



APPROVED

**by the Decision of the Director
of the International Research Hub
Public Foundation**

10 December 2025

REGULATIONS

**GOVERNING DEPARTMENTS
AND COMMITTEES**

**of the International Research Hub
Public Foundation**

Astana, 2025

1. General Provisions

1.1. These Regulations Governing Departments and Committees (the Regulations) establish the status, purpose, composition, procedures for establishment, and operational framework of the structural units of the International Research Hub Public Foundation (the Foundation).

1.2. These Regulations apply to the Foundation's departments, committees, advisory councils, Legal Clinic, and other structural units established in accordance with the Foundation's objectives and areas of activity. The Foundation's organizational structure includes, inter alia, departments, thematic committees, the Expert Council, the Mentors Council, the Legal Clinic, the IT and Digital Communications Department, and the Editorial Office.

1.3. The Foundation's structural units are established to facilitate the implementation of specialized activities, provide expert support for projects, promote research and educational initiatives, and ensure effective cooperation with partners, donors, the expert community, and other stakeholders.

1.4. The Foundation's structural units are not separate legal entities and shall operate within the scope of authority established by the Foundation's Charter, these Regulations, decisions of the Foundation's governing bodies, and other internal policies and procedures. In accordance with the Charter, the Foundation's governing bodies consist of the General Meeting of Founders, the Board of Trustees, and the Director. Accordingly, departments, committees, and other structural units do not constitute governing bodies of the Foundation.

1.5. The committees, councils, Legal Clinic, and Editorial Office established under these Regulations perform advisory, consultative, analytical, organizational, or supporting functions and shall not exercise executive, managerial, supervisory, or control powers assigned by the Charter to the Foundation's governing bodies.

1.6. The activities of the Foundation's structural units shall be guided by the principles of legality, professional integrity, clear allocation of responsibilities, transparency, accountability, respect for human rights, prevention of conflicts of interest, and commitment to achieving a measurable public benefit.

1.7. These Regulations shall be interpreted and applied in conjunction with the Foundation's Charter and shall not be construed so as to expand the powers or authority of any structural unit beyond those expressly provided herein.

2. Purpose of the Foundation's Structural Units

2.1. The Foundation's structural units are established to support the achievement of the Foundation's statutory purposes, including research, policy development, advocacy, human rights activities, education, project implementation, expert services, communications, and other activities within the scope of the Foundation's mission. The Foundation's Charter provides, inter alia, for research, expert, human rights, educational, public awareness, and project-related functions.

2.2. The Foundation's structural units shall contribute to:

- implementing the Foundation's strategic areas of activity;
- providing expert support for projects, programmes, and research initiatives;
- preparing analytical, research, educational, and communication outputs;
- cooperating with public authorities, international organizations, donors, the expert community, and academic institutions;
- strengthening an institutional model based on transparency, accountability, and sound governance.

2.3. Structural units shall be engaged according to the Foundation's operational priorities, project portfolio, available resources, partnerships, and strategic needs. The absence of permanent personnel, dedicated office space, full-time positions, or regularly scheduled meetings shall not in itself constitute a violation of these Regulations, provided that the relevant structural unit forms part of the Foundation's organizational structure and may be activated whenever required.

3. Structural Units of the Foundation

3.1. The Foundation shall maintain the following departments:

1. Department of International Relations and Fundraising;
2. Project Management Department;
3. Audit and Monitoring Department;
4. Department of Expert Assessments;
5. Department for Complaints and Case Management.

3.2. The Foundation shall maintain the following committees:

1. Youth and Volunteering Committee;
2. Research Committee;
3. Training and Capacity Building Committee;
4. Legislative Development Committee;
5. Committee on the Rights of Persons with Disabilities;
6. Committee on Children's Rights;
7. Gender Equality Committee;
8. Housing Policy Committee;
9. Innovation and Information Technology Committee;
10. Environmental Affairs Committee;
11. Political Rights Committee.

3.3. The Foundation shall also include:

1. Expert Council;
2. Mentors Council;
3. Legal Clinic;
4. IT and Digital Communications Department;
5. Editorial Office.

3.4. The list of structural units may be revised, expanded, consolidated, merged, temporarily suspended, or operated on a project basis by decision of the Director, unless the Foundation's Charter requires approval by another governing body.

3.5. Changes to the Foundation's internal operational structure shall not constitute amendments to the Foundation's governance structure and shall not require amendments to the Charter unless they affect matters reserved to the exclusive competence of the General Meeting of Founders.

4. Establishment and Organization of Activities

4.1. Structural units shall be established and organized by decision of the Director within the scope of his or her authority and in accordance with the Foundation's organizational structure. Pursuant to the Foundation's Charter, matters relating to the structure of the executive body and its structural units shall be determined by the Director with the approval of the General Meeting of Founders.

4.2. Structural units may include Foundation employees, external specialists, independent experts, volunteers, interns, consultants, mentors, researchers, academic staff, and other qualified individuals.

4.3. Participation in the activities of structural units may take place:

- under an employment relationship;
- pursuant to a civil-law contract;
- on a voluntary basis;
- through one-time or recurring expert engagement.

4.4. Structural units may operate:

- on a permanent basis;
- on a temporary or project basis;
- as expert pools, working groups, expert platforms, project teams, or collaborative expert networks.

4.5. For compliance and governance purposes, the absence of permanent staff, fixed membership, or regularly scheduled in-person meetings within a structural unit shall not constitute a breach of these Regulations, as the Foundation may apply a flexible organizational model reflecting the project-based and grant-funded nature of its activities. Such an approach is consistent with the Foundation's commitment to internationally recognized principles of transparency, accountability, institutional independence, and good governance.

4.6. The functions, responsibilities, and operating procedures of individual structural units may be further specified through separate internal policies, job descriptions, terms of reference, project documentation, grant agreements, or decisions of the Director of the Foundation.

5. Principal Functions of the Departments

5.1. Department of International Relations and Fundraising

The Department of International Relations and Fundraising is responsible for developing and strengthening the Foundation's cooperation with public authorities, international organizations, donors, foundations, diplomatic missions, and international expert communities. Its responsibilities include establishing and maintaining strategic partnerships, preparing and submitting grant applications, developing project concepts and donor proposals, negotiating and concluding memoranda of understanding and cooperation agreements, and representing the Foundation at international conferences, forums, and expert platforms.

5.2. Project Management Department

The Project Management Department is responsible for the design, implementation, coordination, and administration of the Foundation's social, research, and human rights projects. The Department coordinates cooperation with project partners, organizes project activities and events, supports advocacy initiatives arising from project outcomes, and facilitates the translation of project results into practical recommendations for public policy and regulatory development.

5.3. Audit and Monitoring Department

The Audit and Monitoring Department conducts legal, regulatory, and institutional assessments, contributes to evaluating organizational effectiveness, and monitors compliance with human rights standards. Its activities include preparing analytical reports, developing recommendations aimed at mitigating legal and regulatory risks, and supporting the development and implementation of Monitoring and Evaluation (M&E) systems, particularly for donor reporting and impact assessment.

5.4. Department of Expert Assessments

The Department of Expert Assessments provides legal, international, anti-corruption, gender, and inclusion assessments of legislation, policies, programmes, and regulatory initiatives. The Department prepares expert opinions, analytical briefs, and policy recommendations, and evaluates the human rights and social impact of legislative initiatives, public policies, and development projects.

5.5. Department for Complaints and Case Management

The Department for Complaints and Case Management is responsible for receiving, registering, reviewing, referring, and monitoring complaints and submissions from individuals and organizations, including complaints concerning alleged violations of rights and freedoms. The Department promotes transparency, accountability, and impartial handling of stakeholder concerns.

6. Principal Functions of the Committees

6.1. Youth and Volunteering Committee

The Youth and Volunteering Committee develops and implements initiatives aimed at empowering young people and supporting youth-led activities. The Committee promotes human rights education among young people, organizes educational, scientific, and public engagement activities, and supports internships, summer schools, mentoring programmes, and volunteer initiatives.

6.2. Research Committee

The Research Committee provides the scientific and analytical foundation for the Foundation's activities by conducting theoretical, applied, legal, humanitarian, and sociological research. The Committee prepares national reports, analytical reviews, and research publications while promoting an evidence-based approach across the Foundation's projects, advocacy activities, and policy recommendations.

6.3. Training and Capacity Building Committee

The Training and Capacity Building Committee develops and delivers professional development programmes, educational modules, training courses, seminars, and workshops for public institutions, businesses, non-governmental organizations, and educational institutions. The Committee supports capacity building in the areas of human rights, ESG, compliance, regulatory governance, and public policy.

6.4. Legislative Development Committee

The Legislative Development Committee prepares proposals for legislative amendments, develops recommendations for the implementation of international law, participates in governmental working groups, and supports legal and regulatory reform initiatives. The Committee also promotes the alignment of the legislation of the Republic of Kazakhstan with internationally recognized legal standards.

6.5. Committee on the Rights of Persons with Disabilities

The Committee on the Rights of Persons with Disabilities conducts legal and institutional analysis of legislation and practice concerning the rights of persons with disabilities, monitors compliance with relevant international obligations, develops recommendations aimed at improving accessibility and inclusion, and supports initiatives promoting and protecting the rights of persons with disabilities.

6.6. Committee on Children's Rights

The Committee on Children's Rights analyses legislation and practice relating to the protection of children's rights, monitors compliance with national and international obligations, prepares public policy recommendations, conducts research, and organizes awareness-raising and educational activities promoting children's well-being, safety, and development.

6.7. Gender Equality Committee

The Gender Equality Committee conducts gender assessments of legislation, programmes, and projects; analyses legal frameworks and institutional practice from the perspective of gender equality; monitors the implementation of international commitments; prepares analytical reports and expert opinions; and organizes training, awareness-raising, and advocacy activities.

6.8. Housing Policy Committee

The Housing Policy Committee analyses housing and construction legislation, conducts legal and technical assessments of housing programmes and projects, develops recommendations concerning housing affordability and energy efficiency, and contributes to improving housing and construction regulation.

6.9. Innovation and Information Technology Committee

The Innovation and Information Technology Committee supports innovation and digital transformation initiatives, contributes to the development of digital platforms and services, analyses the legal and ethical implications of digitalization, conducts expert assessments relating to artificial intelligence, data governance, and digital rights, and develops recommendations on digital regulation and technology governance.

6.10. Environmental Affairs Committee

The Environmental Affairs Committee participates in the development and implementation of environmental programmes and projects, conducts environmental and human rights assessments, monitors compliance with environmental legislation, researches climate change and sustainable development issues, and cooperates with public authorities and international environmental organizations.

6.11. Political Rights Committee

The Political Rights Committee conducts research on political rights and freedoms, analyses legislation and law enforcement practice, prepares analytical reports and policy recommendations, participates in educational and public awareness initiatives, and cooperates with public authorities, international organizations, civil society organizations, and other stakeholders.

7. Councils, Legal Clinic, and Specialized Units

7.1. Expert Council

The Expert Council is an advisory body established to strengthen the Foundation's expert community, provide strategic and technical support for projects and research, promote interdisciplinary and international cooperation, and serve as a platform for professional networking and knowledge exchange.

7.2. Mentors Council

The Mentors Council provides mentoring support to young professionals, early-career researchers, and project teams, facilitating professional and academic development while promoting the exchange of international best practices.

7.3. Legal Clinic

The Legal Clinic provides legal assistance to vulnerable groups, supports the protection of the rights of individuals and legal entities, promotes practical legal education for law students and young professionals, and contributes to improving access to justice.

7.4. IT and Digital Communications Department

The IT and Digital Communications Department supports the development of the Foundation's digital infrastructure, platforms, and technological tools; manages digital communications, social media channels, online platforms, and podcasts; and promotes the dissemination of analytical, research, and educational content.

7.5. Editorial Office

The Editorial Office is responsible for preparing and publishing collections of scholarly articles, analytical reports, methodological guidelines, monographs, and other publications; managing the Foundation's online journal; and disseminating analytical and scientific publications in support of the promotion and protection of human rights.

8. Authority and Scope of Activities

8.1. The Foundation's structural units may:

- participate in the preparation of recommendations, draft documents, analytical materials, and expert opinions;
- submit proposals for the development of the Foundation's areas of activity;
- participate in projects, programmes, research, events, consultations, and other professional activities;
- cooperate with other structural units of the Foundation, as well as with external experts and partners, within the scope of assignments issued by the Director of the Foundation.

8.2. The Foundation's structural units shall not:

- adopt decisions that are binding upon the Foundation's governing bodies;
- perform functions assigned by the Foundation's Charter to the General Meeting of Founders, the Board of Trustees, the Director, or the Internal Auditor;
- represent or act on behalf of the Foundation without proper authorization;
- interfere with the Foundation's financial, operational, human resources, or other management activities beyond the authority expressly granted to them.

8.3. Unless otherwise expressly provided by an internal policy or by a decision of a competent governing body of the Foundation, all recommendations, opinions, and proposals prepared by structural units shall be advisory in nature.

9. Interaction with the Director and the Governing Bodies

9.1. Overall responsibility for the organization and coordination of the activities of the Foundation's structural units shall rest with the Director within the scope of authority established by the Foundation's Charter.

9.2. The Foundation's structural units shall cooperate with the Director, the Deputy Director, the Finance and Human Resources functions, the Internal Auditor, and, where appropriate, the Board of Trustees and the General Meeting of Founders, through the communication, reporting, and governance procedures established by the Foundation.

9.3. The Foundation's structural units shall neither replace nor limit the authority of the Foundation's governing bodies.

10. Conflicts of Interest, Integrity, and Donor Readiness

10.1. Individuals participating in the activities of the Foundation's structural units shall act in good faith, exercise professional judgment and due care, and act in the best interests of the Foundation. They shall avoid actual, potential, or perceived conflicts of interest and, where such conflicts arise, promptly disclose them to the Foundation and refrain from participating in the relevant matter.

10.2. Participation in the activities of committees, councils, the Legal Clinic, or other structural units shall not in itself create an employment relationship unless otherwise established under a separate employment contract or civil-law agreement.

10.3. The Foundation may utilize the activities of its structural units to strengthen the quality of expert assessments, develop strategic partnerships, improve reporting practices, and demonstrate institutional capacity and sustainability to donors and partners. The Foundation's governance model is designed in accordance with internationally recognized principles of transparency, accountability, independence, good governance, sustainability, and impact orientation.

10.4. The engagement of international and independent experts, the use of project-based organizational models, the application of an evidence-based approach, analytical support, and monitoring and evaluation activities are regarded by the Foundation as essential mechanisms for strengthening the confidence of donors, partners, beneficiaries, and other stakeholders. These approaches are reflected throughout the mandates of the Foundation's departments and committees, including fundraising, monitoring and evaluation (M&E), expert assessment, and research.

11. Performance Evaluation of Structural Units

11.1. For the purposes of internal management and donor reporting, the Foundation may apply indicative performance indicators for its structural units, including:

- the quantity and quality of analytical, expert, and educational outputs;
- contributions to the design and implementation of projects and programmes;
- contributions to partnership development and international cooperation;
- participation in events, research, consultations, and expert processes;
- contributions to achieving measurable public impact and project outcomes.

11.2. Such indicators are intended solely for internal performance assessment and management purposes and shall not create independent legal obligations or require continuous activity during every reporting period.

11.3. The absence of measurable outputs during a particular reporting period shall not, in itself, constitute inadequate performance and shall be assessed in light of the relevant project cycle, grant portfolio, available human resources, and other objective circumstances.

12. Final Provisions

12.1. These Regulations shall be approved in accordance with the procedure established by the Foundation's Charter. In matters relating to the organization and operation of structural units, these Regulations shall be applied with due regard to the respective powers of the Director and the General Meeting of Founders as established by the Charter.

12.2. Any amendments or additions to these Regulations shall be adopted in accordance with the same procedure applicable to their approval.

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