analytical and organizational support for the project personnel and interested participants in projects requiring accelerated implementation and operational concentration of resources, including the organization of joint work of the project office of a state body with groups for the implementation of national priorities, groups for the implementation of basic directions, project group leaders, managers and project participants on a daily scrum schedule according to the agile methodology;

2) an authorized body in the field of informatization - the central executive body, carrying out management and intersectoral coordination in the field of informatization and "electronic government";

3) information board - an electronic document placed in the project management information system for prompt presentation to managers performing the relevant project roles of curators of national priorities, program managers, heads of basic directions, heads of project groups;

4) situational and analytical centre - an organizational structure formed at the project office of a state body in order to determine the status of the implementation of projects/programs/portfolios of national priorities, monitor the achievement of target indicators and develop proposals for the further implementation of projects/programs/portfolios of national priorities;

5) a program - a component of the national priority portfolio, which is a set of sequentially decomposed groups of projects, projects and activities (actions), grouped into basic directions, the management of which shall be coordinated to obtain benefits that are not available when managing projects and activities (actions) separately;

6) basic direction of the program - a component of the program, which includes a set of sequentially decomposed groups of projects, projects and activities (actions), grouped according to the signs of an intersectoral, inter-branch, interdepartmental nature;

7) a program management plan - a set of results of all planning processes of program components to create a consistent, linked set of documents that is used to manage the program and monitor its implementation, and shall be formed in the project management information system;

8) program steering committee - a collegiate body that performs the functions of a decision-making centre within the framework of a program implemented by a state body, providing a practical solution to problematic issues and tasks that have not been resolved at the level of the project office of the state body and the heads of the basic directions of the program;

8) a program management committee - a collegial body, carrying out the functions of a decision-making centre within the framework of the program implemented by the state body, providing practical solutions to problematic issues and tasks that have not been solved at the level of the project office of a state body and the heads of basic directions of the program;

9) governing documents - documents regulating the main issues of the implementation of projects/programs;

10) an expert council of the program - a collegial body formed to provide expert and analytical support for the program implementation;

11) a program manager - the first head of a state body who is responsible for the state of affairs in the sectors (areas) of public administration under the jurisdiction of the state body, including for achieving the goals and results of the program;

12) the head of the basic direction - the deputy first head of a state body, who, within the framework of the basic direction shall be responsible for the state of affairs in the sectors (spheres) of public administration under the jurisdiction of a state body, and shall ensure the achievement of goals and results of the corresponding basic direction of the program;

13) initiative (measure) - a set of new goals and objectives aimed at the development of a sphere/sector/region, not previously included in the documents of the state planning System (hereinafter- the System) and/or other program documents;

14) an initiative passport - a governing document containing basic information about the initiative;

15) a dashboard - an information panel in the project management information system, which indicates information about the results of the implementation of projects /programs/national priorities;

16) national priorities - a set of systemic changes in a certain sphere and (or) sector that need to be realized before the end of the period of implementation of the National development plan of the Republic of Kazakhstan;

17) managing council of national priority - a consultative and advisory body, ensuring the implementation of the national priority portfolio;

18) a curator of national priority - an official in charge of the implementation of priority of the National development plan of the Republic of Kazakhstan;

19) the national priority portfolio - a set of programs, projects, events (actions), initiatives (measures) aimed at practical implementation of a national priority to achieve the goals and indicators of the map of goals of national priorities of the first and second levels in the relevant spheres/industries/regions, provided for by the documents of the System, national action plans for the implementation of addresses of the Head of state, as well as other portfolio-level initiatives approved by the Supreme Council under the President of the Republic of Kazakhstan on reforms;

20) a project - a set of interrelated activities aimed at achieving the set goal, results under time and resource constraints;

21) a project lessons learned log - a governing document containing an overview of project management, as well as any useful information to be taken into account and applied in future projects;

22) a project architecture - a set of program elements implemented through project management, consisting of basic directions of the program, as well as projects grouped into groups, consolidated into the corresponding basic directions of the program;

23) a project management - a method of managing projects/programs/ portfolios under time and resource constraints for achieving the stated results and goals;

24) information system of project management - a unified information automated platform used to create, store, transfer relevant and reliable information about initiatives, projects, groups of projects, basic directions of programs, programs, portfolios of national priorities, ensuring the implementation of project activities by all participants, as well as providing interested parties with access to information for making management decisions;

25) an authorized body for project management - the central executive body, carrying out management and intersectoral coordination in the sphere of project management;

26) a project initiator - an individual, a citizen of the Republic of Kazakhstan, who is the author of the project idea, its preliminary justification and proposals for implementation of the project, including when this person is the head of a legal entity;

27) a project manager - a project role assigned by the head of the project group to a person who has the necessary level of competences in the relevant sphere;

- 28) a project budget - a plan of the project's need for resources in monetary terms, necessary to obtain the planned results;
- 29) a project sponsor - a project role that provides the organizational side of the project and confirms the correctness of the project goals, which is in charge of the budget and resources of the project;
- 30) a project charter - a governing document containing information characterizing the project: content, project budget, project implementation timeframe, project schedule and other information necessary for project implementation;
- 31) a project team - project participants, including the project manager, manager and other members whose project roles include the direct execution of tasks within the project;
- 32) project activity - activity carried out using knowledge, skills, methods and tools of project management;
- 33) project life cycle - a period of time from the moment of initiation to completion of the project;
- 34) project personnel - a set of participants in project activities, including project personnel of the office, project personnel of project offices of state bodies, members of project teams, executors of project tasks and other participants in project activity who are assigned project roles;
- 35) project resources - resources used to achieve the goals of the project, including human, financial, material and technical, informational and temporary;
- 36) project role - a set of certain powers, functional duties and personal responsibility assigned to a participant of project activity in governing documents;
- 37) a project assignment - a task formed by the participants of the project activity, the implementation of which is assigned to state bodies, their structural divisions/other (third) persons whose participation is necessary for realization of the relevant projects/programs/portfolios;
- 38) a project customer - a project role that ensures the formation of requirements for the project and accepts the results of the project;
- 39) a project risk - an uncertain event or condition that, if it occurs shall have an impact (positive or negative) on one of the project goals;
- 40) a group of projects - a component of the basic direction of the program in the form of a set of projects and activities (actions), grouped according to certain criteria to ensure the achievement of target indicators and indicators included in the area of responsibility of the relevant structural unit or subordinate organization of the state body;
- 41) a curator of the project group - the deputy head of a state body supervising the head of the project group in the basic direction;

42) a matrix structure - an organizational management structure based on the principle of double subordination of project personnel, members of the project team, in which an employee, in case of partial/full employment in a project/program/portfolio of national priority, reports to the head of his/her structural unit and another manager within the framework of project activity;

43) a project office of a state body - an organizational structure formed by a state body with participation of interested parties, based on the principles of a matrix management structure, ensuring the interaction and coordination of project activity of all its participants;

44) a communication centre of the project office of the state body - an organizational structure formed by the state body at the project office of the state body to for organizing on the formation of public opinion on the implementation of programs, introduction and development of a project-oriented organizational culture, the development of internal and external communications of participants in project activities at the basis of introduction of modern models and tools for the transformation of organizations;

45) interested persons - any persons interested in achieving/not achieving the project goal;

46) cross-functionality- a combination of several separate functions in one whole;

47) development plan of regions, cities of republican significance, the capital ( hereinafter-the regional development plan) - a set of plans, projects and programs implemented on the territory of regions, cities of republican significance, the capital within the portfolios of national priorities, including the regional development plan and other groups of projects, projects, events (actions), initiatives (measures) aimed at the development of the region;

48) online mode - activity carried out remotely via video communication;

49) offline mode - activity carried out as a result of direct presence on site;

50) national system of project management - a comprehensive management infrastructure necessary to ensure the achievement of strategic goals of the socio-economic development of the Republic of Kazakhstan, which represents a unified ecosystem of project management;

51) Project office (hereinafter - the Office) - a collegial working body, created and operating in the form of a matrix organizational structure, ensuring the implementation of portfolios of national priorities, introduction and development of project management in the public sector;

52) a head of the standard basic direction - the head of the state body's apparatus;

53) action learning - a method of learning based on actually acquired knowledge as a result of practical experience, providing the acquisition of certain new skills;

54) agile (agile) - a generalized term in project management that defines the values and principles of "flexible" management methodology;

55) big data (big-data) - the designation of structured and unstructured data of huge volumes and their significant variety, efficiently processed by horizontally scaled software tools;

56) gap analysis (GAP-analysis) - a method of strategic analysis, with the help of which the search for steps to achieve a given goal is carried out, the difference (gap) between the plan and the fact is revealed in order to develop measures to completely or partially eliminate the identified difference;

57) kanban (Kanban) - a project management tool allowing to visualize the management of daily project tasks and ensuring their prompt implementation;

58) scrum method (scrum) - a project management method allowing to manage the tasks of a project/program/portfolio in an operational mode within recurring fixed time intervals;

59) scrum meeting - a working meeting for the prompt solution of problems and (or) elimination of obstacles that have arisen in the implementation of project/program/portfolio tasks for discussion and development of management decisions, as well as monitoring and control of work performed over a certain time interval with adjustment of tasks required for execution for the next time interval;

60) a scrum schedule - schedule of scrum meetings;

61) SWOT-analysis (SWOT-analysis) - a method of strategic planning, which consists in identifying factors of the internal and external environment of the organization by categories: strengths and weaknesses, opportunities and risks.

3. In order to ensure the high-quality and effective execution of the tasks of state bodies, project management shall be carried out by:

1) introduction of a new organizational culture and a project-network model of public administration based on modern technologies;

2) ensuring a single unified approach to project management in the public sector based on tools, methods, best practices and project management standards;

3) ensuring operational online monitoring and situational analysis of the degree of achievement of the goals and results provided for in the strategic and program documents for timely management decisions, including timely response to changes and adjustment of projects, tasks and activities;

4) ensuring transparency and openness for citizens of the processes of initiation and implementation of projects financed from the republican and local budgets, as well as public-private partnerships;

5) ensuring the achievement of the sustainable development Goals until 2030, determined by the United Nations.

4. State bodies financed from the republican and local budgets shall carry out project management:

1) when developing, implementing and monitoring the documents of the System and other documents of a program nature in compliance with the requirements of the legislation on the protection of state secrets;

2) within the framework of current activities in order to change (improve) the processes of their activity.

5. The main principles of project management shall be:

1) relevance, specificity, measurability, achievability and time limitation of the goal;

2) clarity of definition of project roles and personal responsibility;

3) a combination of rigidity of execution and flexibility of response to changes in the internal and external environment;

4) clarity of planning, excluding duplication of goals, results, content, determining resources, sequence and boundaries of portfolios, programs, projects;

5) development of project management based on best experience and practices.

6. The national project management system includes:

1) project-oriented organizational structures of state bodies (Office, project offices of state bodies);

2) regulatory legal and methodological framework for project management;

3) a system for increasing the level of competences of project personnel based on educational and public organizations and professional communities of project management specialists;

4) a unified project management information system integrated with information and analytical platforms and digital systems for monitoring, collecting and processing data.

7. The national project management system provides:

1) portfolio management;

2) program management;

3) project management.

8. Portfolio management - at the level of the Administration of the President of the Republic of Kazakhstan and the Government of the Republic of Kazakhstan (hereinafter-the Government): implementation of portfolios of national priorities.

Program management - at the level of state bodies: implementation of programs, including national projects, regional development plans and other program documents.

Project management - at the level of direct implementation of specific projects by creating project teams and organizing their activities.

9. Project management of the portfolio/program/basic directions/groups of projects/projects shall be carried out by sequentially performance of the procedures and actions



required for each stage of implementation: initiation, planning, implementation, monitoring, adjustment and closure.

Initiation of programs/basic directions/groups of projects/projects shall be carried out in accordance with Chapter 2 of these Rules.

The procedures for planning and implementing programs/projects at the expense of the state budget shall be carried out in accordance with the budgetary legislation and the legislation on public procurement.

The adjustment of programs/projects shall be carried out in accordance with paragraphs 51, 66 and 70 of these Rules and the standard regulations of the project management of state bodies.

Following the completion of implementation of the program/portfolio of national priority, public hearings shall be held in accordance with the procedure established by the legislation.

The deadlines for completion of projects implemented within the framework of one national priority portfolio should not exceed the deadlines specified for this portfolio.

Completion dates for programs implemented within the framework of one national priority portfolio should not exceed the deadlines specified for this portfolio.

The deadlines for the completion of programs implemented within the framework of one national priority portfolio should not exceed the deadlines specified for this portfolio.

10. The goal of the portfolio/program/project shall be determined as the planned end result of solving the problem or the planned state of a state body/region/country after the implementation of projects/programs/national projects and/or plans for the development of regions/ portfolios of national priorities.

11. The goals of changing (improving) the procedures (processes) of the internal activity of state bodies shall be ensuring of the qualitative presentation of public services and increase the productivity and effectiveness of the state bodies activity.

12. State bodies shall form the organizational structure of project management based on the standard organizational structure of project management of the state body in accordance with Appendix 1 to these Rules, taking into account the specifics of the sphere/sector/region/state body.

13. State bodies shall carry out project activity in accordance with the Regulations for the project management of the state body, approved on the basis of the standard regulations for the project management of state bodies, which is approved by the authorized body for project management (hereinafter- the standard regulations for the project management of state bodies).

Regulations for the project management of state bodies shall be approved for:

1) central state bodies - the first heads of central state bodies;

2) local executive bodies - akims of regions, cities of republican significance and the capital.

14. All project activity of state bodies shall be carried out in the information system of project management.

The office shall provide access to the information of the project management of national projects of the Bureau of national statistics of the Agency for strategic planning and reforms of the Republic of Kazakhstan (hereinafter-the Bureau) and the Agency for strategic planning and reforms of the Republic of Kazakhstan ( hereinafter-the Agency) with the provision of relevant information in accordance with the form and terms established by the Bureau.

15. The exchange of information, documents, comments between the participants of project activities shall be carried out in the information system of project management.

16. Monitoring and de-monitoring, fixing the deadlines, appointment of responsible officials for execution of the instructions of the Government management, the Head of the Government Office of the Republic of Kazakhstan (hereinafter referred to as the Government Office), including at the request of individuals and legal entities executed within the framework of project management, are carried out in the information system of project management in accordance with these Rules and standard regulations of project management of state bodies.

**Footnote. Paragraph 16 - in the wording of the resolution of the Government of the Republic of Kazakhstan dated 17.03.2023 No. 236 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

17. The project office of the state body shall ensure the formation in the project management information system of a map of the goals of national priorities in the form in accordance with Appendix 2 to these Rules for:

1) implementation of the principle of personal responsibility of officials of state bodies;

2) conducting automated online monitoring and ratings of achievement of key national indicators, the achievement of which is provided for by the program as part of a national priority;

3) analysis of the share of contribution of ongoing projects to the achievement of strategic goals and final socially significant results.

The map of the goals of national priorities shall provide for the distribution of strategic goals of the state body in the relevant area/sector/region according to four levels of personal responsibility for achieving key national indicators within the programs assigned to managers performing the respective project roles:

1) level 1 - responsibility of curators of national priorities - in accordance with the indicators established by the documents of the first level System;

- 2) level 2 - responsibility of program managers;
- 3) level 3 - responsibility of the basic directions managers;
- 4) level 4 - responsibility of project group managers.

The procedure for the formation of a map of goals of national priorities for the managers of programs, basic directions, groups of projects shall be determined by the standard regulations for the project management of state bodies.

18. In order to ensure the high-quality implementation of projects performed within the framework of programs/portfolios of national priorities, public monitoring shall be carried out, including the compliance of the progress of project implementation and socially significant results actually achieved with the planned parameters, including the terms, quality, cost of projects.

The project office of the state body shall provide the members of the public monitoring group with an appropriate level of access to the project management information system, and also assist in obtaining the right of access to the monitoring objects in accordance with the procedure established by the legislation.

The results of public monitoring of projects implemented within the framework of programs/portfolios of national priorities shall be provided to the project office of the state body.

19. In cases when the Administration of the President of the Republic of Kazakhstan (hereinafter-the Administration of the President) makes decisions on the need to implement, in accordance with these Rules, certain projects/programs that are within the competence of the Administration of the President, the Office, on behalf of the Administration of the President shall form the appropriate project implementation group or the program implementation office ensuring their integration with the activities of the Office and project offices of state bodies in accordance with the Regulations on the Office.

The regulation for interaction between the project implementation group, the program implementation office of the Administration of the President with the Office and project offices of state bodies shall be determined jointly by the Office and the relevant structural subdivisions of the Administration of the President.

20. A situational and analytical centre is being created at the project office of the state body, which, based on the integration of the project management information system with other information systems and analytical platforms equipped with business intelligence and visualization tools shall provide for the collection, processing, analysis and provision of information on the progress of portfolio implementation national priorities, programs, national projects, basic directions, groups of projects, projects and tasks.

The activity of the situational and analytical centre of the project office shall be carried out in cooperation with the Office, authorized bodies for strategic planning,

state planning, informatization as part of the digital transformation of the public administration system.

## **Chapter 2. Management of the initiative (measure)**

21. The process of managing initiatives (measures) includes the following steps:

- 1) formation/updating of the list of priority initiatives;
- 2) development of a newsletter;
- 3) building a decision tree;
- 4) identification of key problematic issues and their potential solution;

5) assessment of the impact and development of a solution for subsequent implementation in accordance with the status established in accordance with paragraphs 24 and 25 of these Rules;

6) development of a potential decision on the status of a new initiative (measure) for further consideration within the portfolio of the corresponding national priority.

The process of managing initiatives (measures) shall be determined by the standard project management regulations.

22. The Office, project offices of state bodies, project personnel, authorized state bodies, representatives of the business community, the expert community, non-governmental organizations, citizens of the Republic of Kazakhstan shall participate in the process of managing initiatives (measures).

23. The decision to start developing a new initiative (measure) shall be made by the program manager and/or the head of the basic direction in accordance with these Rules, provided that the new initiative (measure) is aimed at improving the programs being implemented.

24. In order to make a decision for further consideration within the relevant national priority portfolio and submit an initiative (measure) for consideration by the relevant national priority governing council or program management committee, a passport of initiative (measure) shall be issued.

At the same time, in order to avoid duplication and rational use of resources when an initiative (measure) is included in the program, the relevant project office of the state body shall carry out its identification and the necessary decomposition to a rational level, taking into account the relevance, scale, complexity and other factors of the internal and external environment.

Based on the results of the identification and decomposition, the project office of the state body, in agreement with the Office shall recommend the program management committee to assign the initiative one of the following statuses:

- 1) a new (additional) task/tasks or an activity/activities of a previously initiated project that is in the process of being implemented;
- 2) a new project within an existing group of projects;

- 3) a new group of projects within the existing basic direction;
- 4) a new basic direction within the existing program;
- 5) a new program within the portfolio of the corresponding national priority.

25. The decision to assign the initiative (measure) the status of a new program or national project shall be taken by the relevant governing council of national priority for further work in accordance with the procedure established by the legislation.

For other initiatives (measures), decisions on status shall be made by the respective program management committees.

26. Taking into account the assigned status, the initiative (measure) shall be entered into the project management information system to ensure its implementation in accordance with these Rules and the Regulations for the project management of state bodies.

### **Chapter 3. Portfolio management of national priorities Paragraph 1. Structure of the national priority portfolio**

27. The documents of the System constitute a unified portfolio consisting of a group of portfolios of national priorities implemented through programs consisting of basic directions, which in turn are provided through the implementation of specific projects grouped into groups.

The main components of the national priority portfolio shall be national projects, programs and other program documents, projects and other related works corresponding to its goals and objectives.

28. The development of spheres and industries shall be ensured within the framework of the relevant national priority through the implementation of documents of the System.

### **Paragraph 2. The procedure for managing a national priority portfolio**

29. Curators of national priorities shall be determined for each national priority.

If necessary, the curators of national priorities can create governing councils of national priorities.

The Office shall ensure the activity of the governing councils of national priorities in accordance with these Rules.

30. The office shall be created in the format of a matrix structure, the composition of which shall be formed from employees of the relevant structural subdivision ( hereinafter referred to as the structural unit) of the Government Apparatus, the authorized project management body, the Center for the development of project

management in Public Administration of the Academy of Public Administration under the President of the Republic of Kazakhstan (hereinafter referred to as the Academy of Public Administration).

In order to fulfill the respective project roles within the Office:

1) the authorized body for project management shall carry out the formation of the national system of project management, its implementation in public administration, including the System, including through the improvement of legislation in the sphere of project management;

2) the structural subdivision of the Government Apparatus shall provide organizational support for the implementation of decisions taken within the portfolios of national priorities;

3) The Centre for the development of project management in public administration of the Academy of public administration shall carry out the development of methodology of project management and competencies of project personnel.

Employees of the structural subdivision of the Government Office, the authorized project management body, the Project Management Development Center in the state administration of the Academy of Public Administration perform design roles within the Office in accordance with its Regulations.

Representatives of other state bodies, organizations, representatives of business, expert and civil society, if necessary, may take part in the activities of the Office to perform certain project roles.

**Footnote. Paragraph 30 - as amended by the resolution of the Government of the Republic of Kazakhstan dated 17.03.2023 No. 236 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

31. The Head of the Office shall be appointed by the Prime-Minister of the Republic of Kazakhstan (hereinafter-the Prime-Minister) and shall be a member of the governing councils of national priorities with the right to convene and hold operational meetings of the governing councils.

32. The Regulations for the Office shall be approved by the Prime-Minister.

33. In order to fulfill the tasks and functions of the Office, groups for the implementation of national priorities shall be formed and operate within it.

34. The Office shall conduct operational monitoring and comparative rating of regions to achieve key national indicators within portfolios of national priorities, including online monitoring and situational analysis of the process of implementing regional development plans in the context of relevant areas/industries/cities, districts and rural districts.

35. At the regional level of public administration, the implementation of national priorities shall be ensured through the implementation of regional development plans.

### **Paragraph 3. Competence and powers of participants in the National priority portfolio management**

36. The governing councils of national priorities shall ensure:

1) implementation of national priorities in accordance with the National development plan of the Republic of Kazakhstan;

2) achievement of the established indicators of the map of goals of national priorities;

3) consideration and decision-making on the issues that have not been resolved at the level of program managers.

37. The Office shall ensure the implementation of the goals and objectives stipulated by the documents of the System, as well as initiatives and measures approved by the Supreme Council under the President of the Republic of Kazakhstan on reforms.

1. The office shall organize:

1) monitoring, coordination, methodological support and interaction of project offices of state bodies to consolidate the actions of all interested participants in programs, national projects, projects aimed at implementing the relevant portfolios of national priorities;

2) provision by project offices of state bodies of relevant structural units of the Presidential Administration, the Government Apparatus and the Agency of up-to-date and reliable information on the progress of the implementation of national projects, projects within the portfolios of national priorities.

2. The information provided also includes online monitoring of the achievement of planned key national indicators, as well as on practical implementation of the tasks of projects implemented within the framework of portfolios of national priorities, in the format of online access to interactive dashboards of the project management information system;

3) coordination of project activity and methodological support of project offices of state bodies and other organizations involved in the implementation of national priorities, including the development and approval of methodological materials for the preparation and maintenance of governing documents (instructions, methods, recommendations, checklists, templates, memos, diagrams, forms, samples) in accordance with the standard regulations for the project management of state bodies;

4) introduction and updating of key national indicators assigned to the curators of national priorities in the information system of project management in maps of goals of national priorities in accordance with Appendix 2 to these Rules;

5) implementation by the project offices of state bodies of works on the formation, monitoring and updating of maps of goals of national priorities in the information

system of project management within the framework of programs included in the corresponding portfolio of national priority, according to the levels of personal responsibility of the heads of state bodies performing the corresponding project roles.

**Footnote. Paragraph 37 - as amended by the resolution of the Government of the Republic of Kazakhstan dated 17.03.202 No. 236 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

38. The groups of the Office's national priority implementation shall ensure:

1) the activity of the governing councils of national priorities for the implementation of corresponding portfolio of national priorities;

2) interaction and coordination of the activities of project offices of state bodies involved in the implementation of relevant portfolios of national priority.

#### **Chapter 4 Programs management Paragraph 1. Structure of the program**

39. The status of the program shall be applied to national projects, programs, regional development plans, as well as other strategic and program documents that meet the definition of the program specified in subparagraph 5) of paragraph 2 of these Rules.

40. When developing the program it shall ensure the compliance of the goals and key national indicators, the achievement of which is provided for by the program, with the following requirements:

1) specificity and concreteness (the goal corresponds to the scope of the program implementation, contains clear wording with an unambiguous interpretation);

2) measurability (the possibility of verification, a description of how and in what units the result can be measured, the definition of specific key national indicators, the achievement of which is provided for by the program);

3) achievability (the goal is achieved during the period of the program implementation, there is a clear understanding of how and under what conditions the goal is achieved);

4) relevance (correspondence of the goal statement with the expected final results of the program implementation);

5) time constraints (the goal is achieved in a timely manner).

41. The basic directions of the program correspond to the tasks determined for achieving the goals of the program.

When determining the objectives of the program, an assessment of the current situation shall be carried out, including the identification and analysis of strengths, weaknesses, threats and opportunities, including using the SWOT- analysis methodology and other strategic analysis tools.

42. Groups of projects shall be formed as a result of the decomposition of the basic directions of the program in the form of a set of projects and activities (actions) to



ensure the coordination of the management process of projects included in a group of projects to obtain benefits that are not available when managing projects and activities (actions) separately.

A group of projects may include several groups of projects depending on the scale, complexity and specifics of the sphere/sector/region.

## **Paragraph 2. Procedure for managing the program**

43. Project activity for the program management shall be carried out in order to implement portfolios of national priorities based on the methods and principles of project management for programs management.

At the regional level, project activity for program management shall be carried out through a single unified project architecture for the implementation of the regional development plan by determining a list of project groups that are consolidated into the corresponding standard basic directions of the regional development plan.

44. For each program, a program governing committee shall be created, a chairman, one or more deputy chairmen of the governing committee (if necessary) shall be determined.

The head of the project office of the state body is a member of the program governing committee and is the deputy chairman of the program governing committee with the right to convene and hold operational meetings of the program governing committee.

45. Decisions of the program governing committee shall be registered in the project management information system in the form of protocols/assignments/tasks and shall be mandatory for execution by project personnel and participants in the relevant program.

46. Operational meetings of the program governing committee shall be held in accordance with the weekly Scrum-schedule approved by the program manager.

In the absence of the chairman of the governing committee, the operational meetings of the governing committee of the program shall be chaired by his/her deputy

47. State bodies shall form and ensure the activities of the project office based on the principles of a matrix management structure within the framework of the budget and staffing of the state body, their subordinate organizations with the possibility of participation of other interested parties, regardless of departmental affiliation and form of ownership.

Within the framework of one state body, one project office of the state body shall be formed, ensuring the implementation of all programs, national projects, basic directions, groups of projects and projects in which this state body is a participant.

48. The project office of a state body may be created on the basis of a state-owned enterprise or organization, fifty or more percent of the shares (stakes in the authorized capital) of which were transferred to the state on the basis of ownership and use.

For the purpose of operational interaction and coordination of all participants in project activities, the project office of the state body shall be provided with material and technical resources, means of communication and constant online access to the project management information system and other information systems of state bodies in the manner prescribed by the legislation.

49. The project office of the state body shall be the working body of the program governing committee.

50. State bodies shall form expert councils in the relevant spheres/industries/regions within the framework of the program/programs in the relevant spheres/industries and nominate the secretary of the expert council.

The Expert council, if necessary shall form sectoral expert-analytical groups.

The Expert council at least once a quarter shall conduct discussion of the program for expert evaluation and situational analysis of its implementation in the context of basic directions and groups of projects. Based on the results of the discussions, the expert council shall develop recommendations for further implementation of the program for consideration by the program governing committee.

51. Members of the expert council shall provide conclusions and recommendations: based on the results of a systematic analysis of the goals and key national indicators, the achievement of which is provided for by the program, for their compliance with the National development plan of the Republic of Kazakhstan and the requirements for the goals specified in paragraph 40 of these Rules, their consistent distribution and decomposition into goals, key national indicators, achievement which are provided for by the program, in the context of basic directions and groups of projects;

on the expediency of revising and/or adjusting the provisions, goals, key national indicators, the achievement of which is provided for by the program.

52. At the request of the heads of the implementation groups of basic directions and/or the heads of project groups, the members of the expert council shall provide expert and analytical support to the project teams both in the processes of initiating and planning projects, and during their implementation.

53. Members of the expert council may participate in weekly scrum meetings for relevant programs.

54. The governing committee of the program shall accept the recommendations of the expert council for information and work.

55. If a group of projects is included in the basic direction, the head of which is another deputy head of the state body, then the functions of the head of the basic

direction for this group of projects shall be carried out by the curator of this group of projects.

The head of the basic direction, which includes a group (groups) of projects, the curator of which is another deputy head of the state body shall ensure the coordination and implementation of the basic direction of the program in relation to this group of projects.

56. In addition to the programs being implemented, each state body shall create and implement a standard basic direction aimed at continuous improvement of the public administration system in the sphere of main activity of the state body, which includes the following groups of projects:

- 1) modernization of public administration;
- 2) increasing the professionalism and qualifications of the state apparatus;
- 3) work with appeals of individuals and legal entities;
- 4) prevention and counteraction to corruption;
- 5) modernization of public consciousness;
- 6) digitalization of public services and the sphere/sector/region of activity of the state body.

Methodological support, ensuring coordination, monitoring and interaction of the activities of state bodies on the above mentioned groups of projects shall be carried out by the project offices of the relevant state bodies.

Management of the standard basic direction shall be carried out in accordance with these Rules and the standard regulations for the project management of state bodies.

Within the framework of the standard basic direction, the state body can carry out changes (improvement) of the procedures (processes) of internal activity.

57. In order to ensure the implementation of basic directions, the state body shall form the groups for the implementation of basic direction, which include employees performing the project roles of the head of basic direction implementation group, the general manager of basic direction implementation group, the administrator of basic direction implementation group.

58. The head of the project group, which is a component of the higher-level project group shall be accountable to the higher-level head of the project group.

The head of the project group of a higher level shall ensure the project activity of the heads of the project groups included in the group of projects supervised by him/her, in accordance with these Rules and standard regulations for the project management of state bodies.

59. The project group management shall be carried out by the head of the structural unit (organization), endowed with a project role - the head of the project group.

If necessary, depending on the scale, complexity and specifics of the sphere/sector/region, another person may be appointed as the head of the project group.

The head of the projects group within the headed projects group (projects groups) shall be responsible for the state of affairs in the sectors (spheres) of public administration under the authority of the state body, and shall ensure the achievement of goals and results of the corresponding projects group (projects groups).

60. The main governing document of the program shall be the program management Plan.

The program management Plan shall be formed in the project management information system.

61. The program development process includes:

1) development of the program goals in accordance with the requirements specified in paragraph 40 of these Rules;

2) carrying out analytical work and making decisions about the program in the manner established for managing the initiatives specified in paragraphs 21-26 of these Rules;

3) development of a map of projects and initiatives (measures) of the program in the form specified in Appendix 3 to these Rules, ensuring its interconnection with maps of projects and initiatives (measures) of other related programs;

4) development of a map of goals of national priorities in the form specified in Appendix 2 to these Rules, or its updating by adding a new section on the initiated program.

62. The process of updating the program management Plan shall be carried out in four stages:

1) updating the problematic issues indicated in the map of projects and initiatives (measures) of the program, in the form according to Appendix 3 to these Rules, taking into account the results of assessing the current state of the sector/sphere/region and key national indicators, the achievement of which is provided for by the program, allowing to assess the dynamics of changes of identified problems as a result of implementation of relevant projects and activities (actions);

2) making decisions by the program management committees on the expediency of stopping, launching, restarting projects, developing new initiatives (measures) and reallocating resources within the budget process, provided that the change will positively affect the improvement of socio-economic conditions, well-being and quality of life of the population;

3) updating the list of priority projects to provide them with the necessary resources and accelerate their implementation in the next 12 months, calculating the need for financial resources with identification of funding sources;

4) formation of a promising list of projects aimed at solving the identified problematic issues, taking into account the forecast for the development of the sphere/sector/region in the medium term until the end of the program with a preliminary

calculation of the need for financial resources with the identification of possible sources of financing.

63. Based on the results of implementation of the program, the project office of the state body shall generate a report on the program completion and a log of lessons learned on the program in the manner determined by the standard regulations for the project management of state bodies.

64. To assess the implementation of the program, performance and efficiency ratios can be used according to the methodology determined by the Office in agreement with the Agency:

- share of projects that meet stakeholders expectations;
- share of projects implemented on the established terms;
- share of projects implemented within the stipulated budget;
- share of projects implemented with the involvement of professional project management consultants;
- share of project personnel with a proven level of qualification in the sphere of project management (certified project managers).

### **Paragraph 3. Competence and powers of program management participants**

65. The Office shall:

1) ensure the implementation of national projects in accordance with the System and these Rules.

Methodological support for the development, monitoring and evaluation of national projects shall be carried out by the authorized body for state planning in agreement with the authorized body for strategic planning;

2) determine for local executive bodies a single unified project architecture for the implementation of the regional development plan.

66. The program Manager shall:

1) form an organizational project architecture for the implementation of the program, including making decisions:

on the creation of a project office of a state body in accordance with paragraphs 47 and 48 of these Rules;

on the personal assignment of the project roles of the head of the project office and the heads of basic directions of the program in accordance with the standard organizational structure of the project management of the state body specified in Appendix 1 to these Rules;

on the creation of an acceleration group for the project office (if necessary);

2) approve the personal composition of the program governing committee and the scrum schedule of its meetings and operational meetings;

3) carry out direct management of the activities of the program governing committee, the head of the project office and the heads of basic directions of the program (s);

4) provide support to the Office in work with the project office of the state body, including ensuring regular personal participation of the heads of basic directions and heads of project groups in the work of the project office of the state body in scrum meetings;

5) submit to the Office for consideration by the governing council of the national priority the reasonable proposals for revision and/or adjustment of key national indicators, the achievement of which is provided for within the framework of the relevant portfolio of the national priority, provided that their change will positively affect the improvement of socio-economic conditions, well-being and quality life of the population;

6) ensure the implementation of the indicators of the map of goals of national priorities assigned to the heads of basic directions and heads of project groups included in the program in accordance with the map of goals of national priorities;

7) approve the methodology for rating the results of project activities of projects groups heads, projects managers.

67. The program governing committee shall ensure:

1) implementation of the program, including new initiatives in accordance with the goals and objectives of the relevant portfolio of national priority;

2) achievement of established key national indicators, the achievement of which is provided for under the program;

3) consideration and decision-making on the issues that have not been resolved at the level of heads of basic directions of the program;

4) consolidation of project roles in accordance with the standard organizational structure of the project management of the state body, specified in Appendix 1 to these Rules.

68. The project office of the state body shall carry out:

1) coordination, consulting-methodological, information-analytical and organizational support for project personnel and interested program participants, including the organization of joint work of groups for the implementation of basic directions of programs with projects groups heads, acceleration groups, leaders and members of project teams according to a weekly scrum schedule in agile format;

2) monitoring the progress of programs implementation, including analysis of achievement of key national indicators in general for the program, as well as for basic directions, groups of projects, projects;

3) provision of operational reports in the form of an oral report at weekly scrum meetings on the progress of programs implementation to the program manager, the

Office, including on problematic issues (escalation of tasks) that have not been resolved at the level of the project office of the state body or the corresponding program governing committee;

4) providing the program manager and the Office with weekly information on the progress of programs implementation by means of an information board in electronic format directly in the project management information system;

5) organization of processes for developing proposals for the inclusion of new initiatives (measures) in the program within the framework of the relevant basic directions or groups of projects by sequential decomposition into projects and/or project tasks;

6) maintenance and storage of all project documentation, reporting and placement of the necessary information exclusively in electronic format in the project management information system, including taking into account the provisions of standard regulations for the project management of state bodies in terms of the formation, maintenance and storage of project documents and information;

7) organization of effective operational interaction between the performers of project roles to perform tasks and works as part of the programs implementation in an agile format;

8) introduction and development of a system of motivation for project personnel of a state body;

9) formation of materials for consideration by the governing council of national priority;

10) carrying out a rating assessment of the results of project activities of projects groups heads, projects managers, following the results of which it submits proposals to the governing committee of the program on encouraging/ punishing projects groups heads, project managers who showed the best/worst results in accordance with the methodology agreed with the Office;

11) introduction and updating in the project management information system of key national indicators, the achievement of which is provided for within the framework of the program and assigned to the program manager, heads of basic directions and heads of project groups included in the program, in the corresponding map of national priority goals.

69. The head of the project office of the state body shall directly carry out management of the project office, organize interaction and coordination of the project activities of participants in programs implemented by the state body at the stages of their implementation and shall be accountable to the head of the program.

70. Head of the basic direction, including the head of the standard basic direction shall:

1) form the personal composition of basic direction implementation group to ensure the implementation of projects groups necessary to achieve the goals and results of the basic direction;

2) appoint the head of the group for implementation of basic direction of the program, the heads of projects groups and other project roles in accordance with the standard organizational structure of the project management of the state body specified in Appendix 1 to these Rules;

3) directly carry out management of activities of the heads of groups for the implementation of basic directions;

4) in accordance with the scrum schedule, personally participate in weekly working scrum meetings of the heads of implementation groups of basic directions with the projects groups heads;

5) ensure the participation of projects groups heads in weekly scrum meetings at the project office of the state body to promptly solve problems and eliminate obstacles that have arisen in the implementation of project tasks, to discuss and develop solutions on systemic issues, monitor and control the work done during the week since adjusting tasks for the next week;

6) on the basis of a regular analysis of the gaps for the sufficiency of ongoing projects to achieve the goals and key national indicators, the achievement of which is provided for by the program within the basic direction, including for projects implemented within the basic direction, make reasonable proposals to the governing committee of the program on stopping, launching, restarting projects, developing new initiatives (measures);

7) submit for consideration of the program governing committee the reasonable proposals for revision and/or adjustment of key national indicators, the achievement of which is provided for within the framework of the corresponding portfolio of national priority, provided that their change will positively affect the improvement of socio-economic conditions, well-being and quality of life of the population;

8) provide maximum assistance to the group for implementation of basic direction in solving problematic issues and removing obstacles that arise during the implementation of projects, by setting project tasks and involving structural divisions of the state body and other interested parties;

9) ensure the implementation of key national indicators, the achievement of which is provided for by the program and assigned to the head of basic direction and the heads of projects groups included in the supervised basic direction of the program in accordance with the national priority goal map.

71. The group for implementation of the basic direction shall carry out:

1) identification of goals, key national indicators, the achievement of which is provided for by the program within the framework of the relevant basic direction by



decomposition of the goal, key national indicators, the achievement of which is provided for within the program;

2) identification and analysis of key national indicators, the achievement of which is provided for by the program for projects implemented within the basic direction, for making decisions on the advisability of stopping, launching, restarting projects, developing new initiatives (measures) necessary to achieve the goals and results of the basic direction;

3) coordination, consulting-methodological, information-analytical and organizational support of the project personnel of the basic direction, including projects groups heads, project managers and project team members to ensure the implementation of projects of the basic direction in accordance with the established requirements and deadlines within the allocated resources in accordance with project management plans that are generated directly in the project management information system.

72. The head of the basic direction implementation group shall ensure:

1) effective interaction of project personnel with other participants in project activity within the framework of the basic direction;

2) prompt submission of problematic issues, initiatives (measures) and projects that have not been resolved by him/her at his/her level, for consideration by the head of basic direction and/or the head of the project office of the state body on the issues within their competence;

3) provision of operational reports in the form of a report to the head of basic direction and the head of the project office of the state body at weekly scrum meetings on the progress of projects, including on existing problematic issues that have not been resolved by him/her at his/her level;

4) fulfillment of key national indicators, the achievement of which is provided for by the program for a group of projects included in the program in accordance with the map of goals of national priorities.

73. The head of the projects group shall ensure the operational interaction of the basic direction implementation group with the project teams and the organization of effective coordination and support of the project activities of the project managers.

The head of the projects group for the projects included in the led projects group shall determine the candidates and assign the role of projects managers to them.

The head of projects group shall:

1) personally participate in weekly working scrum meetings of the basic direction implementation group in the project office of the state body in order to promptly solve problems and eliminate obstacles that have arisen in the implementation of projects

included in the group of projects he/she leads, to discuss and develop solutions, monitor and control work completed during the week with adjustment of tasks for the next week;

2) within the framework of current activity of the structural unit (organization), provide comprehensive information, organizational, methodological and expert support, as well as maximum assistance to project managers in project management, including through the formation of relevant project assignments.

74. The head of the projects group within the framework of implementation of program documents and strategic objectives, together with the implementation group of basic direction and the situational analytical centre of the project office shall conduct a regular analysis of the gaps for the sufficiency of projects being implemented to achieve the goals and key national indicators, the achievement of which is provided for by the program within the framework of the relevant basic direction.

If necessary, the head of the projects group shall organize the work on development and initiation of additional projects and their inclusion in the list of projects within the framework of the relevant basic direction.

If necessary, the head of the projects group shall determine projects coordinators from among the employees of the structural unit and (or) subordinate organizations, and (or) other interested parties.

75. The secretary of the expert council shall carry out organizational support for the activities of the expert council, including interaction with the Office.

## **Chapter 5. Projects management Paragraph 1. Procedure of project management**

76. Project teams, except for cases, provided in paragraph 78 of these Rules, may apply various project management standards, methods and tools, including hybrid management technologies and agile methods (scrum, kanban) of their choice in order to expand the benefits from using the best practices of project management.

77. The role structure for the management of individual projects can vary greatly depending on their specifics.

At the same time, the following project roles shall be defined in the charter of each project in the project management information system: a project initiator, a project sponsor, a project customer, a project manager.

78. The Office in accordance with the criteria determined by the relevant governing councils of national priorities, based on an analysis of factors of the internal and external environment of projects and/or groups of projects and/or programs (sector specificity, cost, scale, priority level, funding sources, complexity, risks) may establish at least one of the following additional requirements for projects:

1) mandatory application of a certain standard (methodology, body of knowledge, guidance) of project management;

2) the mandatory involvement of a professional project manager with an appropriate level of qualification and proven project management experience in the project team as a project manager or chief consultant/project management manager;

3) mandatory conclusion of a contract with the project manager;

4) involvement in the implementation of the project of an organization, specializing in providing services in the sphere of project management and having professional project managers with a proven level of qualification and experience in project management;

5) availability in the archive of the project documents of the project management information system, the protocol of the kick-off meeting on the launch of the project, indicating the project initiator, project manager and other interested parties;

6) mandatory formalization of the process of changes management in the project by filing requests for changes and maintaining a change log for the project;

7) ensuring the storage of relevant project documents in the project management information system in the archive of project documents.

79. The project manager cannot carry out management of two or more projects at the same time.

The contract with the project manager, who is not a civil servant, if necessary, shall establish a requirement for non-disclosure of information for official use.

80. If contractual (agreement) relations arise between the customer and the contractor (supplier/contractor/partner) during the implementation of the project, the project manager shall be determined by the customer in accordance with the standard regulations for the project management of state bodies, and the contractor (supplier/contractor/partner) shall determine the head of the contractor's project group (supplier/contractor/partner) to manage the appropriate scope of works (stage/phase) of the project.

81. If a task arises, the implementation of which goes beyond the powers / capabilities of the project team members and requires the participation of executors from other structural divisions of the state body, state bodies and (or) other third parties, at the initiative of the project manager, the head of basic direction shall send the corresponding project task in the form, determined in the standard regulations for the project management of state bodies.

The relevant head of the organization or structural unit that officially received the project task, within one working day shall appoint the executor/executors to complete the project task and inform the project manager about the decision made.

The assignment can be completed in one of the following ways:

1) within the framework of current activities with the presentation of the results to the project office of the state body;

The execution of the project task can be carried out in one of the following ways:

1) within the framework of current activities with submission of results to the project office of the state body within the established term;

2) by means of project activities in accordance with these Rules of the executor/executors in the project office of the state body within the period necessary for the complete and high-quality implementation of the project assignment.

The project manager and project assignments executors, in case of problems and obstacles in the implementation of project tasks that cannot be removed at the level of the project team or projects group leader, together with the basic direction implementation group shall develop a plan of necessary actions and enter them into the project management information system.

82. The joint work of state bodies on the formation and implementation of program and strategic documents, if they are implemented using project approaches shall be carried out in the following order:

1) the structural subdivisions of state bodies responsible for the development and execution shall determine the structural subdivisions - co-executors and through the internal administration services and/or the project office of the state body shall form a project team;

2) state bodies whose participation is necessary in the project shall provide candidates for inclusion in the project team within three working days from the date of receipt of a request from the project office of the state body and /or the Office that forms the project team, who shall be given access to the relevant project in the information project management system;

3) on the site of the Office, online or offline, the relevant groups for the implementation of national priorities, together with the project offices of state bodies, shall organize scrum meetings of project teams for high-quality development and implementation of projects.

## **Paragraph 2. Competence and powers of project management participants**

83. The project manager shall ensure the achievement of the goals and results of the project.

84. The project manager with the assistance of the project office of the state body shall ensure:

1) the formation of the project team, including determining the project roles and the personal composition of the project team from among persons having the necessary level of competencies in the relevant sphere, regardless of the sphere of activity and belonging to the public service;

2) fulfillment of additional requirements for project management in cases provided for in paragraph 78 of these Rules;

3) personal participation in weekly working scrum meetings of the project office of the state body in order to promptly solve problems and eliminate obstacles that have arisen in the implementation of project tasks, monitor and control the work performed during the week with the adjustment of project tasks for the next week;

4) direct personal management of the project team;

5) immediately informing the head of the projects group and/or the head of the basic direction implementation group about the problematic issues of the project with a proposal of possible options for their prompt solution;

6) project management throughout the life cycle of the project directly in the project management information system, including reporting and the formation of an archive of project documents, including a log of project lessons learned.

## **Chapter 6. Project management information system**

85. The project management information system shall be used by participants in project activities, including state bodies and other interested legal entities and individuals for organization of open and direct interaction among themselves in an agile format with the possibility of forming joint cross-functional project teams for the operational management of projects/program/portfolios tasks in a weekly scrum format .

86. The project management information system as a tool for increasing the productivity and efficiency of the implementation of portfolios of national priorities and activities of state bodies shall ensure:

1) control of achievement of goals and objectives of portfolios of national priorities ;

2) information support of the system of powers and responsibilities distribution for the effective implementation of projects/groups of projects/basic directions of programs /programs/portfolios of national priorities;

3) formalization, streamlining and automation of management and reporting processes, reducing the time for communication between participants in project activities;

4) prompt formation of organizational structures and execution of management procedures structured by portfolio/program/project life cycle stages and management levels in accordance with these Rules;

5) accelerated education and training of project personnel in the format of "learning by doing";

6) collection and consolidation of historical information and lessons learned in the knowledge base for the subsequent successful implementation of future projects,

including the formation of archives of project documents and templates (management plans, report forms, standard solutions, risk registers, templates for procedures for interaction between participants and other project documents);

7) increasing the efficiency of using the resources of state bodies;

8) identification of projects in the process of creating a project with automatic generation of a unique identification number, which allows the use of joint databases for effective project management based on the integration of various information systems.

87. The use of a project management information system in integration with information systems of central state and local executive bodies, information and analytical platforms and video conferencing services shall provide the opportunity to:

1) carry out online monitoring of all objective structured information for each portfolio of national priority, including in the context of programs, basic directions, groups of projects, projects (plan-fact on key national indicators, the achievement of which is provided for by the program, timeframe, budget, other necessary information);

2) develop the use of big data tools and artificial intelligence for improving the quality of management decisions;

3) forecast the need of spheres/sectors/regions for labour resources for the formation of an educational order for personnel training based on automation, accounting, the need for projects in labour resources;

4) implementation of simultaneous joint activities in the videoconference mode of project personnel and other participants in project activities, including the Office, project offices of state bodies, as well as program governing committees and governing councils of national priorities.

88. In the project management information system shall be formed and placed the electronic copies of documents or documents signed with an electronic digital signature of:

1) the project manager;

2) the head of projects group;

3) the head of the group for implementation of the basic direction;

4) the curator of projects group;

5) the head of a project office;

6) the head of basic direction;

7) the head of the program;

8) the head of the national priority implementation group;

9) the head of the Office;

10) the curator of national priority.

89. The procedure for implementation and registration of the information exchange, documents, comments between participants in project activities in the information

system of project management shall be determined by the standard regulations for the project management of state bodies in accordance with the requirements of information security legislation.

90. The terms for storing information in the project management information system, as well as documents on projects/programs/portfolios shall be established in accordance with the order of the Minister of Culture and Sports of the Republic of Kazakhstan dated September 29, 2017 No. 263 “On approval of the list of standard documents generated in the activities of state and non-governmental organizations, indicating the period of storage”.

91. Managing documents for each project, group of projects, basic directions, programs, national priorities, in the context of groups of projects, basic directions, programs, portfolios of national priorities by stages of implementation: initiation, planning, implementation, monitoring and adjustment, completion shall be formed and/or placed in the project management information system.

The procedure for the formation and execution of the main managing documents shall be established by the standard regulations for the project management of state bodies.

92. The instructions of the Government management, the Head of the Government Apparatus, as well as the curator of the national priority, the head of the program, the head of the basic direction, the control of the execution of which shall be assigned to the Office and (or) the design office of the state body, shall be put into control, execution and removal from control, shall be carried out directly in the information system of project management in accordance with the standard regulations of the project management of state bodies.

**Footnote. Paragraph 92 - in the wording of the resolution of the Government of the Republic of Kazakhstan dated 17.03.2023 No. 236 (shall enter into force upon expiry of ten calendar days after the day of its first official publication).**

93. Putting on control, execution and removal from control of the instructions of the curators of national priorities within the portfolios of national priorities shall be carried out by the relevant group for the implementation of national priority of the Office directly in the project management information system in accordance with the standard project management regulations of state bodies.

94. The Office shall develop standard checklists with algorithms for the execution of written and oral instructions specified in paragraph 92 of these Rules.

## **Chapter 7. Organization of activities of project personnel**

95. The project personnel may include both employees of state bodies who are civil servants, regardless of the scope of activity of the structural subdivision of the state

body, and employees of organizations, regardless of organizational-legal form, as well as individuals performing:

- 1) project roles in the Office, project offices of state bodies;
- 2) project roles of program managers, heads of basic directions, projects groups heads, projects coordinators, projects managers, project team members, project task executors and other project roles within the project/program/portfolio;
- 3) functions of employees of situational and analytical centres, communication centres, secretaries of expert councils of project offices of state bodies, project management consultants.

The specified project roles shall be established in the relevant documents in accordance with the standard regulations for the project management of state bodies and Appendix 1 to these Rules.

96. The project manager, the head of the project office of the state body, the head of the Office shall keep records of the amount of work performed by the employee based on the project schedule.

97. Employees performing relevant project roles in the project/Office/ project offices of other state bodies, including as part of execution of project assignments shall carry out activities in accordance with the project role.

The mentioned employees shall inform the direct management on the issues requiring coordination and/or consideration of the position of the relevant state body, and /or in the presence of a conflict of interests.

98. If there are:

disagreements between the position of the state body and the project team / implementation group of basic direction/group of implementation of the national priority, requiring a decision at the level of the projects group head, the head of basic direction, the employee shall send the corresponding memo to the immediate supervisor and the head of the project office of the state body/head of the Office, respectively:

- 1) disagreements shall be resolved at a scrum meeting with the participation of all interested parties at the level of the project office of the state body/Office;

- 2) if there are disagreements, a protocol of disagreements shall be signed, which is considered at the relevant meetings of the program governing committee;

- 3) if there are disagreements at the level of the program governing committee, these disagreements shall be considered at the relevant meetings of the governing council of national priority;

simultaneously two tasks both in the project activity of the employee and in the structural subdivision of the employee carrying out this activity, and subject to



execution by this employee, the priority of the task shall be determined by the immediate supervisor of the employee, depending on the contribution of the task to achieving the results of the corresponding national priority.

99. Substitution of project roles in cases when there is no assignment of project roles or absence of a person to whom a project role is assigned shall be carried out in accordance with the scheme for replacing project roles, presented in Appendix 4 to these Rules.

100. Based on the results of successful implementation of projects/programs/portfolios of national priorities, state bodies recommend that subordinate and other organizations shall apply incentive measures to the employees who participated in their implementation.

101. If it is necessary to involve project management consultants (project organization), these consultants shall be involved in accordance with the standard regulations for project management of state bodies.

102. In order to increase the motivation of project personnel to develop professional competencies and implement best practices in the sphere of project management, state bodies shall take part in the annual National competition for project management (hereinafter - the National competition).

The Office shall form the Organizing committee of the National competition, which approves the regulation on the National competition, which determines the procedure, composition, terms, sources of funding and other organizational issues related to the holding of the annual National competition.

Appendix 1  
to the Rules for the  
implementation of project  
management

### **Standard organizational structure of the project management of a state body**

Elements of the organizational structure of project management in a state body:

- 1) a program manager;
- 2) a program governing committee;
- 3) head of a typical basic direction - 1 unit;
- 4) head of the basic direction - 1 unit for each basic direction;
- 5) a curator of groups of projects (if necessary);
- 6) the project office of a state body:

№	Project role	Number of units	Employment in the performance of project role	Note
1	2	3	4	5
				a staff or freelance employee of a state

1.1	head of the project office of a state body	1	full-time	body or subordinate organization who is appointed by the first head of the state body (order/regulation/protocol/instruction)
2.2	chief manager of the project office of a state body	1	full-time	a staff or freelance employee of a state body or subordinate organization, or other organization who is appointed by the decision of the program Governing committee (protocol)
3.3	an administrator of the project office of a state body	1	full-time	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the program Governing committee (protocol)
4.4	a project management consultant	1	combination with the main activity	a staff or freelance employee of a state body or subordinate organization who having an appropriate certificate in project management, who is appointed by the decision of the program Governing committee (protocol)
Implementation group of the basic direction of the program: for each basic direction of the program				
5.5	a head of the group for implementation of basic direction of the program	1	full-time	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the head of basic direction (protocol/instruction)
	chief manager of the group for implementation of			a staff or freelance employee of a state body or subordinate organization, or other

6.6	basic direction of the program	1	full-time	interested organization, who is appointed by the decision of the head of the basic direction (protocol/instruction)
7.7	administrator of the group for implementation of basic direction of the program	1	full-time	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the head of the basic direction (protocol/instruction)
Situational-analytical centre (if necessary)				
8.8	head of the situational-analytical centre	1	full-time	a staff or freelance employee of a state body or subordinate organization who is appointed by the decision of the program Governing committee (protocol)
9.9	a manager-analyst of the situational-analytical centre	1	full-time	a staff or freelance employee of a state body or subordinate organization who is appointed by the decision of the program Governing committee (protocol)
Communication centre				
10.	head of the communication centre	1	combination with the main activity	the head or employee of the press service of a state body, who is appointed by the decision of the first head of the program (order/regulation/protocol/instruction)
11.		1	full-time	an employee of the press service of a state body, staff or freelance employee of a state body or subordinate organization, who is

	manager of the communication centre			appointed by the decision of the program Governing committee (protocol)
	Expert council			
12.	members of the Expert council	as required	combination with the main activity	a staff or freelance employee of a state body or subordinate organization, or other interested organization, which is determined by the program Governing committee (protocol)
13.	secretary of the Expert council ("think tank" - moderator)	1	combination with the main activity	a staff or freelance employee of a state body or subordinate organization, or other interested organization, which is determined by the program Governing committee (protocol)
14.	members of the expert-analytical group	as required	combination with the main activity	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is determined by the head of the basic direction (protocol/instruction)
15.	heads of projects groups	1 for each group of projects	combination with the main activity	heads or deputies of structural divisions of a state body or subordinate organization who are appointed by the decision of the head of the basic direction (protocol/instruction)
16.	curators (sponsors) of projects	are appointed as needed, depending on	combination with the main activity	a staff or freelance employee of a state body or subordinate organization, who

		the priority and status of the project		is appointed by the decision of the head of the basic direction (protocol/instruction)
17.	projects coordinators	are appointed as needed, depending on the priority and status of the project	combination with the main activity	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the head of the basic direction or the head of the project group (protocol/instruction)
18.	head of the acceleration group	as required	full-time	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the program Governing committee (protocol)
19.	acceleration group managers	as required	full-time	a staff or freelance employee of a state body or subordinate organization, or other interested organization, who is appointed by the decision of the program Governing committee (protocol)

### 7) project teams:

№	Project role	Number of units	Employment in the performance of project role	Note
1	2	3	4	5
				a staff or freelance employee of a state body or subordinate organization, as well as another person interested in the implementation of the project, who is appointed by the head



					Program Manager
1. Name of BD 1:					head of BD
name of KNI 1, unit of measurement			Name of GP 1:		head of GP
			project name 1 and KNI 1, unit of measurement		project manager
			project name 1 and KNI 1, unit of measurement		project manager
			name of GP n:		head of GP
			project name n and KNI 1, unit of measurement		project manager
name of KNI n, unit of measurement			name of GP 1:		head of GP
			project name 1 and KNI 1, unit of measurement		project manager
			project name 1 and KNI n, unit of measurement		project manager
			Name of GP n:		head of GP
			project name n		

			and KNI 1, unit of measurement		project manager
			project name n and KNI n, unit of measurement		project manager
		2. Name of BD (n)			head of BD
		name of KNI 1, unit of measurement		name of GP 1:	head of GP
			project name 1 and KNI 1, unit of measurement		project manager
			project name 1 and KNI n, unit of measurement		project manager
			Name of GP n:		head of GP
			project name n and KNI 1, unit of measurement		project manager
			project name n and KNI n, unit of measurement		project manager
		name of KNI n, unit of measurement		name of groups of projects 1:	head of GP
			project name and KNI 1,		



Goal (goal state ment)							unit of measurement		project manager
							project name and KNI n, unit of measurement		project manager
							name of groups of projects n:		head of GP
							project name n and KNI 1, unit of measurement		project manager
							project name n and KNI n, unit of measurement		project manager
				1. Name of BD 1:					head of BD
				name of KNI 1, unit of measurement			name of GP 1:		head of GP
							project name 1 and KNI 1, unit of measurement		project manager
							project name 1 and KNI n, unit of measurement		project manager
							Name of GP n:		head of GP
		project name n and KNI 1, unit of measurement			project manager				
			project name n and KNI						

				n, unit of measurement		project manager
				name of GP 1:		head of GP
				project name 1 and KNI 1, unit of measurement		project manager
				project name 1 and KNI 1, unit of measurement		project manager
				name of GP n:		head of GP
				project name n and KNI 1, unit of measurement		project manager
				project name n and KNI n, unit of measurement		project manager
				2. Name of BD (n)		head of BD
				Name of groups of projects 1:		head of GP
				project name 1 and KNI 1, unit of measurement		project manager
				project name 1 and KNI n, unit of measurement		project manager
				name of groups of projects n:		head of GP

KNI n of national priority (name of name and unit of measurement)

the Program n

name of KNI n, unit of measurement

name of KNI 1, unit of measurement

						project name n and KNI 1, unit of measurement		project manager
						project name n and KNI n, unit of measurement		project manager
						name of GP 1:		head of GP
						project name and KNI 1, unit of measurement		project manager
						project name and KNI n, unit of measurement		project manager
						Name of groups of projects n:		head of GP
						project name n and KNI 1, unit of measurement		project manager
						project name n and KNI n, unit of measurement		project manager

Note: explanation of abbreviations:

BD - basic direction

NP - national priority

GP - group of projects

SSP - System of State Planning of the Republic of Kazakhstan

KNI - key national indicators

Approved:  
protocol of the meeting of the  
Governing council of national priority

dated \_\_\_\_\_ No. \_\_\_\_\_

(subject to mandatory  
updating at least 2 times a  
year as of April 1 and September 1)

### Map of projects and initiatives (measures) of the program

\_\_\_\_\_  
(name of the program)

\_\_\_\_\_  
As part of a national priority

\_\_\_\_\_  
(name of the national priority)

Actual problems / priority tasks requiring solutions	Group of	Projects and initiatives (measures)							
		in 202__year (next 12 months)		in the medium term (in the next 3 - 5 years)					
		preliminary estimated need for financial resources for the current year for the implementation of the project – to be clarified and detailed		202__	202__	202__	202__		preliminary estimated need for financial resources
				promising projects / initiatives (measures)	preliminary estimated need for financial resources, tenge	promising projects / initiatives (measures)	preliminary estimated need for financial resources, tenge	promising projects / initiatives (measures)	preliminary estimated need for financial resources, tenge

within the frame work of the basic directi ons*	KNI * * of basic directi ons	project s includ ed in the basic directi ons	priorit y project s	d in the proces s of launch ing the project , tenge	planne d source s of financi ng								ces, tenge
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Basic direction 1 _____ (name of basic direction)													
Basic direction n _____ (name of basic direction)													

Note:

\* Column 1 - represents the register of the most significant problems of the sphere/sector/region;

\*\*KNI - key national indicators.

Appendix 4  
to the Rules for the Implementation of  
project  
management

## Scheme of project roles substitution

Performers of project roles who, if necessary, perform additional project roles (by default, in cases of absence of the main performers of project roles)	Substitutable project roles (in cases when the performers of project roles are not identified or absent)						
	Curator of the national prio rity	Prog ram manager	Head of PO	Head of BD	Curator of groups of projects	Chief manager of PO	Administrato r of PO

1	2	3	4	5	6	7	8
Curator of the national priority	+	+	-	-	-	-	-
Secretary of CAB under the President	+	-	-	-	-	-	-
Program manager	-	-	+	+	+	-	-
Deputy Chairman of the Governing committee	-	+	+	+	+	-	-
Head of the Project office	-	+	-	-	+	+	+
Head of the basic direction	-	-	-	+	+	-	-
Curator of a group of projects	-	-	-	+	+	-	-
Chief manager of the Project office	-	-	+	-	-	-	+
Project office Administrator	-	-	+	-	-	+	-
Head of the SAC	-	-	+	-	-	-	-
Manager-analyst of SAC	-	-	-	-	-	-	-
Head of the CC	-	-	-	-	-	-	-
Manager of the CC	-	-	-	-	-	-	+
Head of the basic direction implementation group	-	-	-	-	+	-	-
Chief manager of							

the basic direction implementation group	-	-	-	-	-	-	-
Administrator of the basic direction implementation group	-	-	-	-	-	-	-
Head of the acceleration group	-	-	+	-	+	+	+
Manager of the acceleration group	-	-	-	-	-	+	+

### Continuation of the table

Substitutable project roles (in cases when the performers of project roles are not identified or absent)									
Head of the SAC	Manager-analyst of the SAC	Head of the CC	Manager of the CC	Head of the GIBD	Chief manager of the GIBD	Administrator of the GIBD	Head of the acceleration group	Manager of the acceleration group	Head of the projects group
9	10	11	12	13	14	15	16	17	18
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
+	+	+	+	+	+	+	+	+	+
-	-	-	-	+	+	+	+	+	+
-	-	-	-	+	+	+	+	+	+
+	+	+	+	+	+	+	+	+	+
-	+	+	+	+	+	+	+	+	+
-	+	-	-	-	-	-	+	+	+
+	-	-	-	-	-	-	+	+	+
-	-	-	+	-	-	-	-	-	-
-	-	+	-	-	-	-	-	-	-
-	-	-	-	-	+	+	-	-	+
-	-	-	-	+	-	+	-	-	+
-	-	-	-	+	+	-	-	-	+
+	+	+	+	+	+	+	-	+	+
+	+	+	+	+	+	+	+	-	+

Note: explanation of abbreviations:

SAC - situational and analytical centre

BD - basic direction

GIBD - group for implementation of the basic direction

PO - project office

CAB - consultative and advisory body

CC - communication centre

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