



—APPROVED
by the Decision of the Director
of the International Research Hub Public Foundation
10.12.2025

HUMAN RESOURCES POLICY
of the International Research Hub Public Foundation
Astana, 2025

1. General Provisions

1.1. This Human Resources Policy (the Policy) establishes the principles and approaches of the International Research Hub Public Foundation (the Foundation) to the recruitment, engagement, development, and management of its human resources.

1.2. This Policy applies to employees of the Foundation, as well as experts, consultants, volunteers, interns, contractors, researchers, and other individuals engaged in the implementation of the Foundation's activities and projects.

1.3. The Policy aims to promote an effective, sustainable, transparent, and accountable workforce management system consistent with internationally recognized human resources management practices applicable to non-profit organizations.

1.4. This Policy does not replace employment contracts or other documents required under the legislation of the Republic of Kazakhstan and shall be applied in conjunction with such documents.

2. Human Resources Principles

2.1. The Foundation develops and manages its workforce in accordance with the following principles.

Professionalism and Competence require the engagement of individuals possessing the qualifications, experience, knowledge, and skills necessary for the successful implementation of the Foundation's activities.

Transparency and Integrity require that recruitment and human resources decisions be based on objective, fair, and documented criteria.

Equal Opportunity and Non-Discrimination ensure that all individuals are treated fairly regardless of personal characteristics unrelated to professional competence or performance.

Gender Equality and Inclusion promote balanced participation, accessibility, diversity, and equal opportunities for all persons.

Flexibility and Project-Based Engagement recognize that different forms of engagement may be used depending on project needs, funding arrangements, and operational requirements.

Conflict of Interest Prevention requires that employment and engagement decisions remain free from undisclosed personal interests.

Results and Impact Orientation emphasizes the contribution of individuals toward achieving the Foundation's strategic objectives and measurable project outcomes.

3. Forms of Engagement

3.1. The Foundation may engage individuals through various forms, including:

- employment contracts;
- civil law contracts for experts and consultants;
- short-term or project-specific engagements;
- voluntary or unpaid participation, including volunteers and interns.

3.2. The appropriate form of engagement shall be determined based on the nature of the work, project requirements, duration, funding source, and applicable legal requirements.

3.3. The absence of permanent staff positions in particular areas shall not in itself constitute a deficiency in the Foundation's operations.

4. Recruitment and Selection

4.1. Recruitment shall be carried out in accordance with the Foundation's operational needs, project objectives, and applicable donor requirements.

4.2. Selection decisions shall consider professional qualifications, relevant experience, competence, integrity, reputation, and the individual's ability to deliver the expected results.

4.3. Recruitment processes may be open, targeted, or hybrid in nature and shall not require a formal competitive process unless otherwise required by a donor, funding agreement, or specific project.

4.4. Simplified recruitment procedures may be applied where justified by urgency, highly specialized expertise, limited market availability, or professional recommendations.

4.5. The decision to engage an expert or consultant shall be made by the Director of the Foundation or another duly authorized person.

4.6. The Foundation may establish and maintain a roster or pool of experts for future assignments.

4.7. Recruitment documentation shall be maintained to the extent reasonably necessary to demonstrate the legitimacy and transparency of recruitment decisions.

4.8. Where appropriate, the Foundation may publish information regarding vacancies and collaboration opportunities through its official website, social media platforms, or other public communication channels to promote transparency and broaden the pool of qualified candidates.

4.9. Publication of vacancies shall not constitute a mandatory recruitment requirement and may be omitted where justified by project needs, urgency, donor requirements, or the availability of suitable candidates.

4.10. The Foundation seeks to provide equal access to information regarding employment and collaboration opportunities and shall not unreasonably restrict participation by qualified applicants.

5. Engagement of External Experts

5.1. External experts may be engaged to support projects, research activities, technical assistance, training, advisory services, or other activities of the Foundation.

5.2. Experts may be engaged through civil law contracts or any other legally permissible arrangements.

5.3. Selection of experts shall take into account professional qualifications, relevant experience, integrity, reputation, ability to achieve the required deliverables, and the absence of unresolved conflicts of interest.

5.4. Experts may be selected through competitive procedures, direct invitations, professional recommendations, or the Foundation's expert roster.

5.5. Each engagement shall clearly define the scope of work, expected deliverables, implementation schedule, reporting requirements, and contractual conditions.

5.6. Selection requirements shall be proportionate to the complexity, value, and significance of the assignment.

5.7. The Foundation shall avoid unnecessarily burdensome recruitment procedures unless required by applicable donor rules or contractual obligations.

5.8. Deliverables prepared by external experts may be used by the Foundation for project implementation, reporting, publications, and other statutory purposes in accordance with contractual arrangements.

6. Human Resources Records

6.1. The Foundation shall maintain personnel records to the extent necessary to comply with the legislation of the Republic of Kazakhstan and applicable donor requirements.

6.2. Personnel documentation may be maintained electronically where permitted by law.

6.3. The Foundation shall avoid unnecessary administrative requirements while ensuring adequate documentation and accountability.

7. Performance and Professional Development

7.1. Performance may be evaluated based on the achievement of project objectives, quality of deliverables, professional conduct, and contribution to the Foundation's mission.

7.2. The Foundation encourages continuous professional development, knowledge sharing, mentoring, capacity building, and participation in professional training activities.

8. Ethics, Integrity and Anti-Corruption

8.1. Employees, experts, consultants, volunteers, and other persons engaged by the Foundation shall act honestly, ethically, professionally, and in the best interests of the Foundation.

8.2. Conflicts of interest, corruption, fraud, abuse of authority, discrimination, harassment, and other unethical conduct shall not be tolerated.

8.3. Any actual, potential, or perceived conflict of interest shall be disclosed in accordance with the Foundation's Conflict of Interest Policy, and the individual concerned shall refrain from participating in the relevant matter unless otherwise authorized.

8.4. The Foundation maintains a zero-tolerance approach to corruption while ensuring that corrective measures remain proportionate and consistent with applicable law.

8.5. Relations with partners, donors, beneficiaries, and other stakeholders shall be based on transparency, integrity, fairness, and mutual respect.

8.6. The Foundation may conduct appropriate background or reputation checks where justified by the nature of the engagement.

8.7. Confidential information obtained through employment or engagement with the Foundation shall be protected and used only for legitimate purposes.

9. Relations with Donors

9.1. The Foundation shall ensure that its human resources practices are consistent with internationally recognized standards and applicable donor requirements.

9.2. The Foundation shall maintain appropriate documentation demonstrating the qualifications of personnel, the justification for engagements, and the reasonableness of personnel-related expenditures.

9.3. Flexible engagement mechanisms may be used where appropriate to ensure timely access to specialized expertise.

9.4. The Foundation shall maintain readiness to provide relevant human resources documentation to donors, auditors, or authorized reviewers where required.

9.5. Where donor-specific human resources requirements apply, such requirements shall prevail to the extent they are consistent with the legislation of the Republic of Kazakhstan.

9.6. The Foundation seeks to ensure transparency, predictability, and accountability in all relationships with donors and funding partners.

10. Final Provisions

10.1. This Policy shall be approved by the Director of the International Research Hub Public Foundation in accordance with the Foundation's Charter and shall enter into force on the date of its approval unless otherwise specified.

10.2. Any amendments or additions to this Policy shall be adopted by decision of the Director in accordance with the same procedure applicable to its approval.

10.3. Any matters not expressly governed by this Policy shall be regulated by the legislation of the Republic of Kazakhstan, the Foundation's Charter, and the Foundation's other internal policies and procedures.

Приложение 1. Заявка на привлечение сотрудника / эксперта



ЗАЯВКА № _____
на привлечение сотрудника / эксперта

г. Астана

“ ____ ” _____ 2026 г.

1. Общая информация

Проект / программа: _____

Код проекта (при наличии): _____

Источник финансирования: _____

2. Инициатор

Ф.И.О.: _____

Должность: _____

3. Параметры привлечения

Форма привлечения:

☐ трудовой договор

☐ гражданско-правовой договор

☐ разовое привлечение

☐ иное: _____

Позиция / роль: _____

Срок привлечения: _____

Предполагаемый бюджет: _____

4. Обоснование необходимости: _____

5. Краткое описание задач: _____

6. Ожидаемые результаты (deliverables): _____

7. Уровень срочности

☐ стандарт

☐ срочно (обоснование): _____

8. Примечания _____

Директор International Research Hub _____



1. General Information

Project / Programme: _____
Project Code (if applicable): _____
Funding Source: _____

2. Request Initiator

Full Name: _____
Position: _____

3. Engagement Details

Type of Engagement:

- ☐ Employment Contract
☐ Civil Law Contract (Independent Contractor / Consultant)
☐ Short-Term Engagement
☐ Other: _____

Position / Role: _____

Engagement Period: _____

Estimated Budget: _____

4. Justification for Engagement

5. Brief Description of Duties

6. Expected Deliverables

7. Level of Urgency

- ☐ Standard
☐ Urgent (please provide justification):

8. Additional Remarks

Approved by

Director

International Research Hub Public Foundation

Signature: _____

Date: _____

1. General Information

Project: _____

Project Code: _____

Client: International Research Hub Public Foundation

2. Purpose of the Assignment

3. Scope of Work / Responsibilities

4. Expected Deliverables

No. Deliverable Deadline

1

2

5. Assignment Duration

Overall Assignment Period:

6. Qualifications and Requirements

7. Payment Terms

8. Other Conditions

The Expert shall comply with the Foundation's confidentiality requirements, the applicable legislation of the Republic of Kazakhstan, and the Foundation's internal policies. Unless otherwise agreed in writing, all deliverables produced under this assignment shall become the property of the International Research Hub Public Foundation in accordance with the applicable agreement.

Disclaimer

This Terms of Reference is prepared solely for the purpose of defining the scope of services and expected deliverables. It does not constitute an offer, contract, or legal obligation of the Foundation to enter into any contractual relationship.

Director

International Research Hub Public Foundation

Signature: _____

Date: _____



JUSTIFICATION FOR THE SELECTION

1. General Information

Project: _____

Project Code: _____

Position / Assignment: _____

2. Candidate Information

Full Name: _____

3. Basis for Consideration

☐ Open Application

☐ Professional Recommendation

☐ Previous Cooperation

☐ Expert Roster

☐ Other: _____

4. Comparative Assessment (if applicable)

Evaluation Criterion	Candidate 1	Candidate 2	Candidate 3
Relevant Experience			
Qualifications			
Proposed Cost			
Other Relevant Factors			

5. Justification for Selection

6. Decision

Following the evaluation of the available information and, where applicable, the comparative assessment, the selected candidate has been determined to possess the qualifications, experience, and competencies required for the successful implementation of the project and is therefore recommended for engagement.

Director

International Research Hub Public Foundation

Signature: _____

Date: _____

DECLARATION OF CONFLICT OF INTEREST

I, _____,
(Full Name)

in connection with my participation in the activities of the International Research Hub Public Foundation (the Foundation), including the following project:

_____,
hereby declare the following:

1. Declaration of Conflict of Interest

☐ To the best of my knowledge, I have no actual, potential, or perceived conflict of interest that could affect my ability to perform my duties objectively, independently, and in the best interests of the Foundation.

☐ I declare that I have an actual or potential conflict of interest that may affect the performance of my duties, as described below:

(Description of the circumstances)

2. Understanding of Conflict of Interest

For the purposes of this Declaration, a conflict of interest means any situation in which a personal interest, whether direct or indirect, may influence or appear to influence the impartiality, objectivity, or independence of decisions made or duties performed on behalf of the Foundation. Such circumstances may include, but are not limited to:

- financial interests or benefits;
- participation in organizations connected with the project or assignment;
- family, personal, or business relationships with project participants, suppliers, contractors, donors, beneficiaries, or other stakeholders;
- receipt of gifts, hospitality, remuneration, or other benefits;
- any other circumstance that may compromise, or reasonably appear to compromise, independence or impartiality.

3. Commitments

I undertake to:

- act honestly, in good faith, and in the best interests of the Foundation;
- promptly disclose any actual, potential, or perceived conflict of interest that arises during my engagement with the Foundation;
- refrain from participating in decisions, evaluations, procurement processes, negotiations, or other activities where a conflict of interest exists, unless otherwise authorized in accordance with the Foundation's policies;
- use confidential or proprietary information obtained through the Foundation solely for legitimate Foundation purposes and not for personal benefit;
- comply with the legislation of the Republic of Kazakhstan and all applicable internal policies and procedures of the Foundation.

4. Declaration of Accuracy

I confirm that the information provided in this Declaration is complete, accurate, and true to the best of my knowledge as of the date of signing.

5. Final Provisions

This Declaration is submitted for the purpose of ensuring transparency, integrity, accountability, and compliance with the Foundation's Conflict of Interest Policy, and may be used for internal governance, audit, compliance, and donor reporting purposes.

Date: _____

Full Name: _____

Signature: _____

1. General Information

Project / Programme: _____
 Project Code (if applicable): _____
 Position / Role: _____
 Candidate / Expert: _____

2. Basis for Consideration

- ☐ Open Application
☐ Professional Recommendation
☐ Previous Cooperation
☐ Expert Roster
☐ Direct Invitation
☐ Other: _____

3. Assessment Against Key Criteria

Criterion	Assessment
Professional Experience	
Suitability for the Project	
Qualifications / Expertise	
Reputation / References	
Availability and Readiness to Commence the Assignment	
Financial Terms (where applicable)	

4. Overall Assessment

- ☐ Recommended for Engagement
☐ Recommended Subject to Clarification of Certain Conditions
☐ Not Recommended

Justification:

Decision

Director

International Research Hub Public Foundation

Signature: _____

Date: _____

CERTIFICATE OF ACCEPTANCE

1. General Information

Project / Programme: _____

Project Code (if applicable): _____

Expert / Consultant: _____

Basis of Engagement (Contract / Agreement): _____

Assignment Period: _____

2. Description of Services Rendered / Work Performed

Under the above-mentioned project, the Expert / Consultant has completed the following work and/or provided the following services:

3. Deliverables

The Expert / Consultant has submitted the following deliverables:

4. Confirmation of Completion

The Foundation hereby confirms that the above-mentioned work and/or services have been completed in accordance with the agreed scope and have been delivered for the purposes of the relevant project or activity.

☐ Fully completed

☐ Partially completed (details):

☐ Completed with comments:

5. Final Assessment

The submitted deliverables are:

☐ Accepted

☐ Accepted subject to the following comment

☐ Returned for revision

Expert / Consultant	For the Foundation
Full Name: _____	Full Name: _____
_____	Position: _____
Signature: _____	Signature: _____
Date: _____	Date: _____



REGISTER OF ENGAGED EXPERTS

No.	Position / Role	Full Name of the Expert
1		
2		
3		
4		
5		

Approved by Director
International Research Hub Public Foundation

Signature: _____

Date: _____