



# **Kazakhstan Country Programme Outcome Evaluation 2016-2018**

***Diversification of the economy provides decent work opportunities for  
the underemployed, youth, and socially vulnerable women and men***

**Final Report**

**Submitted to  
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## **Disclaimer**

The views expressed in this report are those of the author and do not necessarily reflect those of UNDP.

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## List of Acronyms

AIDS	Acquired Immuno-Deficiency Syndrome
CPD	Country Programme Document
CEDAW	Convention on Elimination of all forms of Discrimination Against Women
CPAP	Country Programme Action Plan
CRPD	Convention on the Rights of People with Disabilities
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee of OECD
FFSA	The Fund for Financial Support of Agriculture (a joint stock company)
GFATM	Global Fund to Fight AIDS, TB and Malaria
HIV	Human Immunodeficiency Virus
MAPS	Mainstreaming, Acceleration and Policy Support
OECD	Organization for Economic Co-operation and Development
PFD	Partnership Framework for Development 2016-2020
PIU	Project Implementation Unit
PLHIV	People Living with HIV/AIDS
PMB	Project Management Board
RCAIDS	Republican Centre on Prevention and Control of AIDS
SDGs	Sustainable Development Goals
SDU	Sustainable Development Unit
SMEs	Small and Medium Enterprises
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme
UNEG	UN Evaluation Group

## Executive Summary

Kazakhstan 2050 is the vision that guides the UN work in Kazakhstan. It is operationalized through the Partnership for Development (PFD) document for 2016-2020, which is the combined vision of the UN System in the country. For UNDP, the Country Programme Document (2016-2020) is the operational document that derives its areas of work from PFD that has three Pillars of which the first one (Reduced disparities and improved human development) has three outcomes. Outcome 1.2 of PFD *“Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”* is also the Outcome 1.2 in CPD. It is this outcome which is the subject matter of this evaluation exercise.

With nearly three years into implementation, UNDP Kazakhstan wanted to make an assessment of the progress made towards the results of the CPD Outcome during 2016-2018; effectiveness of support towards achievement of national priorities and SDGs; lessons learnt; and improvements in performance and results that can be made in the remaining period of the CPD cycle.

The evaluation followed a mixed method. It collected information from secondary sources through desk review of key documents relevant to the outcome and also through interviews during an in-country mission in September 2018. The report follows the DAC (OECD) criteria to make an assessment of relevance, efficiency, effectiveness and sustainability. Crosscutting issues such as gender equality and human rights were used as core principles throughout this evaluation.

The overall objective of the outcome evaluation was to make an assessment of the contribution UNDP made, through CPD 2016-2020, during the first three years of implementation (2016-2018), to the Outcome 1.2 of CPD (and PFD) as well as to the SDGs. This is a forward looking exercise to make recommendations on how the outcome interventions can be strengthened in the remaining period of CPD and beyond that in the next programme cycle. The evaluation is useful both as an accountability exercise and as a means to find out what worked and what did not. This study will be of particular use to UNDP and larger UN family as well as the national counterparts.

Due to lack of time and resources, a visit to a region in Kazakhstan could not be organised and hence the evaluator was unable to hold discussions with beneficiaries in the field. Secondly, as the evaluation takes place after all the projects have closed, the key project staff was not available for discussions. Finally, although technically the outcome covers three years of implementation, most projects ended in 2017, which effectively leaves two years of work to be evaluated. But the consultant took a broader

view and covered results of the projects in totality even if they were part implemented during previous CPD cycle. To make up for these limitations, extensive discussions with programme staff in Country Office were held.

The overall finding of this evaluation is one of significant contribution that UNDP made to the diversification of the economy providing decent work opportunities for the underemployed, youth, and socially vulnerable women and men. Following sections summarise assessment around evaluation criteria.

### **Relevance**

The outcome interventions were extremely relevant and well aligned to national strategic visions like Kazakhstan 2050 and associated sector plans for 2020. These documents guided the UN System's Partnership for Development document (2016-2020) and UNDP's Country Programme Document (2016-2020). The outcome 1.2 addresses several Sustainable Development Goals and a report of the MAPS mission found close [up to 61%] alignment of national development targets and indicators with those of SDGs. Two regional projects contributing to this outcome demonstrate how to weave social, economic and environmental strands and apply a "triple win" approach at sub-national level and thus make the interventions sustainable and directly relevant to beneficiaries.

The PFD identified the following as the most vulnerable groups: people with disabilities, children and young people, people living with HIV/AIDS, migrants (*oralmans*), women, and victims of trafficking, refugees and stateless persons. However, not all these groups were addressed by UNDP in the outcome interventions. In terms of geographical targeting, the outcome projects target two regions in the country with most development indicators (except inequality) much below the national average. These two projects, jointly implemented with other UN agencies, were piloted to demonstrate inclusive and sustainable development practices on the ground.

The outcome interventions follow the human rights based approach by promoting inclusive development by targeting the most vulnerable population groups and regions, addressing the rights of women and people with disabilities through normative work (helping the government implement CEDAW follow up recommendations and provisions of CRPD); and operational work (through support to policy formulation – like Family and Gender Policy, law on social protection and various programmes and projects on the ground). The outcome interventions thus show strong alignment with international human rights treaties and conventions. But the interventions were somewhat limited in terms of addressing social accountability and strengthening people's voice to hold authorities accountable for social services.

Much as project activities targeted the most vulnerable groups, the predominant focus

was on people with disabilities. For example, the consultant did not find any activities that link PLHIV with social protection or employment programmes. In fact, neither in PFD nor CPD there are any HIV-specific indicators or targets even though the narrative in PFD recognizes PLHIV as a vulnerable group and HIV as an unfinished business requiring further support to prevent the spread. Experience shows that linking PLHIV to social protection and employment schemes has strong mitigating impact on the vulnerability of people infected or affected by HIV/AIDS and enables them to live with dignity with the mainstream population.

The project on capacity building of the Republican Centre for AIDS was an operational project providing procurement services to the Centre to procure quality health products at most competitive prices, transparently and efficiently. While the project was successful in its objectives, its link with the outcome was somewhat indirect. The project however undertook efforts to build capacity of procurement staff in RCAIDS and this function has since been transferred to RCAIDS.

The theory of change for the outcome, which is now mandatory for CPD exercise, was reasonably well articulated. Many projects were already under implementation spanning over two CPDs (2010-2015 and 2016-2020). The outcome thus appears to have been defined in terms of existing portfolio rather than developing a new one.

### **Effectiveness**

During 2016-2018, UNDP implemented a number of projects delivering on the outcome in question. The total financial value of such interventions was USD 5.86 million. If we consider projects in operation since 2014, the value goes up to USD 9.66 million. While two regional projects most directly contributed to the outcome, the role of the one on Capacity Building of Republic Centre for AIDS was somewhat peripheral to the outcome. Social protection and the gender projects were very significant in terms of supporting the government in meeting its international commitments though they also had some ground presence. It may be pertinent to mention that the outcome itself was very ambitiously defined. Diversification of an economy is a long-term process and two years time with a few pilots may not generate the critical mass to impact the composition of the economy. However, in terms of promoting inclusive economic development, the projects acquit themselves exceptionally well.

Using the CPD Results Framework, we compared the targets with achievements for the outcome against two indicators and found that not only the outcome has missed both the targets, the current status was *worse* than the baselines. These results could not be attributed to the projects under Outcome 1.2 alone as the primary responsibility for educating, training and creating employment for youth and disabled persons rests with the government with UNDP playing a supportive role. Though the quantitative indicators



above do not reflect UNDP's significant contribution, which calls for a more realistic and appropriate choice of indicators, yet UNDP may also consider going back to the drawing board to reflect on its own strategy of how best to address this outcome in the remaining period of CPD and next country programme cycle.

The finding above does not take away from the significant contribution the projects collectively made to the outcome. Most notable contribution came from the two regional projects (Kyzylorda and Mangystau) that focused on (a) social and economic development – by creating employment opportunities for women and the disabled through small loans and micro grants (b) capacity building of local government – including civil servants - to plan and execute development schemes and (c) to promote 'green' technologies for sustainable environmental and energy resources and community resilience against natural disasters.

The activities focused on skills development, promoting small enterprises run by women and disabled persons. Many of the activities related to 'green' technologies or green enterprises and were implemented through NGOs thus building capacity of civil society in the process. The two regional projects established that the integrated area based approach, combining the three strands of sustainable development, was the most suitable one for addressing regional inequalities and promoting inclusive growth.

A key strategy for interventions under this outcome has been the funding of small enterprises through micro-grants for which a transparent screening and approval mechanism existed. While this might be an effective way of more directly connecting with the community, and supporting what was locally needed and appropriate, micro-grants could work better only if prior technical appraisal was done and the potential enterprise was economically viable. In the absence of this, the sustainability of such enterprises might be jeopardised. It was cost inefficient for UNDP to monitor such large number of small grants – especially once the project gets over. UNDP should use micro-grant modality only in cases where it had to test a new technology or an innovative model of service delivery of which examples exist elsewhere within UNDP portfolio.

Among the other, equally significant, contributions to the outcome was the positioning of UNDP as a champion of the rights of people with disabilities through the Social Protection project which also saw active involvement of disabled persons themselves. The support by way of review of legislation on social protection, preparation of action plan, sharing best global practices to operationalize CRPD (including norms on barrier-free access), supporting the graduation of persons with disabilities from social protection to mainstream economic employment, and technical support by way of developing a calculator of degrees of deformity, and the automated information system for assessing the needs of people with disabilities, were very positive contributions

recognised by national counterparts. UNDP not only actively participated in the Coordination Council meetings chaired by Deputy Prime Minister, and thus had a seat at the table to influence the policies, but promoted participation of people with disabilities as direct stakeholders. A key factor enabling the success of this intervention was UNDP's long-term engagement in this area (UNDP has been supporting social protection programme for nearly eight years).

Gender project similarly played a crucial normative role by supporting the National Commission on Women in implementation of the recommendations of the UN Committee's Concluding Comments to Kazakhstan's Report on CEDAW. The project also played an operational role by helping government formulate the Family and Gender Policy and associated Action Plan. Women's visibility in the EXPO-2017 as innovators, 'green' entrepreneurs and change agents was another noteworthy contribution under this project. UNDP-supported study on women's unpaid work and its effect on women's gainful employment unravels complex gender relations in the society and is a potent knowledge product for advocating greater gender equality in economic sphere.

Coordination with the government was good – regular project board meetings were held. At the local level, coordination was more intense and on day-to-day basis UNDP interacted with *akims* and *akimat* staff. NGOs were a major partner and, as grantees, were able to build their own capacity to implement local development activities. Within UNDP, different programme units are implementing similar activities (such as, 'green' technologies also implemented by SDU) or sometimes within same unit different project activities of similar nature (like employment creation for people with disabilities). The consultant could gather only anecdotal evidence that the implementing teams collaborated with each other.

Most projects under the outcome leveraged government and non-government partnerships, both at national and local levels, in an effective manner. At the national level, the projects worked with various ministries, departments and commissions. At the local level, key government partners were the *akims*. Despite the limited presence of civil society in the country, the projects were able to forge very effective partnerships with them as implementers, advocates for rights and clients for capacity building. However, there was no systematic attempt to build partnership with private sector even though private sector was identified in the Kazakhstan 2050 strategy as the main driver of diversification of the economy.

### **Efficiency**

The outcome projects were implemented in an efficient manner and both financial and human resources were put to most efficient use. Average project management costs for the social protection project and the gender project were excessive. For each project a

PIU was set up led by a project manager and support staff. In addition, these PIUs were supported by a number of experts for specific activities as per work plan. For the two regional projects, in addition, there were UNDP field offices, one in each region, to plan and implement UNDP-specific activities and coordinate with both local authorities (*akimats*) and participating UN agencies. The PIUs have since been wound up after the closure of projects. This not only led to loss of capacity it also did not promote enough national ownership. An alternative strategy of embedding experts in the relevant line ministries would have promoted ownership, cost-efficiency and durable national capacity building.

Given the decline in UNDP core resources, most projects were funded out of resources provided by the Government of Kazakhstan. This can be seen as a sign of efficiency and judicious use of core resources. However, the government's own resources have come under pressure, which led to many of the good Joint Programme ideas by UN in Kazakhstan not receiving funds. This calls for even more strategic approach to programming to make the interventions scalable and directly linked to government programmes and priorities addressing jointly identified critical gaps. Resource crunch, as also need for development effectiveness, makes UNDP Strategic Plan 2018-2021 to call for UNDP to support governments through integrated solutions, collaboration with other development partners, and innovating.

Projects under the outcome were being monitored regularly by the project staff through field reports and monitoring visits. M&E Framework however requires revisiting. The quantitative indicators did not capture the contribution made by UNDP. There is need to ensure that indicators / targets are realistic and the ones that UNDP can influence. No outcome-level boards with the government were established and thus no review of this outcome took place. There was regular monitoring and review at the project level through Project Board Meetings which took place regularly and discussed both substantive and operational issues. These meetings were attended by the senior government officials, UNDP project staff and UNDP senior management.

While there was no duplication of work, it was noted that activities like support to people with disabilities, 'green' technologies and energy issues cut across more than one project within UNDP. A more collaborative approach would have resulted in better efficiency and synergy.

Annual progress reports were of variable quality. Unlike the minutes of the PMB meetings, the progress reports were not signed by the government, which might be seen as impairing the spirit of NIM modality. The reports were sometimes not able to differentiate activities from results. Projects did not report progress separately on gender equality and women's empowerment and gender-disaggregated data was hard to come by.

Implementation modality of projects under the outcome was NIM, which was working well and promoted national ownership with government taking the leadership role and guiding the whole programme as well as assuming accountability for activities and expenditures.

With the completion of all projects under Outcome 1.2, there were no projects left for the remaining period of CPD that could contribute to this outcome. This is not reflective of any weakness in planning but ground reality where resources are not forthcoming for lack of donor interest, as noted earlier. Efforts were on to mobilise resources including for interventions that would contribute to outcome 1.2.

### **Sustainability**

The outcome projects showed strong ownership by the government who made bulk of the financial contribution to the outcome and were actively involved in the implementation and monitoring of activities. Local governments also made financial contribution and took keen interest in the activities. This is a good sign for long-term sustainability of the outcome.

The projects contributed to capacity building of national institutions such as National Commission on Women, Ministry of Social Protection, *akimats*, and RCAIDS, among others. The capacity of civil society was also enhanced as they worked as implementers, grantees and change agents. Transfer of skills, capacity and systems by UNDP provided strong foundation for the activities to continue beyond the life of the projects.

As noted earlier, the projects successfully forged government and non-government partnerships that would be useful in carrying forward the development outcome. Given the nature of the outcome, it would have been more effective and desirable to leverage partnership with private sector as envisaged under Kazakhstan 2050. As of now, the private sector partnerships were sporadic.

The projects acquit themselves well in knowledge management, a key contributor to sustainability. A number of products and documents have been prepared to support implementing national partners in their local development efforts. The labour market study, the study on unpaid work and its impact on women's employment, the guidelines for medical staff on rehabilitation of the disabled, are first-of-its-kind knowledge products of great practical import.

The projects also made good contribution to innovative approaches such as automated information system for assessing the needs of people in difficult situations, the calculator for assessing the degree of impairment, online support to parents of children with disabilities, among others, which would contribute to durable results. Also, since

social protection is a legal entitlement, the support to government in its operationalization is more likely to sustain.

The projects did not have an exit strategy and were silent on how the activities would sustain after the projects are closed. This is more a format issues, not a comment on the efforts made by UNDP to deliver sustainable results.

### **Gender Equality**

Gender equality remains high priority for Kazakhstan as women remain under-represented in public life, face wage gaps, domestic violence and lower economic participation. It is pertinent to mention that women as target groups in UNDP interventions largely appear as change agents and not as victims. They are entrepreneurs, producers, innovators and managers. Their managing of small grants and participation in EXPO 2017 were positive showcasing of their strengths as innovators and 'green' entrepreneurs.

UNDP played a significant normative and operational role in promoting gender equality and women's empowerment. It assisted the government in complying with CEDAW and implementing the recommendations of the UN Committee's Concluding Comments to Kazakhstan's Report on CEDAW. In its operational role, UNDP helped government formulate the Family and Gender Law 2017 and plans to help in preparing the associated Action Plan. UNDP study on "unpaid work" and its impact on women's employment is an important contribution and should be used as an advocacy tool.

Gender statistics remains an area of weakness. While CPD explicitly mentions gender equality in its indicators, it does not set any gender-disaggregated targets. Two of the major projects contributing to the outcome (Kyzylorda and Mangystau) do not have gender-specific targets even though the activities have significantly benefited women. Social protection project was focused on people with disabilities but did not report separately on women with disabilities. These might have resulted in underreporting of UNDP's contribution to gender equality.

Though the evaluator noted the role of women as innovators and entrepreneurs, he also noticed some gender stereotypes. Many of the small grants to women were for typical vocations like bakery, sewing, hairdressing etc. These activities perpetuate gender stereotypes and result in under-realisation of women's potential that UNDP projects must guard themselves against.

Overall, the interventions under Outcome 1.2 of CPD and PFD were very relevant and well aligned to national priorities and people's needs. UNDP made significant contribution to the outcome through normative support in the operationalization of international human rights commitments, piloting innovative "triple win" initiatives on the

ground and policy advocacy. UNDP helped strengthen enabling legal and policy environment for including the most vulnerable in development programmes, contributed to understanding labour markets, women's unpaid work and positioned social protection at a strategic level as a means to mitigate vulnerabilities.

## Recommendations

**Recommendation 1: The knowledge and experience that UNDP has gathered by implementing three joint regional development projects should be documented and turned into a regional development model to be applied elsewhere in Kazakhstan (and the region).**

UNDP has worked on three regional development projects (of which two covered by this evaluation). The independent evaluation reports of these projects indicate that these made positive contributions. The projects in totality have built a body of knowledge that needs to be documented and turned into a growth model. It is important that UNDP works with other participating agencies and builds a regional development prototype. This model would have a theory of change, partnership strategy, key thematic components, governance structures needed for service delivery, and strategies that worked, among others. This would be an important exercise since this would be the path for future development interventions. It is understood that UNDP had submitted three more regional projects for funding but due to resource crunch, the government did not fund the same. At an opportune time these projects may be resubmitted and meanwhile local / regional development model should be developed. This would be a good contribution by UNDP who would continue its work in the regions to address the regional inequalities, a critical development challenge for Kazakhstan.

**Recommendation 2: UNDP should not underestimate the strength of non-project interventions to bring about change by using knowledge products and through micro-macro linkages.**

UNDP may face challenges in resource mobilisation given dwindling donor interest. But UNDP should use the currency of ideas and provide thought leadership. UNDP has in the past effectively used many 'non-project' initiatives to influence outcomes. These include; policy advice, advocacy, regional initiatives and knowledge products (such as National Human Development Report). In Kazakhstan, National HDRs, study on women's unpaid work, labour market study, among others, could trigger, as indeed NHDR did, public interest and enrich development discourse with potential for public action. It is also important that micro-macro linkages are strengthened and experience gained in the field informed policy and programme making at the national level through systematic documentation of learning and knowledge. This feedback on what works and what doesn't will be extremely useful in national development planning process.

**Recommendation 3: UNDP should work towards improving efficiency of activities by (a) embedding project staff in the implementing ministries / local authorities (b) using micro-grants sparingly and (c) keeping project management costs reasonable.**

UNDP should review the way its programmes are managed to make them more efficient. To start with, notwithstanding some operational arguments against it, UNDP should embed or co-locate its project staff and experts in the implementing line ministries or local government, as the case may be. UNDP should increasingly let the government agencies run the projects. This will build capacities, human resource, national ownership, cost-efficiency, sustainability and UNDP's credibility. UNDP should commission a quick review of micro grants implemented over the past few years and assess their survival rate, sustainability and impact. The 'new' UNDP should use micro-grants sparingly only to test a new technology / model or where it promises to be really catalytic and not for conventional business activities. Cost of running projects, as a proportion to total budget, was high for two projects. This should be looked into and steps taken to keep the project management costs within reasonable limits (say, below 10%).

**Recommendation 4: Partnership with private sector should be forged to add impetus to economic diversification goal and promote “business for SDGs”.**

A higher-order goal like diversification of economy requires strong impetus from private sector. UNDP should therefore forge partnerships with private and quasi-private companies that go beyond philanthropy and compliance with laws and social norms. This could take myriad forms and shapes. At one level, UNDP could work in collaboration with skills institutes and private companies and link skills with employment following the principle of co-creation and formulating clear SOPs for the companies. This could also be in the form of making business SDG-sensitive and promoting employment of vulnerable people in private companies, making business pro-environment by encouraging investment in 'green' technologies, and reducing their environmental footprint. Businesses should also recognise the power of gender equality, diversity and inclusiveness. It is important for UNDP to demonstrate the economic benefits of being SDG-sensitive through research on market incentives and case studies. If the market incentives are not perverse, it might be easier to promote pro-SDG business environment. UNDP, as chair of the Working Group on Private Sector, should use the National SDG Architecture to push for private sector engagement.

**Recommendation 5: UNDP should scale up social protection project to also include People Living with HIV and link them with social protection services as a means to mitigate vulnerabilities, reduce stigma and create enabling environment for people infected and affected by HIV to live with dignity.**

UNDP has made significant contribution to linking persons with disabilities to social protection schemes, income generating activities and creating conditions for them to live with dignity. A group that faces much worse place in society and face much worse kind of stigma is the People living with HIV/AIDS (PLHIV). UNDP should use its position and convening power and bring PLHIV within the fold of social protection project. While the government might be certainly helping PLHIV through RCAIDS and offering them care and support, global experience shows that social protection services for the people infected and affected by HIV, sometimes by relaxing rules, goes a long way in mitigating vulnerabilities and stigma reduction. UNDP should advocate for this, forge partnerships with non-health bodies and contribute to mainstreaming efforts.

**Recommendation 6: Gender reporting should be strengthened to accurately reflect UNDP's contribution to gender equality and women's empowerment.**

UNDP should strengthen its gender reporting and set gender specific targets. It should systematically keep gender disaggregated data to accurately reflect UNDP's contribution to gender equality and women's empowerment. M&E system needs to become more gender-sensitive. UNDP should further strengthen gender-sensitivity while planning, implementing and monitoring programmes and projects and assessing gender impact. UNDP should track financial resources that are allocated to gender-specific activities and take appropriate corrective action to ensure adequate resources are allocated to address gender issues. UNDP has applied for the Gender Seal certification which should act as a motivation to promote gender-sensitive monitoring and improve the quality of gender statistics.

**Recommendation 7: Local governance should be strengthened to promote local development. UNDP has an opportunity to share its vast regional / global experience to promote clear vision of decentralization, building capacities of local *akimats* for service delivery, strengthening social accountability and promoting people's participation in local decision-making.**

UNDP should use its long experience and further support government formulate decentralization laws and harmonize them with subject laws, promote fiscal and administrative devolution, strengthen local civil service, enable local governments to plan and budget for local development, and promote social accountability and participation. This would indeed be in line with the Kazakhstan 2050 vision. While some of these actions have taken place under the two regional projects, a more robust approach is needed. With the approval of the Concept of Local Self-governance there is an opportunity to improve citizens' participation in local decision-making and quality of rural management.



**Recommendation 8: UNDP should invest time and resources to cultivate the results culture and strengthen monitoring and evaluation of activities.**

UNDP should further strengthen its monitoring system and results-based management. Appropriate training to project staff on M&E systems must necessarily be imparted. RRF must be formulated with utmost care keeping in mind that indicators therein would have to be reported against. Data collection should be taken seriously and consolidation of data must become a priority. Monitoring at outcome level (preferably through outcome boards) must be strengthened to assess UNDP's contribution to the national development priorities. Current practice of reporting activities and outputs must change to measuring performance in terms of results. Results culture must be promoted among the programme / project staff. Hierarchy of results (outcome-output-activity) with their indicators must be connected in a causal manner. This is important as the distinction between outcome and output often gets blurred. Evaluation of outcomes and projects must always take place before the projects come to an end – neither too early, nor too late. Evaluation when at least six months of project life is still there is a good thumb rule to follow. Enough time and resources should be set aside for at least one visit to a region in the country to enable the evaluator to speak with the beneficiaries. There is no substitute to a face-to-face interaction with the target population.

**Recommendation 9: Communications and advocacy for development should be strengthened**

At the time of the in-country mission by the evaluator, there was no communications expert in UNDP. It is important for UNDP to strengthen communications and advocacy for development which goes beyond sharing information. It is more of a two-way dialogue between UNDP and the communities it serves. Through this, UNDP can get closer to the communities and understand their needs and more sharply focus its development interventions. It allows people to voice their opinions, share knowledge and actively engage in their own development. Communications also should be improved for the donors – including government – for whom this performs an accountability function. This bridges the gap between the donors and the ground reality. Human stories if communicated effectively trigger action and resource mobilization.

# 1. Introduction

## 1.1 Outcome Synopsis

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“Kazakhstan 2050” is the vision that guides the UN work in Kazakhstan. It is operationalized through the Partnership for Development (PFD) document for 2016-2020, which is the collective vision of the UN System in the country. For UNDP, the Country Programme Document (2016-2020) is the operational document that derives its areas of work from PFD. There are following three Pillars in PFD:

1. Reduced disparities and improved human development
2. Strengthened and innovative public institutions
3. Enhanced international and regional co-operation

The Pillar 1 above has following three outcomes:

Outcome 1.1: Improved equitable access to integrated quality social services (health, education, social protection, legal et al.) for the population, including for socially vulnerable and disadvantaged individuals and groups

**Outcome 1.2: Diversification of the economy provides decent work opportunities for the underemployed, youth and socially vulnerable women and men**

Outcome 1.3: Ecosystems and natural resources are protected and sustainably used, and human settlements are resilient to natural and manmade disasters and climate change

Outcome 1.2 of PFD above - *“Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”* - is also the Outcome 1.2 in CPD. It is this outcome which is the subject matter of this evaluation exercise.

The outcome 1.2 above is addressed by the following **outputs**:

Output 1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable, and employment and livelihoods-intensive

Output 2: Strengthened engagement between public and private sector institutions in enhancing employability and access to decent work, particularly for youth, women and persons with disabilities

Output 3: Improved value chains for SMEs, with strengthened access to financing and market instruments for women, youth and persons with disabilities

These outputs in turn are operationalized through five projects delivering in total USD 5.9 million over 2016-2018 (or USD 9.6 million over 2014-2018) as shown in the table below:

**Table 1: Delivery under five projects under Outcome 1.2 (2014-2018)**

<b>Project/ Expenditure (USD)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
<b>Kyzylorda</b>	543,369	1,268,741	927,025	260,865		3,000,000
<b>Mangystau</b>	585,869	1,151,126	959,082	303,923		3,000,000
<b>RCAIDS</b>		51,503	977,445	1,458,716		2,487,664
<b>Social Protection</b>		191,850	242,595	550,798		985,243
<b>Gender</b>			59,941	75,655	49,765	185,361
<b>TOTAL</b>	<b>1,129,238</b>	<b>2,663,220</b>	<b>3,166,088</b>	<b>2,649,957</b>	<b>49,765</b>	<b>9,658,268</b>

## **1.2 Purpose of Evaluation**

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The purpose of this evaluation was to make an assessment of UNDP Kazakhstan contribution, during CPD 2016-2020 cycle, to the achievement of the Outcome 1.2 *“Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”* and take stock of previous efforts and lessons learnt. Also, the Outcome evaluation was to make an assessment of how UNDP supported programmes helped the Government of Kazakhstan in meeting the National Strategy of Kazakhstan 2050 and the Sustainable Development Goals. The evaluation exercise took stock of the progress made thus far, looked into underlying factors that affected the development situation overall, identified possible externalities, generated lessons learned and recommended actions that UNDP could use for future programming and partnership development.

The recommendations focused on how UNDP in Kazakhstan should adjust its programming, partnership arrangements, resource mobilization strategies, working

methods and/or management structures to ensure that the outcome change is achieved by the end of the current UN PFD and UNDP CPD period.

The recommendations and lessons learned of the outcome evaluation would also be used for the preparation of the new UNDP country programme starting from 2021.

### **1.3 Primary Audience of Evaluation**

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The primary audience of the outcome evaluation report is UNDP Kazakhstan as the key implementer and owner of the outcome. The report would be used by them to make course corrections in the remaining period of the CPD as well as for future programming. As some of the activities of joint UN programmes also contribute to the outcome, the evaluation report findings would also be useful for the concerned UN agencies, funds and programmes. The Government of Kazakhstan would benefit from the report, as they would get an assessment of UNDP's contribution and value addition to the national priorities and achievement of SDGs in the country.

The outcome evaluation report performs a useful accountability function – to the donors, senior management and the country. Hence this will have a wider use beyond immediate purpose of improving results and learning what worked and what did not.

### **1.4 Structure of the Report**

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The Evaluation Report is divided into 6 sections. Section 1 provides the background information comprising the synopsis of the outcome, the purpose of evaluation and the likely users of the findings. Section 2 details the evaluation process, scope, methodology and criteria. Findings of the evaluation, around the pre-defined criteria (relevance, effectiveness, efficiency and sustainability) can be seen in Section 3, which is the core of this report. This section also separately reports on sensitivity and responsiveness of the outcome towards gender equality and women's empowerment, as well as human rights. Section 4 summarizes the overall assessment and provides conclusions. Recommendations and way forward are in Section 5. Finally, lessons learned have been presented in Section 6. There are 7 Annexures to this report.

## **2. Description of Outcome Evaluation**

### **2.1 Country context**

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Kazakhstan is an upper-middle-income country and over the past decade has made remarkable progress in infrastructure, service delivery, human development and reduction in inequalities. In 2017, it ranked 56<sup>th</sup> out of 188 countries globally, according

to the UNDP Human Development Report<sup>1</sup>. The country also drastically reduced its poverty level from 46.7% (2001) to 2.4% (2017)<sup>2</sup>. The Gini index, a measure of income inequality, is relatively low at 0.278 (2017)<sup>3</sup>.

Notwithstanding the remarkable economic performance, driven largely by extractive industries, the country faces enormous development challenges. Most notable among these are lack of economic diversification; widening social, gender and regional disparities; and challenges in the field of governance, rule of law, human rights and sustainable resource management. The country also remains vulnerable to external economic shocks and natural disasters.

The “Kazakhstan-2050 Strategy”, unveiled in December 2012, outlines the country’s vision to improve development pathways that expand people’s capabilities and wellbeing and strengthening interaction with civil society and the business sector. Among others, the Strategy prioritizes development of an innovative and knowledge-based economy, to limit its dependence on extractive industries. It aims at building a modern, inclusive society on par with 30 most developed nations in the world. The country also seeks to play a bigger regional and global role. Kazakhstan aspires to build accountable and open governance systems and institutions, following the standards and principles of the Organization for Economic Cooperation and Development (OECD).

“Kazakhstan 2050” is the vision that guides the UN work in Kazakhstan and is operationalized through the Partnership for Development (PFD) document for 2016-2020, which is the combined vision of the UN System in the country. This also guides UNDP through its the Country Programme Document (2016-2020).

The theory of change for Outcome 1.2 under Pillar 1 of PFD is that Kazakhstan’s impressive economic growth has not translated into inclusive social and economic development. Economic growth largely based on oil economy has not reduced gender, regional and social disparities. As a result, the risk of exclusion, notably among rural population, was very high. Vulnerable groups were generally excluded from the economic development activities. SMEs that could have contributed to a more inclusive development pattern faced several obstacles including lack of entrepreneurial skills, inadequate finance, imperfect marketing information, unfavourable regulatory environment and corruption. Labour market challenges like unemployment, mismatch between demand and supply, and low skill base of labour force further exacerbated the situation.

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<sup>1</sup> 2017 Human Development Report: <http://hdr.undp.org/en/countries>

<sup>2</sup> Kazakhstan National Committee on Statistics (2017).

<sup>3</sup> Source: [www.stat.gov.kz](http://www.stat.gov.kz) Committee of Statistics of Kazakhstan. Not all OECD countries have such achievement in inequalities as of 2017: <https://data.oecd.org/inequality/income-inequality.htm>

The PFD recognises that an inclusive pattern of economic growth will be vital in determining Kazakhstan's economic sustainability and human development. In particular, it emphasizes on building knowledge-based economic growth to help create a private sector-driven, diversified and resilient economy, with competitive industrial/manufacturing, agricultural and service sectors.

The Outcome above, and the strategies under it, support a number of SDGs, particularly: Goal 1 (End poverty in all its forms, everywhere); Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all); Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation); and Goal 10 (Reduce inequality within and between countries).

UNDP contributes to this Outcome through a number of programmatic activities that focus on innovative and sustainable solutions to strengthen competitiveness and improve productive capacities of small and medium enterprises (SMEs) by expanding economic opportunities for women, youth, and people with disabilities. UNDP also helps promote social entrepreneurship, and new drivers of diversification, such as 'creative' and knowledge-based economies to match with modern skillsets and market demands. It can be said that the focus of UNDP activities under this Outcome was more of *pattern* of development rather than *pace*.

It is in the above context that UNDP has commissioned the present evaluation of the Outcome 1.2 of the PFD and UNDP CPD. The TORs for this evaluation may be seen at **Annexure 1**.

## **2.2 Evaluation Process**

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The evaluation process followed the UNDP guidelines on evaluation and used a mixed method of obtaining information. It used secondary data from the national strategic documents (such as Kazakhstan 2050), UN documents (Partnership Framework for Development, 2016-2020 and UNDAF 2010-2015) and UNDP documents (such as Country Programme Document 2016-2020, National Human Development Report (2016), and corporate level documents like the Global HDR (2016) and UNDP Strategic Plans 2014-2017 and 2018-2021). Extensive use was made of information collected from the Project documents, minutes of the project management board meetings, progress reports and other studies. This was supplemented with primary data collected through semi-structured interviews with a wide range of stakeholders representing the Government of Kazakhstan (multiple ministries), UNDP, local officials, and civil society. This method afforded triangulation of data for validity.

The list of documents consulted for collecting secondary data is at **Annexure 2** and the list of persons interviewed at **Annexure 3**.

Through exchange of emails, between 27 August and the in-country mission, the consultant has been in touch with the Resource Monitoring and M&E Associate to reach a common understanding on the scope and methodology of evaluation, request for documents, and agree on mission dates and discuss tentative schedule. An inception report was submitted to UNDP on 8 September 2018 detailing the methodology, scope, evaluation questions and criteria of evaluation. Throughout the evaluation process, the consultant was in touch with UNDP.

The desk review was followed by the data collection from field visit. The consultant visited Astana during 16-21 September 2018 and held discussions with a wide range of stakeholders. Skype interviews were conducted with ARR and Almaty-based HIV Project Manager and RCAIDS Portfolio Manager for GFATM.

### **2.3 Evaluation Scope**

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The evaluation covered UNDP CPD Outcome 1.2 under current UN Partnership Framework for Development (PFD) in Kazakhstan for 2016-2020. This outcome evaluation covered a period of 2016-2018 and assessed progress towards the outcome, the factors affecting the outcome, key UNDP contributions to outcomes and assessed the partnership strategy. The evaluation also evaluated the portfolio alignment and its relevance to the UN PFD in Kazakhstan for 2016-2020.

The Projects implemented during the period 2016 – 2018 and contributing to the Outcome *“Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”* are as follows and were reviewed in detail for the outcome evaluation:

<b>#</b>	<b>Title</b>	<b>Period</b>
1	Support to Country Coordinating Mechanism on work with international organizations in the sphere of HIV and Tuberculosis.	2016-2017
2	Improving the welfare and quality of life in the Kyzylorda region through innovative approaches to delivering economic, social and environmental services to the local population	2014-2017
3	Expanding the opportunities of the Mangystau region in achieving sustainable development and socio-economic modernization	2014-2017
4	Support to capacity development of the Republican AIDS center of the MoH & SD RK in implementation of GFATM grants	2015-2017
5	Improving the system of social protection of population in line with priorities of social modernization	2015-2017

6	Assistance in promoting gender equality and practical implementation of the UN Committee's comments to Kazakhstan on implementation of the CEDAW in compliance with international commitments.	2016-2018
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## 2.4 Evaluation Objectives

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This was a forward-looking outcome evaluation aimed at informing UNDP of the progress made so far, what worked and what did not, and make recommendations for the future programming cycle in light of emerging national priorities. The specific objectives of the outcome evaluation were:

1. to assess the progress made towards the results of the CPD Outcome during 2016-2018;
2. to assess effectiveness of support towards achievement of national priorities [and SDGs];
3. to make recommendations for the improvements in performance and results in the remaining period of the CPD cycle; and
4. to document lessons learned.

## 2.5 Evaluation Criteria

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The standard DAC-OECD evaluation criteria as follows were used:

**(1) Relevance:** to assess the relevance of the outcome to national priorities and its alignment with PFD / UNDAF and Country Programme outcomes / outputs.

**(2) Effectiveness:** to evaluate how successful have the projects been in achieving the outputs that contribute to the overall outcome.

**(3) Efficiency:** examines the use of resources, financial and human, for achieving the results.

**(4) Sustainability:** is indicated by the action taken by government to scale up programme interventions out of their own resources as also organizational sustainability to continue with the activities after closure of the projects.

In addition, UNDP also asked the evaluator to assess the outcome around -

**(6) Gender equality:** to specifically focus on if the outcome and projects therein promoted gender equality and women's empowerment; and

**(7) Human Rights Based Approach:** to assess if rights based approaches were



followed in the outcome design and implementation.

## 2.6 Evaluation Questions

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Outcome evaluation followed the DAC-OECD criteria and the evaluation design clearly spelt out the key questions according to these criteria. The questions were put together in an Evaluation Matrix that also provided information on how these questions would be answered, who would answer them, what would be the source of data and so on. The Evaluation Matrix is at **Annexure-4**. The questions cover the following key areas of evaluation criteria:

**a) *Relevance:*** *the extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation:*

- Did the Outcome activities design properly address the issues identified in the country?
- Did the Outcome objective remain relevant throughout the implementation phase despite a number of changes that took place in the development of Kazakhstan?
- How has UNDP's support for the poor and the disadvantaged groups positively contributed to a favourable environment for diversification of the economy in Kazakhstan?
- Does the outcome address the right stakeholders? Were they involved in the preparation of the outcome?
- Has UNDP played a role in introducing the Government to the best global practices to promote productive capacities of small and medium enterprises, develop knowledge-based economy and social entrepreneurship, enhance employability and access to decent work, improve value chains for SMEs and strengthen access to financing and market instruments?
- Has UNDP unified stakeholders and contributed to a legal system in the related area of work to diversify the economy?
- To what degree are approaches such as "human rights based approach" to programming, gender mainstreaming and results-based management understood and pursued in a coherent fashion?

**b) *Efficiency:*** *measurement of the outputs in relation to the inputs.*

- Have the results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
- How much time, resources and effort it takes to manage the diversification of the economy outcome? Where are the gaps if any?
- How did UNDP practices, policies, decisions, constraints and capabilities affect the performance of the diversification of the economy portfolio?

- Did the projects create parallel structures at additional cost or were there embedded project implementation structures?
- Has UNDP contributed to public awareness and communication strategy and increased the engagement of the beneficiaries and end-users in the diversification of the economy?
- How have been UNDP's implementation, monitoring and reporting of the projects? Were there any joint monitoring visits with government or UN agencies?
- Were there any operational bottlenecks like procurement or recruitment?

**c) Effectiveness:** *the extent to which the Outcome activities attain its objectives.*

- To what extent have planned outputs been achieved?
- How many and which of the outputs are on track by 2018?
- What progress toward the Outcome delivery has been made by 2018?
- What factors have contributed to achieving or not achieving the intended Outcome?
- Has UNDP supported the Government to increase accountability, transparency and sensitivity to people needs, especially those who are vulnerable?
- Has UNDP contributed to governmental institutions be more likely to solicit public opinions relating to issues of employability and access to decent work?
- Has UNDP made impact to improve transparency and the integrity system of the government?
- Has the coordination with different partners been effective?
- Did the projects under this outcome lead to (a) changes in legislation, policies and laws (b) building of capacities of national institutions and (c) demonstration of innovative approaches?

**d) Sustainability:** *the benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted*

- How has UNDP contributed to human and institutional capacity building of partners as a guarantee for sustainability beyond UNDP interventions?
- Are there national plans to promote the diversification of the economy – or likely to be developed, approved and implemented in the next few years?
- Has follow up support after the end of the Outcome activities been discussed and formalized? Is there a clear exit strategy?
- Did the projects under the Outcome document knowledge acquired during implementation? What knowledge products did it produce? What was the dissemination strategy?

Additional criteria on gender equality and human rights were added. These are crosscutting throughout the evaluation report but also separately reported.

## 2.7 Stakeholder engagement

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The outcome and associated projects deliver results through a number of key stakeholders representing government departments and ministries, autonomous bodies, local administration, civil society, communities and private sector. The evaluator engaged some of these stakeholders through interviews during his visit to Astana (17-21 Sept). A representative sample of key stakeholders was drawn, and triangulation method used, to enhance the credibility of evaluation results. Efforts were made to specifically understand the role each of the stakeholders played in contributing to the outcome.

Unfortunately, a visit to a region in Kazakhstan could not materialise due to paucity of time and hence direct perspectives of the beneficiaries could not be captured. However, this was made up to some extent by telephonic discussions with local authorities in Kyzylorda. Further, since the outcome evaluation was taking place after all projects under this were already closed, the evaluator could not see project staff in action who have since moved to different positions and were not readily available. Some of them were however interviewed anyway to get their perspectives.

## 2.8 Methodology

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The evaluation study used both quantitative (secondary) and qualitative (primary) data. The quantitative data was gathered through various documents such as PFD, Kazakhstan 2050, Mid-Term Review of PFD, UNDAF Evaluation report, annual progress reports of various projects, minutes of the project board meetings, project evaluation reports, independent research studies, among others. This was supplemented by the qualitative data collected during various semi-structured interviews with key stakeholders during evaluator's in-country mission.

A number of meetings / interviews were held with pre-identified respondents comprising government representatives and civil society, besides the relevant UNDP programme and project staff implementing the projects. For the purpose of interviews, questions were prepared in advance, supplemented by additional questions in the field. A checklist of questions may be seen at **Annexure 5**.

The methodology selected is what is used in standard evaluations as it affords triangulation of data, which enables both validation and collection of different perspectives. Stakeholders engaged during the interview process together represent most key parties to the implementation of the outcome / projects.

## 2.9 Limitations

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The reliability of the evaluation results is dependent on the sample size and adequacy of information. As the time and resource limitation did not allow the evaluator to visit any region in Kazakhstan, and speak directly with beneficiaries, he had to rely largely on respondents in Astana – both project / programme staff in UNDP and government respondents. He supplemented this with telephonic interviews with respondents in the field – local authorities, project staff based in Almaty.

Also, during 2016-2018, the period covered by this evaluation, all projects contributing to the outcome had already run their course and were concluded. In fact, except the gender project, which closed in July 2018, most projects were closed by the end of 2017 and project units were wound up. This was a major limitation, as the evaluator could not get direct, first-hand information from the project staff that had by this time left the projects. However, detailed discussions with programme staff in UNDP Country Office were held to mitigate this limitation. Some former project staff was also interviewed.

## 2.10 Ethical considerations

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The evaluation was guided by the UNEG Ethical Guidelines for Evaluation and protected the right of respondents to keep their identity confidential. The consultant was sensitive to local culture and beliefs.

The evaluator also signed Evaluation Consultant Code of Conduct (**Annexure 6**).

## 3. Findings

This section presents findings of the evaluation around DAC criteria:

### 3.1 Relevance

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The relevance of the outcome interventions was assessed against key strategic documents. It was found that the outcome was highly relevant and remained so throughout the implementation of outcome interventions. Details are given below.

#### **3.1.1 Relevance to Nations Strategic Documents**

The outcome was directly linked to “Kazakhstan 2050” vision, and goals therein, as well as associated sector plans notably the State Employment Programme for 2020. These documents guided the UN System’s Partnership for Development (2016-2020) and UNDP’s Country Programme Document (2016-2020).

The Goal 2 of Kazakhstan 2050 on promoting SMEs, and public-private partnerships; Goal 1 on natural resource management, water conservation and sustainable agriculture; Goal 3 on social policy; and Goal 5 on local self-governance resonate well with the PFD / CPD outcome on diversification of economy and provision of decent work opportunities for the underemployed, youth, and socially vulnerable women and men.

Outcome in question addresses the national priority of economic diversification and also more inclusive (in terms of vulnerable groups) and 'green' (or environmentally sustainable) development. The overall goal under the outcome therefore is promotion of diversified, inclusive and sustainable development which is well aligned with the national vision and priorities.

### ***3.1.2 Relevance to UN / UNDP Strategic Documents***

UNDAF (2010-2015) was already operational when Kazakhstan 2050 was launched in December 2012. Partnership Framework for Development (PFD: 2016-2020), the successor to UNDAF was formulated in direct response to the Kazakhstan 2050 vision and to support the country realize that vision. Thus outcome 1.2 of PFD/CPD being evaluated has direct bearing on the Kazakhstan 2050 priorities 1, 2 and 3 which broadly relate to the three strands of sustainable development (social, economic and environmental).

Since the two regional projects (Kyzylorda and Mangystau) precede the PFD (2016-2020), the evaluator examined their coherence with UNDAF (2010-2015) and found that the outcome in question was well aligned with UNDAF outputs 1.3 (on social services) and 1.4 (on employment for the vulnerable people). The environmental activities under the outcome under evaluation related to UNDAF output 1.5 (sustainable land management), 2.1 (climate change mitigation and adaptation) and 2.3 (energy efficiency).

The Outcome in question was also coherent with and closely related to the UNDP Strategic Plan (2014-2017) the first outcome of which states: "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded" which was the primary focus of the outcome interventions. Additionally, activities on women's empowerment and gender equality related to outcome 4 of UNDP Strategic Plan and on access to basic services related to outcome 3 of UNDP Strategic Plan.

### ***3.1.3 Coherence with Agenda 2030***

The outcome addressed several Sustainable Development Goals and a report of the MAPS mission found close alignment of national development targets and indicators with those of SDGs [upto 61%]. The MAPS report identifies the following accelerators

that could result in rapid progress towards achieving SDGs:

- Substantial reforms in democratic governance, notably enhancing local decision-making, the rule of law, state accountability, public participation of all, and identity and unity linked to social cohesion and peace;
- Policies to reduce socially corrosive inequalities, particularly for women, boys and girls, in access to human development opportunities, income and across regions—to enhance social mobility and ease social tensions;
- Measures to diversify the economy to reduce reliance on natural resource extraction and incentivize the private sector by improving regulations, governance and the business climate;
- Greening Kazakhstan’s growth path by eliminating subsidies on fossil fuel and water use, and taxing harmful consumption patterns to enhance sustainability and increase fiscal space.

The outcome in question addresses all the four accelerators above.

Two regional projects contributing to this outcome demonstrated how to weave social, economic and environmental strands and apply a “triple win” approach at sub-national level and thus make the interventions sustainable and directly relevant to beneficiaries who expect integrated solutions to their local development problems.

Even though two regional projects predated the formal adoption of the Agenda 2030 and SDG Framework, the *ex post* alignment exercise revealed that the two projects as also other projects under the outcome in question were congruous with the SDG Framework. Together, these projects addressed SDG 1 (no poverty), SDG 5 (gender equality), SDG 7 (affordable and clean energy), SDG 8 (decent work), and SDG 10 (reduced inequalities). UN in Kazakhstan has assisted the government in recently setting up a national architecture on SDGs including nationalization of SDG indicators.

### **3.1.4 Relevance of Projects to the Outcome**

Another perspective on relevance could be to assess if the projects under the outcome in question were relevant to the outcome. Our finding is that even though the two regional projects (Kyzylorda and Mangystau) were already under implementation when the outcome was formulated, and in that sense the projects were brought under this outcome in an *ex post* sense, yet all the projects are relevant to attainment of outcome 1.2. The two regional projects are most directly linked to the outcome as they demonstrate “triple win” practices on the ground leading to economic diversification, social inclusion and environmental sustainability.

Two other projects, on social protection and gender equality, effectively supplement the core agenda of economic diversification by helping government meet their international

commitments and making development more gender-sensitive and inclusive. The focus on people with disabilities under the social protection project is directly aligned with the outcome focus on vulnerable groups.

At first sight, the HIV project may not seem to be relevant to the outcome given that the Project is only about procurement of health products on behalf of the government. However, to the extent this project procured health products to provide services to people living with HIV, one of the most vulnerable groups, this project too qualifies as relevant for the outcome, albeit somewhat indirectly.

### **3.1.5 Relevance to Vulnerable Population Groups / Regions**

Most significant of all, an outcome should target the most appropriate population groups identified as vulnerable. In the PFD document following are identified as vulnerable groups: people with disabilities, children and young people, people living with HIV/AIDS, migrants (*oralmans*), women, and victims of trafficking, refugees and stateless persons. Not all these groups were addressed by UNDP under the outcome in question.

In terms of geographical targeting, the outcome projects targeted two regions in the country with most development indicators worse than the national average. These two projects, jointly implemented with other UN agencies, were piloted to demonstrate inclusive and sustainable development practices on the ground.

Much as project activities targeted the most vulnerable groups, the predominant focus was on people with disabilities, youth and women –and on people with multiple vulnerabilities. But the evaluator did not find any focus of activities on PLHIV. Neither any activity under the two regional projects nor under social protection or gender equality projects was there an attempt to provide employment or social protection services to people infected or affected by HIV/AIDS. In fact, neither in PFD nor CPD there are any HIV-specific indicators or targets even though the narrative in PFD recognized PLHIV as a vulnerable group and HIV as an unfinished business requiring further support to prevent the spread. Experience shows that linking PLHIV to social protection and employment schemes has strong mitigating impact on the vulnerability of people infected or affected by HIV/AIDS and enables them to live with dignity with the mainstream population.

The HIV project, even though focused on providing care and support to PLHIV, did not monitor benefits to this group, as the primary objective of the project was procurement of health products.

### **3.1.6 Coherence with Human Rights**

The outcome interventions followed the human rights based approach by promoting

inclusive development and, as stated above, by targeting the most vulnerable population groups and regions, addressing the rights of women and people with disabilities through normative work (helping the government implement CEDAW follow up recommendations and provisions of CRPD); and operational work (through support to policy formulation – like Family and Gender Policy, and various programmes and projects on the ground). The outcome interventions thus showed strong alignment with international human rights treaties and conventions.

But the interventions were somewhat limited in terms of some of the other human rights principles like addressing social accountability and strengthening people’s voice to hold authorities accountable for social services.

### ***3.1.7 Strategic Positioning of UNDP***

UNDP was not just a relevant partner to the government but a strategic one offering policy advice, regional / global best practice, demonstrating pilots on the ground, technical expertise, and helping government position itself as a regional / global player. Be it advocacy on sensitive human rights issues and implementation of the country’s international commitments (CRPD, CEDAW) or undertaking efficient and transparent procurement of quality health products (under GFATM) or demonstrating “triple win” projects on the ground or working shoulder to shoulder to promote regional positioning of the country (EXPO-2017), UNDP has played a pivotal role as a trusted development partner.

### ***3.1.8 Theory of Change***

Finally, there is a clearly articulated theory of change for this outcome, as for other outcomes, that highlight the relevance of outcome in the context of national development challenges and priorities. This was presented at the stakeholder consultations that were held in the run up to the formulation of new CPD (2016-2020). Yet all the projects under this outcome were already under implementation spanning over two CPDs (2010-2015 and 2016-2020). The outcome and its associated TOC thus appear to have been defined in terms of existing portfolio rather than developing a new one.

## **3.2 Effectiveness**

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Effectiveness of the outcome was judged by whether or not planned results were achieved and the effect of interventions on legal / policy frameworks in the country, capacity building and demonstrating innovative approaches. In an outcome evaluation the role of multiple partners is critical to the success. Effectiveness criterion also assessed the extent to which such partnerships were leveraged to enhance development outcomes.



### **3.2.1 Were Planned Results Achieved?**

During 2016-2018, UNDP implemented a number of projects delivering on the outcome in question. The total financial value of such interventions during 2016-2018 was USD 5.86 million. If we consider projects in operation since 2014, the value goes up to USD 9.66 million. The effectiveness and ability for individual projects to contribute to the outcome depended on the contents / design of the projects, their scale in terms of resources, the effectiveness of implementation, and the partnerships forged.

While the two regional projects most directly contributed to the outcome, the role of the ones on Capacity Building of Republic Centre for AIDS was more peripheral to the outcome, even though the project itself was effectively implemented. Social protection and the gender equality projects were significant in terms of supporting the government in meeting its international commitments, and also had some on-ground presence. It might be pertinent to mention that the outcome itself was very ambitiously defined. Diversification of an economy is a long-term process and two years time with a few pilots may not generate the critical mass to impact the composition of the economy. However, in terms of promoting inclusive economic development, the projects acquitted themselves very well. As stated earlier, the prime focus of UNDP has been on inclusiveness and to that extent the interventions have been very successful in achieving the results.

Using the CPD Results and Resources Framework, we compared the targets with achievements for the outcome (2 indicators) as well as for its three outputs (indicators 1.2; 2.1, 2.2, 3.1 and 3.2). Official statistics were used for making this comparison. We find that for the two outcome indicators, the present status is *worse* than the baseline. For example, the target for percentage of youth NEET was 6% (2020) but currently it is 8.5% (2017), which is worse than the baseline of 8% (2013). Similarly, employment rate for the persons with disabilities has worsened to 31.7% (2017) compared to baseline of 40% (2014) and a target of 55% (2020). Thus, both the outcome indicators show that present status is worse than the baselines. Although the targets are for 2020, on the basis of this information, it cannot be said with any degree of confidence that these targets would be achieved.

But the achievements in terms of outputs were much better. **Output indicator 1.2** [Number of schemes which expand and diversify the productive base based on sustainable production technologies] and its target of 50 schemes have been achieved (or exceeded) considering 83 ECO-DAMU schemes, 28 in Kyzylorda and 19 in Mangystau.

**Output indicator 2.1** [Number of informed policy dialogues conducted at local and national levels on employment and labour-market dynamics] was also achieved with the

policy dialogues taking place around labour market study, which revealed structural imbalances and made recommendations to increase employment. A dialogue platform on business start-ups also provided entrepreneurs an opportunity to receive support from financial institutions, state, and other donors, and learn about the opportunities for the development of regional cooperation.

**Output Indicator 2.2** [Number of targeted vocational education and trainings to match labour market needs for youth/women/persons with disabilities employment] was fully achieved with a number of vocational training programmes organised under the projects. Thirty *oralmans* were trained in language and business training; rural artisans were trained in artisan development (in felting, design and business development) including in collaboration with UNESCO to preserve cultural heritage and promote livelihoods; young persons with disabilities were trained in computer literacy; a number of small grants were aimed at vocational training to persons with disabilities, including women (such as training in sewing for the visually impaired women); and 16 rural women were trained in hairdressing and manicure and nearly all of them found employment.

**Output Indicator 3.1** [Number of (youth/ persons with disabilities/women-owned) SMEs that are self-sustainable, with products and services traded at local and regional markets, in **three** select regions] for some reason covers three regions, the third one being East Kazakhstan even though the East Kazakhstan project closed in 2015, before the new CPD was formulated. Nevertheless, in the two regions that this evaluator examined, there have been a number of activities supporting SMEs owned by women and persons with disabilities. These enterprises were also selling a variety of products (bakery, felt) and services (hairdressing, sewing). However, whether or not these were sustainable could not be assessed, as enough time has not lapsed.

**Output Indicator 3.2** [Number of strengthened business development centers providing targeted services for women/youth/persons with disabilities] with focus on business development was met successfully. In Kyzylorda, 29 business projects were supported, 14 online centres set up in 7 regions and 14 rural districts serving local people with business development. The online centres allowed the villagers access to information and business consultations. Business development activities were focused on hard-to-employ vulnerable people like those with disabilities including visually impaired. They were assisted with interest-free loans, market intelligence, information on market opportunities, and other financial and legal matters. UNDP forged partnership with Mangystau Industrial Chamber and supported entrepreneurs with business development consulting, resulting in 84 new jobs created in rural areas. The loans were given for crop production, livestock farming, provision of household services and craftsmanship.

Targets under the gender equality project have also been achieved with successfully assisting the government in drafting the new family and gender law, helping in implementation of the UN Committee's concluding remarks on CEDAW, and successful engagement of women in EXPO-2017 and their economic empowerment. Social protection project was similarly successful in achieving its normative goal of helping the government operationalize CRPD and help the persons with disabilities, youth and rural population transition from receiving social protection benefits to receiving mainstream employment.

The Outcome indicators above reveal that the outcome targets were missed even though output targets were achieved. Outcome formulation and indicators were derived more from the PFD, which is an UN-wide document, than UNDP-specific CPD. This might explain why the outcome indicators appear ambitious. This is a thought for UNCT to discuss underachievement of PFD outcome targets and find an explanation. Output indicators and targets on the other hand were more realistic and amenable to be influenced by UNDP.

Be that as it may, the M&E Framework for the outcome appeared to have been drawn from the M&E frameworks of the on-going projects. The project-specific M&E frameworks were also not appropriately formulated. Many projects had no targets and had 'zero' baselines. In any case, the M&E frameworks were not used by project staff for preparing annual reports which were prepared in terms of actual achievements and not in comparison with the targets fixed under M&E framework.

The observation on M&E above, does not take away from the significant contribution the projects made to the outcome. Most notable contribution came from the two regional projects (Kyzylorda and Mangystau) that focused on (a) social and economic development – by creating employment opportunities for women and the disabled through small loans and micro grants (b) capacity building of local government – including civil servants - to plan and execute development schemes and (c) to promote 'green' technologies for sustainable environmental and energy resources and community resilience against natural disasters.

The activities focused on skills development, providing loans / grants and promoting small enterprises run by women and disabled persons. Many of the activities related to 'green' technologies or green enterprises and were implemented through NGOs thus building capacity of civil society in the process. That the integrated area based approach, combining the three strands of sustainable development, is the most suitable one for addressing regional inequalities has been corroborated by the National HDR (2016).

A key strategy for interventions under this outcome has been the funding of small

enterprises through micro-grants for which a transparent screening and approval mechanism exists. In Mangystau and Kyzylorda, a total of 41 micro grants were funded with a value of USD 696,824 for various activities such as creation of green houses, crisis centres for women affected by domestic violence, introducing energy-efficient practices in schools, skills development training among others.

While this may be more visible way of directly benefiting the community, and supporting what is locally needed and appropriate, micro-grants (and small loans through 'revolving fund') is an old-fashioned way for UNDP to work. *Firstly*, micro grants work better only if prior technical appraisal is done and the potential enterprise is economically viable. In the absence of this, the sustainability of such enterprises may be jeopardised. *Secondly*, it is also cost inefficient for UNDP to monitor such large number of small grants – especially once the project gets over as UNDP has no mechanism of following up on closed projects. *Thirdly*, there is no evidence that the learning from the field by implementing micro grants was fed into policies and programmes of the government (though some local level replication has taken place). In the absence of such micro-macro linkage, UNDP misses out an opportunity to influence policies. *Finally*, it is understood that the government is not keen on funding small pilots anymore and would like to see UNDP implement national level projects.

There can however be situations where micro grants could be used more effectively. For instance, where a new technology is to be tried or to test a new model of service delivery. Testing of hydrogel and other water-saving technologies under EU-funded 'green' economy project (not covered in this evaluation) or testing a paid day-care centre in business sector for the old and disabled (under social protection project) are the examples. Even for small loans, there are good examples within UNDP. ECO-DAMU is a case in point where UNDP assisted potential borrowers in preparing bankable 'green' proposals and linked them to the financial institution, FFSI.

Among the other, equally significant, contributions to the outcome was the positioning of UNDP as a champion of the rights of people with disabilities through the Social Protection project which also saw active involvement of disabled persons themselves not only as target group through employment programmes but also change agents as members of the Coordination Council and advisors to the ministers. The support by way of review of legislation on social protection, preparation of action plan, sharing best global practices to operationalize CRPD (including norms on barrier-free access), supporting the persons with disabilities to graduate from social protection to mainstream economic employment, formulating technical specifications in line with global standards to improve the quality of mobility aids, and technical support by way of developing a calculator of degrees of deformity, and the automated information system for assessing the needs of people with disabilities, were very positive contributions recognised by national counterparts.

UNDP also not only actively participated in the Coordination Council chaired by Deputy Prime Minister, and thus had a seat at the table to influence the policies, but promoted participation of people with disabilities themselves as direct stakeholders. A key factor enabling the success of social protection interventions was UNDP's long-term engagement (UNDP has been supporting social protection programme for nearly eight years).

Gender project similarly played a crucial normative role by supporting the National Commission on Women's Affairs in implementation of the recommendations of the UN Committee's Concluding Comments to Kazakhstan's Report on CEDAW. The project also played an operational role by helping government formulate the Family and Gender Policy and associated Action Plan. Women's visibility in the EXPO-2017 as innovators, 'green' entrepreneurs and change agents was another noteworthy contribution under this project. UNDP-supported study on women's unpaid work and its effect on women's gainful employment unravels complex gender relations in the society and is a potent knowledge product for advocating greater gender equality in economic sphere. Women's rights need to be seen independent of the desire to preserve the institution of family. Quite often, when confronted with a choice, women are asked to sacrifice their individual rights for the family and, if they accept, become victims of domestic violence. This is something UNDP should consider for further advocacy as the implementation of the new law unfolds.

### **3.2.2 Coordination**

Coordination with the government was good – regular project board meetings were held. At the local level, coordination was more intense and on day-to-day basis UNDP interacted with *akims* and *akimat* staff. Within UNDP, different programme units are implementing identical activities ('green' technologies also implemented by SDU) or sometimes within same unit different project activities of similar nature (like employment creation for people with disabilities). The consultant could gather only anecdotal evidence that the implementing teams worked in a coordinated manner or collaborated with each other.

### **3.2.3 Effectiveness of Partnerships**

Most projects under the outcome leveraged government and non-government partnerships, both at national and local levels, in an effective manner. At the national level, the projects worked with various ministries and commissions. At the local level, key government partners were the *akims*. Despite the limited presence of civil society in the country, the projects were able to forge partnerships with them as implementers, advocates for rights and clients for capacity building.

The role of private sector in diversified economic development is seminal. There is huge

emphasis on private sector-led growth in the country through direct investment and public-private partnerships in Kazakhstan 2050 strategy. However, the activities under the outcome interventions were largely NGO-led and the private sector had somewhat limited role to play. It must be recognized that neither public sector nor civil society alone can provide the kind of impetus that is needed to diversify the economy and create employment. Hence, not working with private sector is seen as a missed opportunity.

However, discussion with UNDP revealed that there is an on-going process to formulate a project (linked to Outcome 1.2) to promote greater involvement of business sector in the achievement of SDGs such as by making them pro-environment and more inclusive in employment, among others. The role of business in sustainable development was highlighted in the Astana Economic Forum (May 2018). Moreover, UNDP chairs a Working Group on Private Sector under the National SDG Architecture, which is an opportunity to influence the outcomes in this area.

#### ***3.2.4 Integrated Development Solutions***

Given the UNDP focus on breaking silos and providing integrated development solutions, this evaluator examined if this approach was indeed adopted during the outcome implementation. Such an approach presupposes various thematic teams working together and offering interdisciplinary solutions. The evaluator found limited evidence of the potential of various thematic areas working together to derive synergy and enhance development outcomes being realized.

This may in part reflect the compartmentalized way in which the government itself functions and in part indicative of lack of internal incentives to forge synergies (or UNDP's own reporting limitation which does not allow a project to be linked to more than one outcome). Different thematic teams (within UNDP), for example, worked on providing employment to people with disabilities, energy efficiency, and 'green' technologies – all contributing to the Outcome 1.2 being evaluated - but no common planning or monitoring was evidenced. The consultant held discussions with SDU project staff and indeed found that a number of activities took place in energy and environment area that fed to the outcome in question, including creating employment for vulnerable population groups. Collaboration if any was incidental and not by design.

#### ***3.2.5 Effectiveness of Targeting Vulnerable Groups***

The outcome projects have been extremely effective in targeting the most vulnerable groups of population. The activities gave immense focus on rural areas and women, youth, and people with disabilities. Most beneficiaries had multiple vulnerabilities. Specifically on the issue of people with disabilities, the UNDP projects not only provided technical support and worked towards enabling physical access of disabled people to

public buildings and transport, but also worked for changing stereotypes and stigma reduction so that people with disabilities are not discriminated against by the society.

Women were similarly targeted significantly and effectively in most interventions under the two regional projects, social protection and gender projects. Under these projects women appeared as entrepreneurs, managers and innovators. Women with disabilities face double discrimination. Under the social protection Project, women were targeted for rehabilitation and employment. The NGO “Shyrak” particularly worked with women with disabilities for stigma reduction and to mainstream them in the society through employment and participation in social-political life.

Although a vulnerable group, the evaluator found no evidence that PLHIV received any assistance, micro grants or small loan for their economic empowerment or for that matter any social protection schemes benefited them under the outcome projects. This is a major omission. Linking HIV positive persons with employment schemes and social protection programme can go a long way in mitigating their vulnerabilities. This is also an issue of protecting their human rights and mainstreaming them in society.

### ***3.2.6 Replication and Scaling Up***

Some of the outcome interventions have led to further replication or scaling up. The two regional projects in Kyzylorda and Mangystau were said to be replications of the success of a similar project previously implemented in East Kazakhstan. Similarly, discussions with local authorities and project staff revealed that activities like greenhouses, water-saving techniques and energy-efficiency activities in Mangystau and Kyzylorda were being replicated in different other areas within the same region. Approval of the next phase of the social protection project (2018-2020) was also an indicator of its success in previous years.

Several lessons are learned and technical knowledge gained during implementation of any project. It is important that these are systematically documented to inform future interventions for possible replication and to avoid reinventing the wheel. UNDP did not document such lessons in any significant manner. Thus final progress report on Kyzylorda has lessons from all other participating UN agencies, except UNDP. In Mangystau as well, lessons learned section for UNDP is too brief and not formulated appropriately. In the gender project, the lessons learned project is based on trivial issues and not substantive lessons learned. The social protection project produced no ‘lessons learned’ document at all.

It is important that micro-macro linkages are strengthened and experience gained in the field informs policy and programme making at the national level through systematic documentation of learning and knowledge.

### **3.2.7 Effect on Laws, Regulations and Policies**

A solid indicator of whether an intervention was effective or not is to see if it led to formulation of new laws or regulations, or changes in the existing laws. Also, if as a result of the project activities, new policies were made or existing ones changed, or new institutions created and existing ones strengthened, it is seen as a higher order effect. When viewed in this perspective, the evaluator found that the projects under outcome 1.2 have led to many changes.

Under the social protection project, UNDP not only influenced the law on social protection itself but was given a seat at the high-level Coordination Council, headed by Deputy Prime Minister, and in that capacity UNDP, in collaboration with other members including those with disabilities, was able to leverage this platform and assist in the formulation of / making changes to the National Plan on People with Disabilities, introducing key changes such as tax concessions, improved accessibility and promoting the involvement of civil society, including people with disabilities themselves. Development of guidelines for medical staff for rehabilitation was another major contribution and makes the project effective.

The gender project made significant contribution in the form of the Family and Gender Policy formulation. It also supported the formulation of Action Plan (2017-2019). Under the same project, a new People's Academy of Green Technologies was established to promote women's involvement in environment-saving technologies. The study on unpaid work of women and its effect on their employment promises to be a useful contribution that, with proper advocacy, can influence laws and policies.

### **3.2.8 Innovative Approaches**

Introduction of new ways of doing things and promoting innovations is another yardstick by which effectiveness of an intervention should be measured. The evaluator noted that many activities under the outcome have resulted in many innovative ideas and projects. For example, the social protection project contributed the automated information system for assessing needs of people in difficult situations; calculator for measuring degrees of impairment; and online support to parents of the disabled children.

The gender project introduced the concept of gender audit by carrying out gender audit of the Nazarbaev University. Similarly, under the two regional projects, provision of free internet through online centres, facilitation of job search through "Headhunter.com", the facilities for the elderly available under "Amanat" project, among others, were creative and innovative ideas.



### **3.2.9 Factors that contributed to Results**

UNDP's positioning in the country as a credible and non-partisan development partner and support by the technical staff that implemented the activities made it possible to achieve the results that were achieved. The fact that two of the most influential projects were joint projects also ensured that there were no delays on the ground, as this would bring down the entire JP. Also, there was adequate learning available from the East Kazakhstan project that helped UNDP hitting the ground running. UNDP's long-term engagement with the social protection project and gender project was another factor that contributed to the success of that project. The evaluator did not come across any examples of unexpected results either positive or negative.

The two regional projects, though otherwise rich in content, appeared to be overloaded with too many actors / activities / objectives that ranged from helping victims of domestic violence to setting up green houses; from providing legal literacy to disposal of mercury lamps; from setting up health centres for elderly to promoting energy-saving techniques; and so on. This necessarily entailed thin spread of resources and dilution of results. A more focused approach would have given even better results under these projects.

In conclusion, based on the desk review and interviews with a wide range of partners in the field, it is our assessment that the Project has made significant contribution to the achievement of all the outputs and to overall outcome.

## **3.3 Efficiency**

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This criterion is about whether or not outcome was achieved at a reasonable cost, if implementation arrangements were appropriate, M&E framework was prepared and adhered to by staff during monitoring, there were any duplication, core resources were used judiciously and if there were any environmental and social costs.

### **3.3.1 Administrative Costs**

The outcome in an overall sense was implemented in an efficient manner and both financial and human resources were put to most efficient use. Average administrative cost for all five projects together did not exceed 10%. However, in case of the social protection project and the gender project, the management costs were in the range of 20-30%, which appear high even after accounting for the increase in salaries. In comparison, HIV project was much more cost-efficient due largely to procurement of high value medical products.

### **3.3.2 Implementation Arrangements**

For each project a PIU was set up led by a project manager and support staff. In addition, these PIUs were supported by a number of experts for specific activities as per

work plan. For the two regional projects, in addition, there were UNDP field offices, one in each region, to plan and implement UNDP-specific activities and coordinate with both local authorities (*akimats*) and participating UN agencies of these two Joint Projects. The PIUs have since been wound up after the closure of projects. This not only led to loss of capacity, it also did not promote national ownership. In fact, the Mid-Term Review of PFD found lack of government ownership of PFD and its processes. The government found PFD as UN-led initiative with low involvement of the government. This could be partly addressed if UNDP followed an alternative strategy of embedding experts / project units in the relevant line ministries (as under the social protection project), working with the government for their programmes. This would have promoted greater national ownership, cost-efficiency and durable national capacities.

The evaluator was informed of the disadvantages of embedding staff in the ministries. Apart from the fact that the project staff is not allowed access to skype, mobile phones, and have restrictions on internet usage, the staff also gets drawn into routine government functions and UNDP loses control over the staff. Evaluator firmly believes that the advantages far outweigh the disadvantages and UNDP can negotiate favourable work environment for the project staff.

### **3.3.3 Core Resources**

Given the decline in UNDP core resources, most projects were funded out of resources provided by the Government of Kazakhstan. This was assessed as a sign of efficiency and judicious use of core resources. However, the government's own resources have come under pressure, which led to rejection of many of the good Joint Programme ideas by UN in Kazakhstan. This calls for even more strategic approach to programming to make the interventions scalable and directly linked to government programmes and priorities addressing jointly identified critical gaps. Resource crunch, as also need for development effectiveness, makes UNDP Strategic Plan 2018-2021 to call for UNDP to support governments through integrated solutions, collaboration with other development partners, and innovating.

### **3.3.4 Monitoring and Evaluation / Progress Reporting**

The monitoring and evaluation systems for the outcome as well as outputs revealed some shortcomings. The CPD outcome 1.2 was, and it had to be, identical to PFD outcome 1.2. Both had two outcome indicators that should also have been identical. However, while one indicator in CPD was the same as in PFD [percentage of youth NEET], the second indicator was different. In PFD, it was the number of SMEs scaled up in Kyzylorda, Mangystau and East Kazakhstan but in CPD it was employment among youth with disabilities. Outcome 1.2 of PFD was owned by as many as 11 UN agencies and hence the indicators were designed in a way that each of the agencies

had some contribution to make. This led to the indicators being overly ambitious and were not achieved. For UNDP to single out its own contribution to outcome therefore became challenging and had to be culled out of various narrative reports. The outcome indicators and M&E framework thus did not capture UNDP's contribution which had to be assessed through other sources of information.

Similarly, in *output* indicator 3.1, UNDP is committing itself to increasing the number of SMEs in three regions, including East Kazakhstan, even though at the time of formulation of CPD, the East Kazakhstan project had already ended.

While the projects were monitored regularly and progress reports prepared based on the activities and results on the ground, the evaluator found (a) that reporting was not done against baselines and targets set in the M&E framework (in other words the M&E framework was not used for monitoring) and (b) there was no monitoring at the outcome level. There were no outcome level boards to review the outcome, nor any internal assessment of outcomes. Outcome level reporting was done only for ROAR.

The project level monitoring and review were satisfactory. The Project Management Board meetings took place regularly and discussed both substantive and operational issues. These meetings were attended by the senior government officials, UNDP project staff and UNDP senior management.

The evaluator did not see any evidence that UNDP undertook joint monitoring visits to the field either with other UN agencies or government partners or made joint communications and advocacy. If this had happened, this would be an indicator of efficiency and in line with UNDP's strategic vision.

Annual progress reports were of variable quality. Unlike the minutes of the PMB meetings, the progress reports were not signed by the government, which might be seen as impairing the spirit of NIM modality. Further, the reports were sometimes not able to differentiate activities from results. Many times, activities (such as organisation of training, workshops, seminars) were reported as results thus implying the need to cultivate the results culture.

Gender reporting was not very robust. Not all projects reported progress separately on gender equality and women's empowerment. Gender-disaggregated data was hard to come by.

The CPD followed the National Execution modality with some activities directly implemented by UNDP based on a request from the government. This was working well and promoted national ownership with government taking the leadership role and guiding the whole programme as well as assuming accountability for activities and expenditures.

### **3.3.5 Social and Environmental Costs**

The evaluator did not come across any cases where UNDP activities had had adverse social or environmental effect. On the contrary, all the project activities were centred on promoting environmental sustainability and social-economic development. UNDP firmly believes in “do no harm” principle as also the principle of non-discrimination and as such did not harm any section of the society in either the choice of projects, areas or target groups.

It must be pointed out that with the completion of all projects under Outcome 1.2, there were no projects left (except social protection 2018-2020) for the remaining period of CPD that could contribute to this outcome. This is not a reflection on programme planning but ground reality of overall lack of donor interest in this upper middle-income country. Yet, the evaluator informally learned that a number of project ideas are in the offing and, if materialised, will partially go towards contributing to outcome 1.2

The overall assessment is that, with a couple of exceptions, the outcome projects were implemented in an efficient manner and both financial and human resources were put to most efficient use. Core resources were put to most catalytic use. Monitoring and reporting were generally good but could do with further strengthening with due attention given to how the indicators are formulated. Instead of PIUs, efforts should be made to embed project staff within the ministries / local governments.

## **3.4 Sustainability**

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Sustainability looks at if the activities under the outcome will continue after the projects come to an end and if necessary conditions for that to happen exist.

### **3.4.1 National and Community Ownership**

The outcome projects showed strong national ownership with the government making bulk of the financial contribution to the outcome and getting actively involved in the implementation and monitoring of activities. Local governments also made financial contribution through cost-sharing arrangements, replicated some initiatives and took keen interest in the activities. Communities, as direct beneficiaries of the activities under various projects, showed strong commitment and ownership. This is a good sign for long-term sustainability of the outcome. Close alignment of the outcome interventions with the national priorities and introduction of innovative methods and systems were further seen as a sign that activities under outcome projects would be continued beyond the life of the relevant projects.

A large part of the UNDP work related to the formulation of new laws or changes in the existing ones – notably under the social protection and gender projects. These

contributions have since been embedded in the national laws and policies making UNDP contributions sustainable. Strong analytics as in the form of the National HDR and proposed strategy therein also boosts UNDP's case for the package of activities it is implementing, notably under the two area-based projects.

### **3.4.2 Capacity Development**

The projects contributed to capacity development of national and local institutions, civil society organizations and communities which provided strong foundation for the activities to sustain beyond the life of the projects. The two regional projects that demonstrated economic, social and environmental practices were multi-dimensional and multi-thematic in nature requiring support from a multiplicity of ministries and departments and other stakeholders. Through its implementation, inter-ministerial coordination improved notably at the *akimat* level. Capacity development gains of local authorities in planning, budgeting and implementation were also significant and even during the implementation of the projects, they replicated on their own many initiatives – a sure sign of capacity development.

At the national level, UNDP was able to strengthen capacity of the Department of Social Protection in the implementation of the international convention on people with disabilities in accordance with international standards. The capacity of the National Commission on Women's Affairs was similarly enhanced through support to formulation of Action plan to implement CEDAW in letter and spirit.

The civil society organisations, not much accustomed to interacting with international organisations, were confident at the end of the projects which involved them as implementers of grants, trainees and change catalysts. Their proximity to people on the ground offered useful information on the felt needs of the people which made projects even more relevant.

Another example of capacity development came from the HIV project. UNDP successfully developed the capacity of RCAIDS procurement staff and was able to transfer the procurement function to them.

Thanks to the involvement of communities in various project activities, their ability, knowledge and capacity to undertake activities ranging from running micro-enterprises to adopting sustainable resource management practices (e.g. water and energy saving) enhanced.

UNDP built considerable partnerships with multiple government and non-government stakeholders developing their capacities and transferring knowledge along the way. Discussions with national partners revealed that they were confident to carry on activities beyond the projects. This is a sign of success of the interventions.

### ***3.4.3 Knowledge Management***

The projects acquit themselves very well in knowledge management, a key contributor to sustainability. A number of knowledge products and documents have been prepared to support implementing national partners in their local development efforts. The labour market study and the study on unpaid work and its impact on women's employment, the guidelines for medical staff on rehabilitation of the disabled, are first-of-its-kind knowledge products of great practical import.

The projects also made good contribution to innovative approaches such as automated information system for assessing the needs of people in difficult situations, the calculator for assessing the degree of impairment, online support to parents of children with disabilities, among others, which will contribute to durable results. Also, since social protection is a legal entitlement, and the government is committed to offer social protection services at par with international standards, the activities in this area and support to government is likely to sustain. This would be evident from the fact that the government has recently approved the next phase of the social protection project (2018-2020).

### ***3.4.4 Exit Strategy***

The projects did not have an exit strategy or a sustainability plan. Project documents were all silent on how the activities will sustain after the projects are closed. This is because the UNDP project format does not expect this information. It is more of a format issue and not a comment on the efforts made by UNDP to sustain activities.

### ***3.4.5 Potential Impact***

Impact of any development intervention is generally felt in the long-term after the projects have long concluded. Making an assessment of impact is fraught with several methodological issues but a few pointers of potential impact can certainly be mentioned. Collectively the projects have improved the business climate for the vulnerable groups of population who in the past were excluded from such interventions. The projects under the outcome have thus given hope to the people with disabilities, women and youth of a better future. All the interventions together have created hundreds of jobs, provided direct benefits to excluded groups, and mainstreamed sustainable natural resource management and energy efficiency in local development. The most significant impact is seen in terms of social inclusion which has become part of the national ethos and legal right. The package of interventions has demonstrated how to operationalize the principle of "leave no one behind" in practice.

### 3.5 Gender Equality

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Gender equality remains high priority for Kazakhstan as women remain under-represented in public life, face wage gaps, domestic violence and lower economic participation. It is pertinent to mention that women as target groups in UNDP interventions largely appear as change agents and not as victims. They are entrepreneurs, producers, innovators and managers. Their managing of small grants and participation in EXPO 2017 was a positive showcasing of their strengths as innovators and 'green' entrepreneurs.

UNDP played a significant normative and operational role in promoting gender equality and women's empowerment. It assisted the government in complying with CEDAW and implementing the recommendations of the UN Committee's Concluding Comments to Kazakhstan's Report on CEDAW. In its operational role, UNDP helped government formulate the Family and Gender Law 2017 and plans to help in preparing the associated Action Plan. UNDP study on "unpaid work" and its impact on women's employment is an important contribution that unravels complex gender relations in Kazakhstan and should be used as an advocacy tool.

Gender statistics remains an area of weakness for UNDP projects. While CPD explicitly mentions gender equality in its indicators, it does not set any gender-disaggregated targets. Two of the major projects contributing to the outcome (Kyzylorda and Mangystau projects) are nearly gender-blind in their results framework (as no gender-specific targets or indicators have been established) even though the activities have significantly benefited women. Social protection project similarly was focused on people with disabilities, including women that constituted half of the members of Coordination Council, but did not report separately on women with disabilities. The project however worked with the Public Association of Women with Disabilities "Shyrak" that is exclusively targeting, as the name suggests, women with disabilities.

Though the evaluator noted the role of women as innovators and entrepreneurs, he also noticed some gender stereotypes. Many of the small grants to women were for typical vocations like bakery, sewing, hairdressing etc. These activities perpetuate gender stereotypes and result in under-realisation of women's potential.

On the Gender Marker, GEN 0 being the worst gender-centric project and GEN 3 being the best, UNDP had 33% of resources going to GEN 0 and GEN 1 project outputs in 2016. This went up to 54% in 2017. This calls for further action by UNDP to strengthen gender-disaggregated monitoring and targeting.

UNDP has submitted its application for the Gender Seal certification process in 2018. To be successful in getting the certificate, and to retain the Gender Seal, UNDP should review all the documents ranging from CPD and its RRF to all project Annual Working

Plans and Project Results and Resources Frameworks (RRF) and make them gender-sensitive. For all GEN 0 and GEN 1 projects, UNDP should introduce, where appropriate, gender-specific indicators and set gender-specific targets.

### **3.6 Human Rights Based Approach**

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The projects under outcome 1.2 acquit themselves very well on human rights based approach to development. The projects not only pass the test of non-discrimination, they adopt positive discrimination in favour of vulnerable groups particularly women and people with disabilities. Almost all projects promoted participation principle. The social protection project in particular worked with active participation of people with disabilities who were both target groups as well as change agents contributing to policy discussions in the Coordination Council meetings. Women have similarly been the focus of almost all projects appearing as entrepreneurs, innovators, producers and change agents. Their visibility in the projects was very high. Thus the outcome projects did exceptionally well on the inclusiveness.

Social accountability in service delivery is becoming an increasingly important component of reform agenda. This appears prominently in the Kazakhstan 2050 vision statement as well. However, no activities were seen that would promote collective voice of the citizens and empower them to hold public officials accountable for service delivery.

**Overall**, the interventions under Outcome 1.2 of CPD and PFD were very relevant and well aligned to national priorities and people's needs. UNDP made significant contribution to the outcome through normative and policy support, piloting content-rich, innovative, "triple win" initiatives on the ground and advocacy. UNDP helped strengthen enabling legal and policy environment for including the most vulnerable (especially women and people with disabilities) in development programmes, contributed to understanding labour markets, effect of unpaid work on women's employment, and positioned social protection as a potent means to mitigate vulnerabilities.



## **4. Conclusions**

Based on the findings of the evaluation, following conclusions are drawn.

**Conclusion 1: The activities under Outcome 1.2 of CPD were highly relevant, anchored to national priorities and coherent with rights-based programming principles.**

UNDP interventions under the outcome in question were highly relevant and responsive to the national priorities as articulated in the Kazakhstan 2050 vision and associated sector priorities. The activities responded to the need to achieve diversified economic growth that was inclusive and sustainable. The activities were rooted in the PFD document, which was the collective vision of the UN system in Kazakhstan. The outcome directly responded to the needs of vulnerable groups like women, persons with disabilities and vulnerable youth. The activities did not address the needs of PLHIV. The outcome was highly gender-sensitive as women were a key target group for normative and operational activities under the outcome. The activities under the outcome demonstrated “triple win” projects and contribute to a number of SDGs. The outcome was human rights based and promoted non-discrimination, inclusiveness and participation.

**Conclusion 2: UNDP positioned itself very well as a trusted and non-partisan partner to support government in attaining the development goals.**

UNDP positioned itself as a strategic, trusted and non-partisan partner offering policy advice, demonstrating pilots on the ground, offering technical expertise, and helping government position itself as a regional / global player. Be it advocacy on sensitive human rights issues and implementation of the country’s international commitments (CRPD, CEDAW) or undertaking efficient and transparent procurement of quality health products (for RCAIDS) or demonstrating “triple win” projects on the ground or working shoulder to shoulder to promote regional positioning of the country (EXPO-2017), UNDP has played a pivotal role as a trusted development partner. UNDP has vast experience of working in different environments with great sensitivity in a non-partisan manner. UNDP brings in regional and global best practices, has a network of civil society and international organizations, and vast experience of working with communities. Combined with unrivalled operational capacity, UNDP has positioned itself as a partner of choice for the government.

**Conclusion 3: The outcome interventions demonstrated “triple win” projects combining economic, social and environmental strands which potentially represent a robust local / regional development model.**

Responding to the national needs of diversifying economic growth, making growth more

inclusive and promoting sustainable natural resource management practices, and based on the past experience with East Kazakhstan, UNDP worked in two regions (Kyzylorda and Mangystau) implementing a range of activities. The projects had a strong theory of change and forged a broad based partnership with national and sub-national governments, civil society and other UN agencies. The outcome demonstrated “triple win” projects on the ground and, taking an integrated view, contributes to the national endeavours to achieve SDGs. The projects contributed to economic diversification, social inclusion and environmental sustainability and demonstrated the role of community mobilisation and local authorities whose involvement was critical to the success. Together, the activities under the outcome represent a local / regional development model.

**Conclusion 4: UNDP played an effective normative and operational role by assisting government in meeting their international commitments under the international conventions on persons with disabilities and gender equality.**

UNDP supported the national partners through review of legislation and policies on persons with disabilities and made it compliant with CRPD and international standards on improved access, rehabilitation, stigma reduction and mainstreaming in social-political life. The output activities also promoted participation of persons with disabilities themselves as members of the Coordination Council, advisors to ministers and target groups for benefits. UNDP also developed technical specifications for mobility aids so that the best devices are procured. Gender project similarly played a crucial normative role by supporting the National Commission on Women’s Affairs in implementation of the recommendations of the UN Committee’s Concluding Comments to Kazakhstan’s Report on CEDAW. The project also helped government formulate the Family and Gender Policy and its Action Plan. Women’s visibility in the EXPO-2017 as innovators, ‘green’ entrepreneurs and change agents was another noteworthy contribution under this project. UNDP-supported study on women’s unpaid work and its effect on women’s gainful employment unravels complex gender relations in the society and is a potent knowledge product for advocating greater gender equality in economic sphere.

**Conclusion 5: The single biggest achievement of outcome activities was promotion of inclusiveness**

The outcome activities promoted inclusiveness in targeting vulnerable population groups. The two regional projects focused on women, persons with disabilities, *oralmans*, vulnerable youth and victims of domestic violence and empowered them through skills training and created business opportunities for them. Collectively the activities under the two projects have improved the business climate for the vulnerable groups of population who in the past were excluded from such interventions. The social inclusion was significantly promoted under social protection and gender projects where

the persons with disabilities and women were not only target groups for receiving benefits but change catalysts, setting the agenda for change. Their participation significantly promoted UNDP's standing as a partner promoting inclusive development. Social inclusion has been embedded as a legal right and has become part of the national ethos. The package of outcome interventions has demonstrated how to operationalize the principle of "leave no one behind" in practice.

**Conclusion 6: UNDP has played a significant role in promoting gender equality and women's empowerment although gender reporting was somewhat weak**

UNDP supported activities significantly focused on promoting gender equality and women's empowerment through helping government implement CEDAW recommendations and creating business opportunities for women. In the outcome activities, women appear as innovators, entrepreneurs, managers and change agents – including women with disabilities who face double discrimination. The study on women's unpaid work and its implications for women's gainful employment was a useful contribution under the outcome. Clubbing family with women's individual rights, as the new law in the country does, often results in family getting precedence over women's rights who are often called upon to sacrifice their own rights in favour of the family. The evaluator also noted gender stereotypes such as some small grants to women were for typical vocations like bakery, sewing, hairdressing etc. These activities result in under-realisation of women's potential. Gender reporting was somewhat weak with gender-disaggregated data hard to come by. While CPD explicitly mentions gender equality in its indicators, it does not set any gender-disaggregated targets. Most projects have no gender-specific targets. On the Gender Marker, the performance of projects worsened in 2017 compared to 2016. The evaluator noted that UNDP has applied for Gender Seal certification.

**Conclusion 7: The outcome was by and large implemented efficiently, but establishment of parallel project management structures and using micro-grants as a strategy were not efficient.**

UNDP projects under the outcome were by and large implemented within a reasonable range of project management costs. However, the management costs for social protection and gender projects were very high at around 20-30% of total budget. This impaired the principle of efficiency. A better course would have been to add the funds to some other on-going projects. Further, UNDP implemented its activities through Project Implementation Units (PIUs) headed by a project manager and support staff and experts as needed. Creation of such parallel project implementation structures is not conducive either to national ownership or cost-efficiency. PIUs also do not always leave durable capacities behind. Once the PIUs are closed and the staff leaves, the continuity of the programme and the institutional memory are lost. Embedded staff working in the

ministries or local authorities is a more efficient and effective design. Equally, the strategy of micro-grants, which was widely used in the projects, is an old-fashioned way for UNDP to function. Monitoring of large number of small amounts is not cost-efficient.

**Conclusion 8: The sustainability of activities was good due to strong ownership, robust partnerships, capacity building and knowledge management but in the end UNDP's projects were only incremental and demonstrative**

The outcome projects were incremental and demonstrative in nature. Their replication and scaling up depends on ownership, capacities and resources. The outcome activities showed strong national ownership with the government making bulk of the financial contribution to the outcome. Local governments also made financial contribution through cost-sharing arrangements, replicated some initiatives and took keen interest in the activities. As direct beneficiaries of the activities, communities showed strong commitment and ownership. A large part of the UNDP work related to the formulation of laws and policies– notably under the social protection and gender projects. These contributions have since become part of the national laws and policies making UNDP contributions sustainable. The projects contributed to capacity development of national and local institutions, civil society organizations and communities. Procurement of health products has already been handed over to RCAIDS. A number of knowledge products and documents have been prepared to support implementing national partners in their local development efforts. The projects also made good contribution to innovative approaches and systems.

**Conclusion 9: Insufficient attention was paid to monitoring, communications, documentation of lessons and reporting. The outcome was not monitored; the Results and Resource Framework of CPD revealed shortcomings; and project monitoring did not follow the results plan.**

The monitoring of the outcome was not very robust. No outcome boards were established to review the progress with the government on a regular basis. Only Project Management Boards were set up which met regularly. RRF in CPD had indicators that did not capture the work under the outcome projects. The key objectives of social protection and gender projects were not translated into indicators in RRF, which heavily focused on the two regional projects. There were no indicators in RRF of CPD on the HIV project. While the project staff monitored their respective project activities and reported progress, this monitoring was not done against baselines and targets established at the time of project formulation, much less against RRF of CPD. Progress reports were of mixed quality and many times did not distinguish between activities and results. Inadequate communication of results and human stories emerging out of outcome activities were another weak area. Several lessons are learned and technical knowledge gained during implementation of any project. It is important that these are

systematically documented to inform future interventions for possible replication and to avoid reinventing the wheel. UNDP did not document such lessons in any significant manner.

## **5. Recommendations**

**Recommendation 1: The knowledge and experience that UNDP has gathered by implementing three joint regional development projects should be documented and turned into a regional development model to be applied elsewhere in Kazakhstan (and the region).**

UNDP has worked on three regional development projects (of which two covered by this evaluation). The independent evaluation reports of these projects indicate that these made positive contributions. The projects in totality have built a body of knowledge that needs to be documented and turned into a growth model. It is important that UNDP works with other participating agencies and builds a regional development prototype. This model would have a theory of change, partnership strategy, key thematic components, governance structures needed for service delivery, and strategies that worked, among others. This would be an important exercise since this would be the path for future development interventions. It is understood that UNDP had submitted three more regional projects for funding but due to resource crunch, the government did not fund the same. At an opportune time these projects may be resubmitted and meanwhile local / regional development model should be developed. This would be a good contribution by UNDP who would continue its work in the regions to address the regional inequalities, a critical development challenge for Kazakhstan.

**Recommendation 2: UNDP should not underestimate the strength of non-project interventions to bring about change by using knowledge products and through micro-macro linkages.**

UNDP may face challenges in resource mobilisation given dwindling donor interest. But UNDP should use the currency of ideas and provide thought leadership. UNDP has in the past effectively used many 'non-project' initiatives to influence outcomes. These include; policy advice, advocacy, regional initiatives and knowledge products (such as National Human Development Report). In Kazakhstan, National HDRs, study on women's unpaid work, labour market study, among others, could trigger, as indeed NHDR did, public interest and enrich development discourse with potential for public action. It is also important that micro-macro linkages are strengthened and experience gained in the field informed policy and programme making at the national level through systematic documentation of learning and knowledge. This feedback on what works and what doesn't will be extremely useful in national development planning process.

**Recommendation 3: UNDP should work towards improving efficiency of activities by (a) embedding project staff in the implementing ministries / local authorities (b) using micro-grants sparingly and (c) keeping project management costs reasonable.**

UNDP should review the way its programmes are managed to make them more efficient. To start with, notwithstanding some operational arguments against it, UNDP should embed or co-locate its project staff and experts in the implementing line ministries or local government, as the case may be. UNDP should increasingly let the government agencies run the projects. This will build capacities, human resource, national ownership, cost-efficiency, sustainability and UNDP's credibility. UNDP should commission a quick review of micro grants implemented over the past few years and assess their survival rate, sustainability and impact. The 'new' UNDP should use micro-grants sparingly only to test a new technology / model or where it promises to be really catalytic and not for conventional business activities. Cost of running projects, as a proportion to total budget, was high for two projects. This should be looked into and steps taken to keep the project management costs within reasonable limits (say, below 10%).

**Recommendation 4: Partnership with private sector should be forged to add impetus to economic diversification goal and promote “business for SDGs”.**

A higher-order goal like diversification of economy requires strong impetus from private sector. UNDP should therefore forge partnerships with private and quasi-private companies that go beyond philanthropy and compliance with laws and social norms. This could take myriad forms and shapes. At one level, UNDP could work in collaboration with skills institutes and private companies and link skills with employment following the principle of co-creation and formulating clear SOPs for the companies. This could also be in the form of making business SDG-sensitive and promoting employment of vulnerable people in private companies, making business pro-environment by encouraging investment in 'green' technologies, and reducing their environmental footprint. Businesses should also recognise the power of gender equality, diversity and inclusiveness. It is important for UNDP to demonstrate the economic benefits of being SDG-sensitive through research on market incentives and case studies. If the market incentives are not perverse, it might be easier to promote pro-SDG business environment. UNDP, as chair of the Working Group on Private Sector, should use the National SDG Architecture to push for private sector engagement.

**Recommendation 5: UNDP should scale up social protection project to also include People Living with HIV and link them with social protection services as a means to mitigate vulnerabilities, reduce stigma and create enabling environment for people infected and affected by HIV to live with dignity.**

UNDP has made significant contribution to linking persons with disabilities to social protection schemes, income generating activities and creating conditions for them to live with dignity. A group that faces much worse place in society and face much worse kind of stigma is the People living with HIV/AIDS (PLHIV). UNDP should use its position and convening power and bring PLHIV within the fold of social protection project. While the government might be certainly helping PLHIV through RCAIDS and offering them care and support, global experience shows that social protection services for the people infected and affected by HIV, sometimes by relaxing rules, goes a long way in mitigating vulnerabilities and stigma reduction. UNDP should advocate for this, forge partnerships with non-health bodies and contribute to mainstreaming efforts.

**Recommendation 6: Gender reporting should be strengthened to accurately reflect UNDP's contribution to gender equality and women's empowerment.**

UNDP should strengthen its gender reporting and set gender specific targets. It should systematically keep gender disaggregated data to accurately reflect UNDP's contribution to gender equality and women's empowerment. M&E system needs to become more gender-sensitive. UNDP should further strengthen gender-sensitivity while planning, implementing and monitoring programmes and projects and assessing gender impact. UNDP should track financial resources that are allocated to gender-specific activities and take appropriate corrective action to ensure adequate resources are allocated to address gender issues. UNDP has applied for the Gender Seal certification which should act as a motivation to promote gender-sensitive monitoring and improve the quality of gender statistics.

**Recommendation 7: Local governance should be strengthened to promote local development. UNDP has an opportunity to share its vast regional / global experience to promote clear vision of decentralization, building capacities of local *akimats* for service delivery, strengthening social accountability and promoting people's participation in local decision-making.**

UNDP should use its long experience and further support government formulate decentralization laws and harmonize them with subject laws, promote fiscal and administrative devolution, strengthen local civil service, enable local governments to plan and budget for local development, and promote social accountability and participation. This would indeed be in line with the Kazakhstan 2050 vision. While some of these actions have taken place under the two regional projects, a more robust approach is needed. With the approval of the Concept of Local Self-governance there is an opportunity to improve citizens' participation in local decision-making and quality of rural management.

**Recommendation 8: UNDP should invest time and resources to cultivate the results culture and strengthen monitoring and evaluation of activities.**

UNDP should further strengthen its monitoring system and results-based management. Appropriate training to project staff on M&E systems must necessarily be imparted. RRF must be formulated with utmost care keeping in mind that indicators therein would have to be reported against. Data collection should be taken seriously and consolidation of data must become a priority. Monitoring at outcome level (preferably through outcome boards) must be strengthened to assess UNDP's contribution to the national development priorities. Current practice of reporting activities and outputs must change to measuring performance in terms of results. Results culture must be promoted among the programme / project staff. Hierarchy of results (outcome-output-activity) with their indicators must be connected in a causal manner. This is important as the distinction between outcome and output often gets blurred. Evaluation of outcomes and projects must always take place before the projects come to an end – neither too early, nor too late. Evaluation when at least six months of project life is still there is a good thumb rule to follow. Enough time and resources should be set aside for at least one visit to a region in the country to enable the evaluator to speak with the beneficiaries. There is no substitute to a face-to-face interaction with the target population.

**Recommendation 9: Communications and advocacy for development should be strengthened**

At the time of the in-country mission by the evaluator, there was no communications expert in UNDP. It is important for UNDP to strengthen communications and advocacy for development which goes beyond sharing information. It is more of a two-way dialogue between UNDP and the communities it serves. Through this, UNDP can get closer to the communities and understand their needs and more sharply focus its development interventions. It allows people to voice their opinions, share knowledge and actively engage in their own development. Communications also should be improved for the donors – including government – for whom this performs an accountability function. This bridges the gap between the donors and the ground reality. Human stories if communicated effectively trigger action and resource mobilization.

## **6. Lessons learned**

1. A key lesson learned is that it is possible to combine social inclusion and sustainability goals without jeopardising the economic logic.
2. Longer term engagement on a given development challenge is more effective and enhances development outcomes than a one time project intervention.
3. Successful demonstration of economic and environmental benefits by pilots, such as green houses and energy-saving technologies, promotes immediate replication out



of government's own resources and national ownership.

4. Evaluation should be conducted about six months before the projects come to a close.
5. For each project, "lessons learned" should be documented systematically. These could either be process lessons or on more substantive issues.

## **Annexure-1: TORs**



### **UNITED NATIONS DEVELOPMENT PROGRAMME**

#### **Terms of Reference International Consultant for Country Programme Document Outcome Evaluation:**

*“Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”.*

<b>Job Code Title:</b>	Outcome Evaluation Consultant
<b>Duty station:</b>	Home-based with a mission to Astana
<b>Duration:</b>	Up to 23 working days within the period of August – September 2018 – (one field mission to Astana, Kazakhstan, 5 days)
<b>Type of contract:</b>	Individual Contract (IC)
<b>Language required:</b>	English, Russian is an asset

### **1. INTRODUCTION AND COUNTRY CONTEXT**

Over the past decade, Kazakhstan has made impressive gains in human development. In 2017, it ranked the 56<sup>th</sup> out of 188 countries globally, according to the UNDP Human Development Report<sup>4</sup>. The country also succeeded in drastically reducing its poverty levels during 2001-2017, from 46.7% to 2.4%<sup>5</sup>. Inequalities, as measured by the income distribution among the country’s residents, remain relatively low, with Gini index of 0.278 (2017)<sup>6</sup>.

In December 2012, President Nazarbayev outlined his vision in the Kazakhstan-2050 Strategy”, stressing the need to improve development pathways that expand people’s capabilities and well-being and strengthening interaction with civil society and the business sector. Among others, the Strategy prioritizes development of an innovative and knowledge-based economy, to limit its dependence on extractive industries. It emphasizes achieving high quality of life for individuals and society as a whole, and building a modern inclusive society on par with 30 most developed nations in the world. Also, the country aspires to build accountable and open governance systems and institutions, following the standards and principles of the Organization for Economic Cooperation and Development (OECD). The inspirational vision of the 2050 strategy has been translated into concrete medium-term reform policies such as the Five

<sup>4</sup> 2017 Human Development Report: <http://hdr.undp.org/en/countries>

<sup>5</sup> Kazakhstan National Committee on Statistics (2017).

<sup>6</sup> Source: [www.stat.gov.kz](http://www.stat.gov.kz) Committee of Statistics of Kazakhstan. Not all OECD countries have such achievement in inequalities as of 2017: <https://data.oecd.org/inequality/income-inequality.htm>

Institutional reforms and 100 Concrete Steps. Sectoral strategies and programmes such as the “state employment programme 2020”, the “state programme for industrial and innovative development 2020”, the state programme for healthcare development “*Salamatty Kazakhstan 2020*” and others also serve as the implementation mechanisms of the strategy.

In line with the national priorities identified in the *Nurly Zhol* medium-term plan and the longer-term Kazakhstan-2050 vision, reflected in the United Nations Partnership Framework for Development, 2016-2020 (PFD), UNDP CPD Outcome “*Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men*” is focusing on enabling structural transformation processes in the regions, including supporting employment and livelihoods-intensive productive capacities of all 16 regions of Kazakhstan. Within the framework of the outcome UNDP has been providing accelerated support to national programmes such as Employment Programme 2020, Roadmap for Business 2020, Programme for AgroBusiness 2020, and Programme on Innovative Industrialization 2020. Therefore, the programmatic activities focus on innovative and sustainable solutions to strengthen competitiveness and improve productive capacities of small and medium enterprises (SMEs) by expanding economic opportunities for women, youth, people with disabilities, and groups/individuals not able to benefit from development gains and opportunities for a variety of reasons. UNDP helps promote new drivers of diversification, such as ‘creative’ and knowledge-based economies to match with modern skillsets and market demands. New social entrepreneurship models are developed and piloted, and knowledge sharing networks supported to promote innovation transfer at local and national levels.

The outcome evaluation is commissioned to assess the progress made on the results of the CPD Outcome during 2016-2018; to assess effectiveness of support towards achievement of national priorities; to ensure improvements in performance and results in the remaining period of the CPD cycle; and to collect lessons learned.

## **2. EVALUATION PURPOSE**

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UNDP in Kazakhstan aims to evaluate its contribution during CPD 2016-2020 cycle to the achievement of the Outcome on Diversification of the economy and take stock of previous efforts and lessons learnt. Also, this Outcome evaluation should address how UNDP supported programmes help the Government of Kazakhstan in meeting the National Strategy of Kazakhstan 2050 and the Sustainable Development Goals. The evaluation exercise will take stock of the progress made thus far, look into underlying factors that affect the development situation overall, identify possible externalities, generate lessons learned and recommend actions that UNDP can use to for future programming and partnership development.

The outcome evaluation will be conducted in 2018. Its recommendations and lessons learned will be used for the preparation of the new UNDP country programme starting from 2021.

The overall purpose of the outcome evaluation will be to assess how UNDP’s programme results contributed, together with the assistance of partners, to a change in development conditions, especially in the area of economic diversification and poverty reduction. The purpose of the proposed evaluation is to measure UNDP’s contribution to the outcome outlined above with a view to fine-tune the current UNDP programme, providing the most optimal portfolio balance and structure for the rest of the CPD 2016-2020 as well as informing the next programming cycle.

### 3. EVALUATION SCOPE AND OBJECTIVES

The evaluation will cover UNDP CPD Outcomes 1.2 under current UN PFD in Kazakhstan for 2016-2020. This outcome evaluation will assess progress towards the outcome, the factors affecting the outcome, key UNDP contributions to outcomes and assess the partnership strategy. The evaluation will also assess the portfolio alignment and its relevance to the UN PFD in Kazakhstan for 2016-2020.

UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)
<p><b>Indicator 1:</b> Share of small and medium enterprises production to the overall economic development in select regions (Kyzylorda, Mangystau, East Kazakhstan)</p> <p><b>Baseline:</b> 21% of GDP in 2013; select regions: TBD</p> <p><b>Target:</b> 30% of GDP in 2020 select regions: TBD</p>	<p><b>Output 1:</b> National and sub-national institutions enabled to strengthen productive capacities that are sustainable, and employment- and livelihoods-intensive</p> <p><b>Indicator 1.1:</b> Number of SMEs/businesses scaled up and value chains created in selected districts in 3 regions.</p> <p><b>Baseline:</b> 30 <u>Target:</u>at least 70</p> <p><u>Data source:</u> Project progress reports, statistics reports; project reports</p> <p><b>Indicator 1.2:</b> Youth unemployment rate (15-24) in select regions: East-Kazakhstan: <u>Baseline:</u> 4.7% (2014). <u>Target:</u> 4%. <u>Kyzylorda:</u> <u>Baseline:</u> 5.0% (2013). <u>Target:</u> 4%. <u>Mangystau:</u> <u>Baseline:</u> 6.7%,(2Q 2013) <u>Target:</u> 6%. <u>Data source:</u> Official statistics, quarterly and annual</p> <p><b>Indicator 1.4:</b> Overall PWD employment rate in the country <u>Baseline:</u> 40.0%; <u>Target:</u> 55.6% <u>Data source:</u> official statistics, annual</p> <p><b>Indicator 1.5:</b> Women unemployment rate in select regions East-Kazakhstan: <u>Baseline:</u> 5,2% (2014). <u>Target:</u> 4.5%. <u>Kyzylorda:</u> <u>Baseline:</u> TBD (2013). <u>Target:</u> TBD <u>Mangystau:</u> <u>Baseline:</u> TBD <u>Target:</u> TBD. <u>Data source:</u> Regional authorities, annual</p>
	<p><b>Output 2:</b> Strengthened engagement between public and private sector institutions in enhancing employability and access to decent work particularly for</p>

	<p>youth, women and PWD</p> <p><b>Indicator 2.1:</b> Number of mechanisms including dialogues, focused research on employment and labor-market needs</p> <p><b>Baseline:</b> 0. <b>Target:</b> at least 2 annually in each region. <u>Source of info:</u> Project Progress Report, media, local governments' and self-governing bodies' reports.</p> <p><b>Indicator 2.2:</b> Number of vocational education and training interventions to match industry needs for youth/ women/PWD employment <b>Baseline:</b> 0. <b>Target:</b> at least 30 interventions each in three selected regions Data source: media, official reports</p>
<p><b>Indicator 2:</b> Action Plan for Youth Employment in the frame of the Employment Road Map 2020 is adopted; Volunteerism Law is adopted.</p> <p><b>Baseline:</b> None</p> <p><b>Target:</b> by 2020 youth employment 4%</p> <p><b>Indicator 2A:</b> New employment law is adopted. <b>Baseline:</b> current law is outdated.</p>	<p><b>Output 3:</b> Confidence building measures implemented through active value chain development including simplified business processes, access to financing and market instruments for women, youth and PWD</p> <p><b>Indicator 3.1:</b> Number of improved enterprise value chains benefitting women/youth/PWD/under-employed people <b>Baseline:</b> 0. <b>Target:</b> at least 30 <u>Source of data:</u> Project Progress Report, media, regularly</p> <p><b>Indicator 3.2:</b> Number of strengthened Regional/District Employment/Business Development Centers providing streamlined services for women/youth/PWD. <b>Baseline:</b> 0 <b>Target:</b> at least 20 <u>Source of data:</u> Project Progress Report, media, regularly</p>

Projects implemented during the period 2016 – 2018 within the Outcome “Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men”.

#	Title	Period
1	Support to Country Coordinating Mechanism on work with international organizations in the sphere of HIV and Tuberculosis.	2016-2017
2	Improving the welfare and quality of life in the Kyzylorda region through innovative approaches to delivering economic, social and environmental services to the local population	2014-2017
3	Expanding the opportunities of the Mangystau region in achieving sustainable development and socio-economic modernization	2014-2017
4	Support to capacity development of the Republican AIDS center of the MoH & SD RK in implementation of GFATM grants	2015-2017
5	Improving the system of social protection of population in line with priorities of social modernization	2015-2017

6	Assistance in promoting gender equality and practical implementation of the UN Committee's comments to Kazakhstan on implementation of the CEDAW in compliance with international commitments.	2016-2018
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**Outcome status:** Determine whether there has been progress made towards the Outcomes 1.2 achievement, and also identify the challenges to attainment of the outcomes. Identify innovative approaches and capacities developed through UNDP assistance. Assess the relevance of UNDP outputs to the outcomes.

**Underlying factors:** Analyze the underlying factors beyond UNDP's control that influenced the outcomes. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, the degree of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out.

**Strategic Positioning of UNDP:** Examine the distinctive characteristics and features of UNDP's inclusive development programme and how it has shaped UNDP's relevance as a current and potential partner. The Country Office position will be analyzed in terms of communication that goes into articulating UNDP's relevance, or how the Country Office is positioned to meet partner needs by offering specific, tailored services to these partners, creating value by responding to partners' needs, demonstrating a clear breakdown of tailored UNDP service lines and having comparative advantages relative to other development organizations in the diversification of the economy result area.

**Partnership strategy:** Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP? How did the partnership contribute to the achievement of the outcome? What was the level of stakeholders' participation? Examine the partnership among UNDP and other donor organizations in the relevant field. This will also aim at validating the appropriateness and relevance of the outcome to the country's needs and the partnership strategy and hence enhancing development effectiveness and/or decision making on UNDP future role in development.

**Lessons learnt:** Identify lessons learnt and best practices and related innovative ideas and approaches in incubation, and in relation to management and implementation of activities to achieve related outcomes. This will support learning lessons about UNDP's contribution to the outcomes over the current PFD and CPD cycle so as to design a better assistance strategy for the next programming cycle.

#### 4. EVALUATION CRITERIA

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Outcome evaluation design should clearly spell out the key questions according to the evaluation criteria against which the subject to be evaluated. The questions when answered, will give intended users of the evaluation the information in order to make decisions, take action or add to knowledge. The questions cover the following key areas of evaluation criteria:

**a) Relevance:** *the extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation:*

- Did the Outcome activities design properly address the issues identified in the country?
- Did the Outcome objective remain relevant throughout the implementation phase, where a number of changes took place in the development of Kazakhstan?
- How has UNDP's support for the poor and the disadvantaged groups positively contributed to a favorable environment for diversification of the economy in Kazakhstan?
- Has UNDP played a role in introducing the Government to the best global practices to promote productive capacities of small and medium enterprises, develop knowledge-

based economy and social entrepreneurship, enhance employability and access to decent work, improve value chains for SMEs and strengthen access to financing and market instruments?

- Has UNDP unified stakeholders and contributed to a legal system in the related area in the work to diversify the economy?
- To what degree are approaches such as “human rights based approach” to programming, gender mainstreaming and results-based management understood and pursued in a coherent fashion?

**b) Efficiency:** *measurement of the outputs in relation to the inputs.*

- Have the results been achieved at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
- How much time, resources and effort it takes to manage the diversification of the economy outcome? Where are the gaps if any?
- How did UNDP practices, policies, decisions, constraints and capabilities affect the performance of the diversification of the economy portfolio?
- Has UNDP contributed to public awareness and communication strategy and increased the engagement of the beneficiaries and end-users in the diversification of the economy?

**c) Effectiveness:** *the extent to which the Outcome activities attain its objectives.*

- How many and which of the outputs are on track by 2018?
- What progress toward the Outcome delivery has been made by 2018?
- What factors have contributed to achieving or not achieving the intended Outcome?
- Has UNDP supported the Government to increase accountability, transparency and sensitivity to people needs, especially those who vulnerable?
- Has UNDP contributed to governmental institutions be more likely to solicit public opinions relating to issues employability and access to decent work?
- To what extent has the rights-based approach been integrated in CO development programming and implementation activities?
- Has UNDP made impact to improve in transparency and the integrity system of the government?

**d) Sustainability:** *the benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted*

- How UNDP has contributed to human and institutional capacity building of partners as a guarantee for sustainability beyond UNDP interventions?
- Are there national plans reforms to promote the diversification of the economy – or likely to be developed, approved and implemented in the next few years?
- Has follow up support after the end of the Outcome activities been discussed and formalized? Is there a clear exit strategy?

Apart from the criteria above, there are additional commonly applied evaluation criteria such as impact, coverage, connectedness, value-for-money, client satisfaction and protection used in the evaluation, although, not all criteria are applicable to every evaluation. Within the Outcome evaluation there can be additional evaluation questions specified for each the criteria, however all they must be agreed with the UNDP in Kazakhstan. Based on the above analysis, Individual Consultant (herein referred to as Consultant) must provide recommendations on how UNDP in Kazakhstan should adjust its programming, partnership arrangements, resource mobilization

strategies, working methods and/or management structures to ensure that the outcome change is achieved by the end of the current UN PFD and UNDP CPD period.

## **5. METHODOLOGY**

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This section suggests an overall approaches and methods for conducting the evaluation, as well as data sources and tools that will likely yield the most reliable and valid answers to the evaluation questions. However, the final decisions about the specific design and methods for the evaluation should emerge from consultations between the evaluation consultant the Participating UN Agencies about what is appropriate and able to meet the evaluation purpose, objectives and answers to evaluation questions.

This evaluation will be conducted by using methodologies and techniques suitable for the evaluation purpose, objective and evaluation questions as described in this ToR. In all cases, consultants are expected to analyse all relevant information sources, such as annual reports, project documents, mission reports, strategic country development documents and any other documents that may provide evidence on which to form judgements. The evaluation consultant is also expected to use interviews, surveys or any other relevant quantitative and qualitative tools as means to collect data for the evaluation. The evaluation consultant will make sure that the voices, opinions, and information of targeted citizens and participants of the CPD Outcome projects are taken into account.

The methodology and techniques to be used in the evaluation should be agreed upon with UNDP and other stakeholders and clearly outlined and described in detail in the Inception report and final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

The evaluation consultant should seek guidance for their work in the following materials:

- UNEG [Norms for Evaluation in the UN System](#)
- UNEG [Standards for Evaluation in the UN System](#)

The methodology and techniques to be used in the Evaluation should be agreed upon with UNDP and other stakeholders and clearly outlined and described in the inception report and final evaluation report, and should contain, at minimum, information in the tools used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

Evaluation may include, but is not limited to, the following methods of data collection:

- **Desk review** – review and identify relevant sources of information and conceptual frameworks that exist and are available (please, see Annex I).
- **Interviews** – structured, semi-structured, in-depth, key informant, focus group etc. to capture the perspectives of beneficiaries and non-beneficiaries, participating ministries, departments and agencies, relevant personnel from the Participating UN Agencies and local authorities (regional, district and at the level of a county), donors, other relevant stakeholders (including trainees, community members and community leaders) and others associated with the Programme.
- **Case studies** - in-depth review of one or a small number of selected cases, using framework of analysis and a range of data collection methods. Several case studies can be



quite sophisticated in research design, however simpler and structured approaches to case study can still be of great value.

- **Information systems** – analysis of standardized, quantifiable and classifiable regular data linked to a service or process, used for monitoring (desirable but not crucial).

The evaluation will use available data to the greatest extent possible. This will encompass administrative data as well as various studies and surveys. This approach will help address the possible shortage of data and reveal gaps that should be corrected as the result of the Evaluation.

The reliability of disaggregated data at the district level should be taken into account as the capacity for data collection at the local level is still quite low and it is relatively expensive to conduct comprehensive surveys at sub-regional level. In this regard, it is necessary to use objective and subjective data available from the official sources (national and local statistics offices, administrative data), additionally verified by independent sources such as surveys and studies conducted by local and international research companies, civil society organizations and UN agencies. The relevant sources and access to data will be provided by UNDP and national stakeholders respectively.

The evaluation consultant must provide evidence-based information that is credible, reliable and useful. It must be easily understood by UNDP partners and applicable to the remaining period of CPD.

## **6. EVALUATION DELIVERABLES AND TIMEFRAME**

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The evaluation consultant will prepare reports which triangulate findings to address the questions of the final evaluation, highlight key significant changes in regard to the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from selected staff. The structure of the reports should be used to guide the reader to the main areas (please, see Annex II for the Evaluation report template). The language of the reports should be simple, free from jargon and with specialist terms explained. It will be important to receive the report on a timely basis, as the information risks to be wasted if it arrives too late to inform decisions. Here are the principal evaluation products the evaluation consultant is accountable for following activities and deliverables:

1. **Evaluation inception report** (prepared after **Briefing** the evaluation consultant before going into the full-fledged data collection exercise and consist of *5-10 pages excluding annexes*) – to clarify the evaluation consultant’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (to be presented in an Evaluation matrix discussed below). The evaluation inception report should include a proposed schedule of tasks, activities and deliverables.
2. **Evaluation matrix** (suggested as a deliverable to be included in the Evaluation inception report) is a tool that evaluation consultant creates as map in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. (Please, see Table below)

Relevant Evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis
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3. **Draft evaluation report** (consist of 30-40 pages excluding annexes) – to be reviewed by the Participating UN Agencies and other respective stakeholders at the end of data collection. The draft evaluation report should contain all the sections outlined in the *Evaluation Report Template* (please, see Annex II) and be accompanied by a PowerPoint presentation for a Stakeholders’ meeting.

It should be noted that a **Stakeholders’ meeting**<sup>7</sup> is planned to be held in Astana (Almaty colleagues might join via Conference Call) to discuss findings of the *Draft Evaluation report* in order to get feedback from stakeholders, circulate the report to all the people who are recommended to attend the meeting, with time to read it first. The evaluation consultant should consider and incorporate stakeholders’ feedback as appropriate.

4. **Final Evaluation report.** The final task of the evaluation consultant is to prepare a comprehensive and well-presented copy of the final Evaluation report, covering all section of *Evaluation Report Template* (please, see Annex II) and containing 40-50 pages<sup>8</sup>. Evaluation brief and summary are required.

#### *Evaluation timeframe*

Deliverables	Working days
Conducting a desk review	4
Preparing the detailed evaluation inception report (to finalize evaluation design and methods)	2
In-country evaluation mission (visits to the field, interviews, questionnaires) and in country analysis with preliminary feedback to country stakeholders.	5
Preparing the draft report	7
Finalizing the evaluation report (incorporate comments provided)	5

*(e.g. 23 working days in total over a period of two months)*

## **7. QUALIFICATIONS AND EXPERIENCE:**

### **Functional competencies:**

#### Professionalism

- Good knowledge of the UNDP system and UNDP country programming processes (CPD/CPAP);
- Specialized experience and/or methodological/technical knowledge, including data collection and analytical skills, mainstreaming HRBA and gender to programming;

<sup>7</sup> Participation of the evaluation consultant in the Meeting is mandatory.

<sup>8</sup> Evaluation consultant may need to use ‘Times New Roman’ font at a size of 12 points, with Normal margin and line spacing 1.15.

- Results Based Management (RBM) principles, logic modelling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches.

#### Communications

- Good communication (spoken and written) skills, including the ability to write reports, conduct studies and to articulate ideas in a clear and concise style.

### **Required Skills and Experience**

#### Education

- Advanced university degree (Master's or equivalent) in social science, economics, or related field.

#### Experience

- 7 years of the relevant professional experience; previous experience with CPD/CPAP evaluations and/or reviews.
- Practical experience in Eastern Europe and CIS region and/or knowledge of the development issues in Middle Income Countries is an asset.

#### Language Requirements

- Excellent written and spoken English. Knowledge of Russian is an asset;
- Excellent report writing skills as well as communication skills.

#### Other attributes

- An understanding of and ability to abide by the values of the United Nations;
- Awareness and sensitivity in working with people of various cultural and social backgrounds.
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- It is demanded by UNDP that Consultant is independent from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation<sup>9</sup>.

### **Evaluation Ethics**

The evaluation must be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'<sup>10</sup> and should describe critical issues Consultant must address in the design and implementation of the evaluation, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people, as well as some categories of vulnerable population; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality. Consultant is also requested to read carefully, understand and sign the 'Code of Conduct for Evaluator in the UN System' (Annex III).

## **8. APPLICATION PROCEDURE**

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<sup>9</sup> For this reason, staff members of UNDP based in other country offices, the regional centers and Headquarters units should not be part of the evaluation consultant.

<sup>10</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

Interested candidates are invited to submit the following documents:

- Signed UNDP P11 form or detailed CV;
- Letters of recommendation (if any);
- A list of provided services in the field of the evaluation, monitoring and social studies in public policy, development studies, sociology or a related social science for the last three years;
- Membership in the research organizations is an asset;
- Proposed methodology of final Evaluation;
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided;

*\*P11, the template for financial proposal and General terms and Conditions for Individual Contracts could be found here:*  
<http://www.kz.undp.org/content/kazakhstan/en/home/operations/procurement/ic-contracts.html>

## 9. FINANCIAL PROPOSAL

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Lump sum contracts:

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel:

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

### ***Payment modalities and specifications***

<b>%</b>	<b>Milestone</b>
10%	At contract signing (to cover cost related with initiation of the evaluation, i.e. travel, communication etc.)
30%	Following submission and approval of the draft inception report by all Participating UN Agencies
60%	Following submission and approval of the final Evaluation report by all Participating UN Agencies

## **Annexure 2: List of Documents Reviewed**

Kazakhstan, the Republic of: President's Speech on "Kazakhstan 2050" (14 December 2012) (Source: President's Website)

UN in Kazakhstan: **Partnership Framework for Development** (UNPFD) 2016-2020  
UN in Kazakhstan: Partnership Framework for Development in Kazakhstan – Mid-Term Review, June 2018  
UN in Kazakhstan: Kazakhstan UNDAF (2010-2015) – Final Evaluation Report (December 2015)  
UN in Kazakhstan: Gender Equality SWAP-Scorecard, Assessment Results and Action Plan, UNCT, Kazakhstan, October 2017  
UN in Kazakhstan: Strategic Summary of Coordination Results 2017, UNCT, Kazakhstan  
UN in Kazakhstan: Annual UN Country Results Report Kazakhstan 2017

UNDP: **Country Programme Document** 2016-2020  
UNDP: (Corporate) Strategic Plan 2014-2017  
UNDP: Country Programme Action Plan 2010-2015  
UNDP: National Human Development Report, Kazakhstan 2016

UNDP: Expanding the Opportunities of the **Mangystau** Region in achieving Sustainable Development and Socio-Economic Modernization (2014-2017)  
UNDP: The Mangystau Project Annual Work Plan 2014  
UNDP: The Mangystau Project Annual Work Plan 2015  
UNDP: The Mangystau Project Annual Work Plan 2016  
UNDP: The Mangystau Project Annual Work Plan 2017  
UNDP: The Mangystau Project Minutes of the Project Management Board Meeting, 2015  
UNDP: The Mangystau Project Minutes of the Project Management Board Meeting, 2016  
UNDP: The Mangystau Project Progress Report 2015  
UNDP: The Mangystau Project Progress Report 2016  
UNDP: The Mangystau Project Progress Report 2017  
UN: The Mangystau Joint Project -Final Consolidated Narrative Report, 2017  
UN: The Mangystau Joint Project Financial Report 2015 for MPTF  
UN: The Mangystau Joint Project Financial Report 2016 for MPTF  
UN: The Mangystau Joint Project Financial Report 2017 for MPTF  
UN: Final Evaluation Report of Joint Project on Mangystau, November 2017

UNDP: Improving the Welfare and Quality of Life in the **Kyzylorda** Region through innovative approaches to delivering economic, social and environmental services to the local population, including those most vulnerable (2014-2017) (the Kyzylorda Project)

UNDP: The Kyzylorda Project Annual Work Plan 2014

UNDP: The Kyzylorda Project Annual Work Plan 2015

UNDP: The Kyzylorda Project Annual Work Plan 2016

UNDP: The Kyzylorda Project Annual Work Plan 2017

UNDP: The Kyzylorda Project Minutes of the Project Management Board Meeting, 2015

UNDP: The Kyzylorda Project Minutes of the Project Management Board Meeting, 2016

UNDP: The Kyzylorda Project Progress Report 2015

UNDP: The Kyzylorda Project Progress Report 2016

UNDP: The Mangystau Project Progress Report 2017

UN: The Kyzylorda Joint Project -Final Consolidated Narrative Report, 2017

UN: The Kyzylorda Joint Project Financial Report 2015 for MPTF

UN: The Kyzylorda Joint Project Financial Report 2016 for MPTF

UN: The Kyzylorda Joint Project Financial Report 2017 for MPTF

UN: Final Evaluation Report of Joint Project on Kyzylorda, November 2017

UNDP: **Empowerment of Women** in Kazakhstan – Project Document (2016-2018) (the Gender Project)

UNDP: The Gender project Annual Work Plan 2017

UNDP: The Gender Project Annual Work Plan 2018

UNDP: The Gender Project Final Project Progress Report 2018

UNDP: The Gender Project Minutes of Final PMB Meeting August 2018

UNDP: The Gender Project Final Lessons Learned Report 2018

UNDP: Support to Capacity Development of the **Republican Centre for Prevention and Control of AIDS** of the Ministry of Health & Social Development of the Republic of Kazakhstan in implementation of grant of the GFATM (2015-2017)

UNDP: HIV/AIDS Project Progress Report 2015

UNDP: HIV/AIDS Project Progress Report 2016

UNDP: HIV/AIDS Final Project Progress Report 2017

UNDP: HIV/AIDS Final Lessons Learnt Report 2017

UNDP: HIV/AIDS Project Minutes of Board Meeting 2015

UNDP: HIV/AIDS Project Minutes of Board Meeting 2016

UNDP: HIV/AIDS Project Minutes of Board Meeting 2017

UNDP: HIV/AIDS Project Letter of Agreement between UNDP and RCAIDS, 21 April, 2015

UNDP: Improving the system of **social protection** of population in line with priorities of social modernization (2015-2017)

UNDP: Social Protection Project Progress Report 2015

UNDP: Social Protection Project Progress Report 2016

UNDP: Social Protection Project Progress Report 2017

UNDP: Social Protection Project Annual Work Plan 2015

UNDP: Social Protection Project Annual Work Plan 2016

UNDP: Social Protection Project Annual Work Plan 2017

UNDP: Social Protection Project Minutes of PMB Meeting 2015

UNDP: Social Protection Project Minutes of PMB Meeting 2016

UNDP: Social Protection Project Minutes of PMB Meeting 2017

### Annexure-3 List of People Interviewed

<b>S No</b>	<b>Date and Time of Interview</b>	<b>Location</b>	<b>Name and Title of the Person(s) met / interviewed</b>
1	17 September 2018 09:00-09:30	UNDP Office	Introductory meeting with Zhanetta Babasheva, Programme Resources Monitoring and M&E Associate and Konstantin Sokulskiy, Head of Governance Unit, UNDP Kazakhstan
2	17 September 2018 09:30-10:30	UNDP Office	Nelly Perevertova, Project Manager, HIV Project, Almaty (through telephone)
3	17 September 2018 11:00-12:00	UNDP Office	Tatiana Davletgaliyeva, RCAIDS Portfolio Manager for GFATM, Almaty (through telephone)
4	17 September 2018 12:00-12:30	UNDP Office	Norimasa Shimomura, UN Resident Coordinator and UNDP Resident Representative
5	17 September 2018 14:00-15:00	UNDP Office	Vitalie Vremis, Deputy Resident Representative (with Zhanetta Babasheva and Konstantin Sokulskiy)
6	18 September 2018 09:30-10:45	UNDP Office	Botagoz Yussupova, Project Manager and Olga Yugai, Project Expert, Social Protection Project
7	18 September 2018 11:00-12:00	UNDP Office	Tabergenova Aigul, Director of the Department of Social Services and National Project Director
8	18 September 2018 14:00-14:30	UNDP Office	Meeting with Konstantin Sokulskiy
9	19 September 2018 12:00-13:00	UNDP Office	Meeting with E&E staff Firuz Ibrohimov, Chief Technical Expert and Alexandr Belyi, Project Manager UNDP-GEF Project on Energy Efficiency
10	19 September 15:00-16:00	UNDP Office	Gulzhamal Issayova, Green Economy Project
11	20 September 2018 15:00-16:00	UNDP Office	Zhanetta Babasheva, Programme Resources Monitoring and M&E Associate and Konstantin Sokulskiy, Head of Governance Unit
12	20 September 2018 16:00-17:00	UNDP Office	Rashida Naubetova, former Project manager,



			Gender Project
13	21 September 2018 10:30-12:00	UNDP Office	Telephone interview with Bayan Yegizbayeva former Project Manager of the Kyzylorda project
	21 September 2018 12:00-13:00	UNDP Office	Telephone interview with Altyn Yesskarayeva Deputy Director, the Division of Social Programmes and Employment, Kyzylorda region akimat
14	21 September 2018 14:30-16:00	UNDP Office	Presentation of draft findings to Vitalie Vremis and others
15	21 September 2018 16:00-17:00	UNDP Office	Telephone interview with Lyazzat Kaltayeva Chair of Public Association of Women with Disabilities "Shyrak
16	27 September 2018 15:00-16:30	Skype call from Home	Irina Goryunova, Assistant Resident Representative, UNDP Kazakhstan

## Annexure 4: Evaluation Matrix

Relevant Evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis
Relevance	To what extent outcome is aligned with national priorities and needs?	<p>Are the outcome interventions still relevant and aligned today as they were when formulated?</p> <p>Were there wide-ranging stakeholder consultations before formulation of outcome?</p> <p>Was there any expectation of a multiplier effect?</p>	<p>Vision 2050</p> <p>Government documents</p> <p>PFD PFD – Mid-Term Review (2018)</p> <p>UNDAF UNDAF – Final evaluation (2015)</p> <p>NHDR</p> <p>Project documents</p> <p>Interviews (UN, GoK, CSOs) Field visits</p>	<p>Desk review of key documents (secondary data)</p> <p>Interviews with partners in government, civil society, UN, target groups and other development partners</p> <p>Field visits</p>	A matrix analysing alignment of project objectives with relevant Vision 2050 goals, PFD goals and concerned SDGs	<p>Causal analysis</p> <p>Adequacy of information to comment on evaluation criteria</p> <p>Triangulation</p>
	Does the outcome address relevant / right target groups and	Do the interventions address needs of women, youth, PWDs				Background documents to formulation of

	geographical areas?	and other vulnerable groups?  Was there any involvement of or consultation with these groups?  How did UNDP go about assessing the diverse perspectives of target groups?			PFD and CPAP and relevant projects.  Report from the consultations workshop.	
	Did UNDP play a role in introducing GoK to best global/regional practices to promote SMEs, knowledge and innovation based economy, social entrepreneurship, skills building, market intelligence?	Given multiple partners that contribute to the outcome, what synergies were derived with other players to achieve the outcome?  Give examples of best practices shared by UNDP in areas mentioned.			Examples provided by UNDP Project staff.	
	Do the outcome and associated projects follow rights based approach (inclusion, participation, accountability) and	Is there a “theory of change” in the outcome model? How are core principles (such as “leave no one behind”) reflected			Every project collects gender-disaggregated targets.  M&E Plan has	

	gender equality principles?	in the design of the outcome / projects?  What are the mechanisms for mainstreaming gender in outcome activities?  Are gender-disaggregated data collected?			gender equality indicators.	
Efficiency	Have the outcome interventions been cost-effective?	What was administrative cost in relation to programming costs?  Did the projects create parallel structures (PMUs) or had embedded staff in ministries?	Vision 2050  Government documents  PFD PFD – Mid-Term Review (2018)  UNDAF UNDAF – Final evaluation (2015)  CPAP NHDR Project documents Project financial reports  Interviews (UN, GoK, CSOs)	Desk review of key documents (secondary data)  Interviews with partners in government, civil society, UN, target groups and other development partners  Field visits	Administrative cost under 10%  No PMUs.  Project staff embedded and part of the ministry	Causal analysis  Adequacy of information to comment on evaluation criteria  Triangulation

			Field visits			
	To what extent UNDP's implementation, monitoring and evaluation systems were efficient?	<p>Was there an M&amp;E plan? Was it followed? Were there any joint monitoring missions?</p> <p>Were UNDP procedures well understood? Were there any bottlenecks in procurement / recruitment?</p> <p>Did Outcome Board / Results Board meet regularly?</p> <p>Did any external factors affect the outcome?</p>			<p>Compliance with M&amp;E plan</p> <p>Evidence of joint monitoring</p>	
	Was there any consideration for social and environmental cost?	<p>Did the projects have any adverse environmental impact?</p> <p>Were any social groups harmed or excluded?</p>			Social and environmental monitoring included in the monitoring reports or evaluation reports	
	Was UNDP's C&A strategy efficient?	Did UNDP follow a robust			Evidence of appropriate	

		communications and advocacy strategy?  Did it reach out to the vulnerable groups? What methods did it use?			communication methods used	
Effectiveness	Have the planned results been achieved?	Are outputs on track?  What is the outlook for remaining period?  What key results has UNDP contributed to? Give examples.  What is UNDP's comparative advantage vis-à-vis other partners?	Vision 2050  Government documents  PFD PFD – Mid-Term Review (2018)  UNDAF UNDAF – Final evaluation (2015)  CPAP NHDR Project documents  Interviews (UN, GoK, CSOs) Field visits	Desk review of key documents (secondary data)  Interviews with partners in government, civil society, UN, target groups and other development partners  Field visits	Positive reviews of UNDP by partners  Examples of UNDP contribution to outcome	Causal analysis  Adequacy of information to comment on evaluation criteria  Triangulation
	Did outcome projects contribute to changes in legislation and policies,	Did Project activities lead to changes in or formulation of new			List of new laws / policies / rules / guidelines as a	

	capacities and innovations?	<p>laws and policies for achievement of outcome?</p> <p>Did projects enhance capacities of institutions, individuals and communities?</p> <p>Did projects demonstrate innovative approaches to development? Examples.</p>			<p>result of project activities</p> <p>Index of local government empowerment / relative share of resources spent by local bodies</p> <p>Examples of innovative approaches provided by UNDP, triangulated in field</p>	
	To what extent did the vulnerable groups benefit from the outcome interventions?	<p>Considering skill and knowledge intensive nature of SME development, did most vulnerable groups benefit from this activity?</p> <p>How did women benefit from outcome interventions?</p>			<p>Socio-economic profile of beneficiaries</p> <p>Per cent of women starting new enterprises</p>	
	To what extent did partnership strategy contribute to	Did UNDP have a well-articulated and wide-ranging			Stakeholder analysis matrix to ascertain	

	achievement of outcome?	partnership strategy to achieve this outcome?  What has been the contribution of the partners?			partner contribution	
	Was coordination of activities optimal?	Was coordination with national partners effective?  How did UNDP coordinate with CSOs, private sector?  What was coordination mechanism with participating UN agencies?			Evidence of coordination meetings, minutes and reports	
	Were there unintended results – positive or negative – from the outcome activities?	Did any external factors contribute to unintended results?			No negative unintended result	
Sustainability	Is there a well-articulated time-bound exit strategy?	Are any of the project activities becoming part of the national programmes?  What are the indicators of national ownership of the	Vision 2050  Government documents  PFD PFD – Mid-Term Review (2018)	Desk review of key documents (secondary data)  Interviews with partners in government, civil society,	Extent to which national budget funds project activities  Mainstreaming	Causal analysis  Adequacy of information to comment on evaluation criteria



		project activities?	UNDAF UNDAF – Final evaluation (2015)  CPAP NHDR Project documents  Interviews (UN, GoK, CSOs) Field visits	UN, target groups and other development partners  Field visits	of project activities in the national plans and strategies	Triangulation
	How did UNDP contribute to capacity building of partners?	Was capacity development an explicit goal in the projects with clear capacity development plans?  Are there any national level replication / scaling up plans?				
	To what extent did the outcome projects document the knowledge acquired during implementation?	What knowledge products were developed and how disseminated?  Did the outcome projects set up mechanism to			Knowledge products, manuals, guidelines	

		document lessons learned?  Do policy and regulatory frameworks exist to support continuation of benefits?				
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## **Annexure 5: Interview checklist**

### **Relevance**

**To what extent outcome is aligned with national priorities and needs? How has UNDP initiative contributed to relevant national policies / strategies / programmes? What do you consider to be good contributions?**

Considering significant changes in the development context of Kazakhstan, do you think the outcome interventions are still relevant and aligned today as they were when formulated? Was UNDP flexible enough to adapt to emerging priorities? Give examples.

Were there stakeholder consultations before formulation of outcome / PFD? Is there a record note available? Do you think these were representative consultations involving all vulnerable groups?

Was there a strategy behind UNDP projects under this outcome? What is the conceptual basis for these projects?

Does the outcome address relevant / right target groups and geographical areas?

Do the interventions address needs of women, youth, PWDs and other vulnerable groups? What specific projects do that? Was there any involvement of or consultation with these groups? How did UNDP go about assessing the diverse perspectives of target groups?

Did UNDP play a role in introducing GoK to best global/regional practices to promote SMEs, knowledge and innovation based economy, social entrepreneurship, skills building, market intelligence? Give examples of best practices shared by UNDP in areas mentioned. What was appropriate? What was not?

Given multiple partners that contribute to the outcome, what synergies were derived with other players to achieve the outcome?

Do the outcome and associated projects follow rights based approach (inclusion, participation, accountability) and gender equality principles?

Is there a “theory of change” in the outcome model? How are core principles (such as “leave no one behind”) reflected in the design of the outcome / projects?

What are the mechanisms for mainstreaming gender in outcome activities? Are gender-disaggregated data collected?

### **Efficiency**

Have the outcome interventions been cost-effective? Did UNDP use its human and financial resources

well? Did UNDP receive funds on time? Were there timely approvals of projects / AWP's?

What was administrative cost in relation to programming costs? Did the projects create parallel structures (PMUs) or had embedded staff in ministries?

To what extent UNDP's implementation, monitoring and evaluation systems were efficient? Easy to understand? Did they align with government procedures? Were UNDP procedures well understood? Were there any bottlenecks in procurement / recruitment?

Was there an M&E plan? Was it followed? Were there any joint monitoring missions? Did Outcome Board / Results Board meet regularly? Did any external factors affect the outcome?

Was there any consideration for social and environmental cost? Did the projects have any adverse environmental impact? Were any social groups harmed or excluded? Is the Project staff aware of these issues?

Was UNDP's C&A strategy efficient? Did UNDP follow a robust communications and advocacy strategy? Did it reach out to the vulnerable groups? What methods did it use? Radio, TV, print, internet?

## **Effectiveness**

Have the planned results been achieved or on course of being achieved? Are outputs that you are familiar with on track? Any outputs off-track? Reasons? What is the outlook for remaining period? What are short-term and long-term effects of this outcome?

What key results has UNDP contributed to? Give examples. What is UNDP's comparative advantage vis-à-vis other partners?

Did outcome projects contribute to changes in legislation and policies, capacities and innovations?

Did Project activities lead to changes in or formulation of new laws and policies for achievement of outcome?

Did projects enhance capacities of institutions, individuals and communities?

Did projects demonstrate innovative approaches to development? Examples.

To what extent did the vulnerable groups benefit from the outcome interventions?

Considering skill and knowledge intensive nature of SME development, did most vulnerable groups benefit from this activity?

How did women benefit from outcome interventions?

To what extent did partnership strategy contribute to achievement of outcome? Did UNDP have a well-articulated and wide-ranging partnership strategy to achieve this outcome? What has been the contribution of the partners?

Was coordination of activities optimal? Was coordination with national partners effective? What are the coordination mechanisms? How did UNDP coordinate with CSOs, private sector? What was coordination mechanism with participating UN agencies?

Were there any unexpected results, negative or positive? What were they? Who has been affected?

In terms of the overall benefits, did the projects benefit limited number of areas and people? Were the results demonstrated strong enough for government to scale up /replicate? Were there any multiplier effects?

What specific benefits occurred to the poor and disadvantaged?

### **Sustainability**

Is there a well-articulated time-bound exit strategy? Are any of the project activities becoming part of the national programmes? What are the indicators of national ownership of the project activities? Are there any national level replication / scaling up plans?

Are local governments contributing or willing to contribute resources to continue the activities beyond the projects?

How did UNDP contribute to capacity building of partners? Was capacity development an explicit goal in the projects with clear capacity development plans?

To what extent did the outcome projects document the knowledge acquired during implementation? What knowledge products were developed and how disseminated? Did the outcome projects set up mechanism to document lessons learned?

Do policy and regulatory frameworks, and institutions and partners, exist to support continuation of benefits? Or up scaling?

Have the new approaches, systems become part of the organisational behaviour of (local) government

## **Annexure-6 Evaluation Consultant Code of Conduct**

### Evaluation Consultant:

- ✓ Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
- ✓ Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- ✓ Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluation consultant must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluation consultant is not expected to evaluate individuals, and must balance an Evaluation of management functions with this general principle.
- ✓ Sometimes uncover evidence of wrong doing while conducting Evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluation consultant should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
- ✓ Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluation consultant must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluation consultant should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
- ✓ Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
- ✓ Should reflect sound accounting procedures and be prudent in using the resources of the Evaluation.

**Evaluation Consultant Agreement Form<sup>11</sup>**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

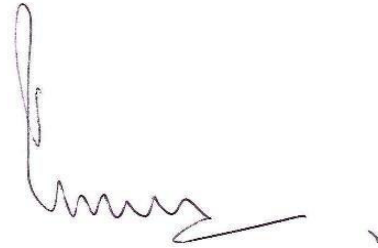
**Name of Consultant:** Pradeep Kumar Sharma

**Name of Consultancy Organization (where relevant):** \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at *New Delhi* on *27 Aug 2018*

Signature:



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<sup>11</sup> For more information on Code of Conduct please visit:  
[www.unEvaluation.org/unegcodeofconduct](http://www.unEvaluation.org/unegcodeofconduct)

## **Annexure 7: Short Bio of the Evaluation Consultant**

### **Pradeep Sharma, Ph D Independent Development Consultant**

Pradeep Sharma is an independent development consultant and has consulted with UNDP on various evaluation and programme formulation assignments. He undertook outcome evaluation of CPAP for UNDP India; evaluation of HIV/AIDS project for UNDP India; formulated new project on decentralization for UNDP Cambodia; and evaluated UNV India project on youth centres.

Previously, he worked as Deputy Resident Representative (Programme and Operations), UNDP Kyrgyzstan (2010-2015); Senior Assistant Country Director and acting Deputy Country Director (2007-2010), UNDP Timor-Leste; and Assistant Country Director and Head of Public Policy and Local Governance in UNDP New Delhi (2000-2007). He worked as a Consultant to the World Bank on their project “Trade Policy and Resource Allocation in Indian Agriculture” (1990) and on the University of Maryland (IRIS Center) project on “Liberalization and Reforms in Selected Agricultural Marketing Institutions” (1995). He was a Decentralization Advisor to UNDP Indonesia (2006). He is a former civil servant of the Government of India (1975-2000). He has co-edited two volumes on decentralization both published by Oxford University Press (2006 and 2007). He has also published a book on India’s Food Policy besides a number of research papers in journals of repute. He was a Fellow at the UNDP’s Oslo Governance Centre (2004) to work on the “Role of Civil Society in Right to Information: A Perspective from India”.

He holds a Ph D in Economics from Jawaharlal Nehru University (1995); Master’s in Development Economics from the University of East Anglia, Norwich (1988); Master’s in Commerce (1974) and Bachelor’s in Commerce (1972) both from University of Rajasthan, Jaipur (with Gold Medals)). He has multi-country experience with very different political and development contexts.