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UNDP-Kazakhstan

**Outcome Evaluation of
The Practice Area of Natural Resources Management (NRM)
As part of UNDP's Country Programme for 2010-2015**

**Final Report
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Executive Summary

Purpose of the outcome evaluation

*This outcome evaluation is conducted in order to assess the impact of UNDP's development assistance in the **Practice Area of Natural Resources Management (NRM)**, under **Outcome #2: "Government, communities and civil society practice an integrated approach to sustainable development, natural resource management in national and transboundary perspectives"** of the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP) for Kazakhstan for 2010-2015. This evaluation is called upon in the Evaluation Plan of UNDP-Kazakhstan for 2010-2015.*

This evaluation will also assess UNDP's contribution of the Practice Area of NRM as part of to the United Nations Development Assistance Framework (UNDAF) in Kazakhstan for 2010-2015.

As this outcome evaluation is conducted in 2013, at the mid-term of the current UNDP's programme cycle for 2010-2015, it will contribute to the preparation of the new UNDP country programme which will be started as of 2016 as well as to the preparation of the forthcoming UNDAF which is also scheduled to start in the same year.

Methodology of the evaluation

*The outcome evaluation was conducted in line with the ToRs provided by the UNDP-Country Office for this assignment which are attached in **Annex 1**. An in-country mission was conducted between 1 and 5 April 2013, which allowed meeting with key UNDP actors and partners involved in the Practice Area of NRM, including Governmental institutions and NGOs as well as all the projects which have been implemented by UNDP (including key major projects already completed). The in-country mission also allowed completing the collection of documentation and background information needed for capturing the latest developments related to the scope of this evaluation.*

The methodology of this evaluation also requested that ratings should be used to assess the results, relevance, effectiveness, efficiency, sustainability as well as the impact of the Practice Area, in line with GEF M&E guidelines despite the fact that the UNDP evaluation policy does not require ratings as part of its performance standards. As such, ratings are provided for specific sections of the evaluation

Description of the UNDP Country Programme for 2010-2015

UNDP's Country Programme Document (CPD) for 2010-2015 derives from the country analysis and the United Nations Development Assistance Framework (UNDAF) for 2010-2015. Its preparation included consultations with partners in the Government, civil society, the private sector, the United Nations system and the international community. The CPD was approved by the UNDP/UNFPA Executive Board in September 2009.

The Country Programme Action Plan (CPAP) provides the operational details for Government-UNDP cooperation for the period 2010-2015; it is based on the CPD for 2010-2015. The CPAP together with its Annual Work Plans (AWPs) constitute a project document as referred to in the Standard Basic Assistance Agreement (SBAA) signed between the Government of Kazakhstan and UNDP in 1994 and which governs UNDP's assistance to the country.

As indicated in the CPD, UNDP's engagement will contribute to achievement of the 'Kazakhstan 2030' strategy and the 'Concept for Transition to Sustainable Development' until 2024. The CPD aims at assisting Kazakhstan with its national competitiveness agenda, focusing on human development for all. The CPD is centered on national priorities and the development of national capacities in three areas presented as the CPD outcomes which are the following:

- i. Economic and social well-being for all, with particular attention to vulnerable groups;*

- ii. *Environmental sustainability, focused on the sustainable management of natural resources; mitigation and adaptation to climate change; and preparedness for natural and man-made disasters; and*
- iii. *Effective governance, focused on promoting and protecting human rights and strengthening democratic institutions.*

The total financial envelope of the CPD is estimated at \$44.04 million, of which \$4.44 million represents the envisaged allocation of regular (or core) resources, while programme funds to be mobilized from other sources are targeted at \$39.6 million.

Description of the Practice Area of NRM within the CPD 2010-2015

The Practice Area of NRM constitute one of the three Practice Areas under Outcome 2 of the CPD, and calls upon UNDP to enhance capacities for integrated natural resources management, sustainable mechanisms to increase financing for biodiversity conservation and sustainable water services, models for land use planning and management as well as management of trans-border water resources.

The CPD has set forth a series of Outputs under this Practice Area; these Outputs are aligned with the Outputs under Outcome 2 of the UNDAF. Accordingly, by achieving the Outputs of the identified under the CPD, UNDP would be also achieving the Outputs of the UNDAF.

However, this is not the case for the CPAP which has indicated different Outputs from those planned under the CPD for the same Practice Area, and which do not completely overlap with the CPD Outputs under the Practice Area of NRM.

Accordingly for the purpose of this Outcome Evaluation, and given that the CPD Outputs under the Practice Area of NRM are aligned with the Outputs of the UNDAF, the basis for measuring the performance of the Practice Area of NRM will be made according to the Outputs of the Practice Area of NRM as defined under the CPD.

Achievement of the Results of the Practice Area of NRM

The Outcome Evaluation has tracked the achievements of the Outputs and indicators indicated in the CPD for the Practice Areas of NRM by analyzing the results of all the projects implemented under the Practice Area of NRM during the CPD duration of 2010-2015. The overall analysis of the projects shows an impressive number of projects under this Practice Area which have evolved at exponential speed in the first half of the CPD period. The analysis indicates that the projects can be consolidated according to the following areas:

- i. *Projects aiming at BD conservation in general and PAs management in specific*
- ii. *Projects aiming at combating land degradation including adaptation to climate change in the agriculture sector*
- iii. *Strategic support to the GoK in moving forward its sustainable development agenda at the national and regional level*

The outcome evaluation has measured the achievement of the indicators at the level of each output in order to measure the results of the Practice Area, which confirmed that the Practice Area of NRM has exceeded by far the planned results at the level of the CPD, the description of the achievement of the Outputs is presented in Table 10 of the report and can be summarized as follows:

- ***For Indicator 1: Increased funding for biodiversity (BD) trust fund capitalization to \$4.5m.*** *This has target has been achieved through the establishment of the Biodiversity Conservation Fund of Kazakhstan with a turn-over of \$2.5 million. Moreover, and the mobilization of over \$2 million from the Fund for Financial Support of Agriculture under different UNDP/GEF projects.*

- **For Indicator2: At least 2 of river basin integrated water and resources management (IWRM) plans developed.** This indicator has been fulfilled through the establishment of a model and of a database for the Ili-Balkash Basin for IWRM. Efforts are currently underway through MEP/Kazhydromet to develop a unified state database covering all basins to improve water resource monitoring in the country.
- **For Indicator 3: At least 2 tools for landscape-level conservation and planning developed and integrated into the stakeholders' policies and practices.** Several models for land-use planning and management in all the ecosystems types of Kazakhstan; namely Forest, Mountain, Steppe and Desert ecosystems have been implemented and tested. UNDP supported the establishment of a solid programme for PAs management including the establishment of wildlife corridors, landscape planning tools, as well as multi-sectoral coordination in ecosystems management.

The analysis of the Effectiveness and Efficiency of the Practice Area was based on several factors which confirmed the high performance of the different projects, these factors include:

- A high standard of human capital
- Adaptive management
- Synergies and economy of scale in projects' implementation

For the analysis of the Relevance, the Outcome Evaluation has provided strong evidence for the anchoring of the Practice Area within national policies and plans by describing the following:

- Positioning the Practice Area of NRM in the evolving national context
- Positioning the Practice Area of NRM in the evolving environmental context
- Positioning the Practice Area of NRM in the evolving environmental programmes Impact

The Impact of the Practice Area of NRM was mainly documented in the field of PAs as well as the impact of the Practice Area of NRM in other areas of intervention. The Outcome Evaluation highlighted some challenges related to the impact of the Practice Area in the field of PAs which should be addressed by UNDP, these are:

- Promoting alternative (sustainable) livelihoods initiatives.
- Adapting Kazakhstan's PAs to Climate Change.

The Sustainability of the Practice Area was confirmed based on the results of the evaluations conducted for the GEF funded projects. The Outcome Evaluation has however raised some challenges facing the Practice Area of NRM in securing the sustainability of the projects most of which related to PAs management, and this has mainly concerned the following aspects:

- Institutional framework and governance risks, and
- Socio-economic risks.

As per the ToRs of the Outcome Evaluation, these criteria have been rated according to the scale provided in the ToRs and the consolidated ratings are presented in the Table below.

Criteria	Rating	Justification
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<i>Overall results</i>	<i>Highly Satisfactory</i>	<i>The indicative resource mobilization target of \$8.3 million from non-core sources under the Practice Area of NRM has been doubled through direct contributions through the UNDP-CO and reached over \$20 million, without accounting indirect contributions and core resources (refer to Tables 6 and 7 of this report). By measuring the results to the indicators set forth in the CPD under the Practice Area for NRM, the Outcome Evaluation can conclude that the Practice Area of NRM has exceeded by far the planned results at the level of the CPD.</i>
<i>Effectiveness and Efficiency</i>	<i>Highly Satisfactory</i>	<i>The overall performance of the Practice Area of NRM shows a high degree of efficiency and effectiveness which greatly contributed to the successful implementation of this large number of projects (18 projects as documented in Tables 6 and 7 below) under the practice area and which is extensively well reflected within the different independent evaluations conducted for the projects under this Practice Area.</i>
<i>Relevance</i>	<i>Relevant</i>	<i>The Outcome Evaluation has confirmed that the Practice Area of NRM is tightly anchored within the national as well as environmental strategies and plans of Kazakhstan. The Practice Area has also responded to the changes in the national strategies and plans as well as to the new environmental programmes of Kazakhstan, namely MEP's programme, 'Zhasyl Damu' (Green Growth) for 2010-2014.</i>
<i>Impact</i>	<i>Significant</i>	<i>The Outcome Evaluation has confirmed that the Practice Area of NRM has provided tangible positive impacts in promoting the national environmental agenda of Kazakhstan.</i>
<i>Sustainability</i>	<i>Likely</i>	<i>The Outcome Evaluation has confirmed that the Practice Area of NRM has ensured the sustainability of its activities. It is also considered that the anchoring of the current and future programmes within national priorities will strengthen their sustainability.</i>

Recommendations and proposals for future directions included the following:

1. From the MTR towards the FE of the Practice Area of NRM. *The Outcome Evaluation confirmed the significant achievements of the Practice Area of NRM which allow UNDP to dedicate more efforts under the remaining duration of the CPD to consolidate its results and impacts and to prepare the next CPD based on the results achieved to date.*

The Evaluation recommended undertaking a retrofitting exercise of its indicators for its FE, given that the MTE has confirmed the current indicators and their targets have already been met (and largely exceeded). As such, the Outcome Evaluation has made some suggestions for potential indicators which could be used at the final evaluation and which could support in the design of the next CPD.

2. Strategic restructuring of the interventions of the Practice Area for NRM. *The Outcome Evaluation provided an analysis for delineating the interventions of the Practice Area for NRM under these future pillars of UNDP: the Socio-economic Pillar and the International Pillar. The Evaluation*

made a proposal for clustering the current interventions under the two pillars and ensures that future interventions under the Practice Area are also in line with these strategic orientations. This will provide the Practice Area a strategic focus and clear priority setting for the future UNDP's interventions under this Practice Area.

3. Strengthening the institutional sustainability of the PAs system and the focus on ACC. *The Outcome Evaluation has demonstrated that the Practice Area of NRM has covered relevant areas of intervention with a high level technical edge and a strong management capacity which confirmed UNDP's added-value in this area. While UNDP is sustaining its efforts through the continuation of programmes which allow the uptake of on-going efforts, the Evaluation described approaches for strengthening in future interventions the following aspects:*

- *Addressing the institutional framework and governance risks at the level of the PAs system of Kazakhstan.*
- *Integrating ACC within the Practice Area of NRM, to strengthen the resilience of the fragile ecosystem to CC risks as indicated in the findings of the Outcome Evaluation.*

4. Cooperation with UN agencies under the Practice Area of NRM. *The Evaluation confirmed that UNDP has knit a close and continuous cooperation with the all concerned national institutions at central and local level as well with NGOs, the cooperation with different UN agencies as called upon within the UNDAF has been limited due to the limited operations of the other UN agencies in this area. The Outcome Evaluation has identified areas of previous cooperation with other UN agencies and the scope for future cooperation which can be strengthened by the UNDP-CO.*

Best and worst practices related to the evaluation

This section has been dedicated to future trends related to financing of the Practice Area of NRM. The Outcome Evaluation highlighted some trends related to financing of NRM in Kazakhstan under this section which can contribute to capturing key factors related to this important aspect.

The Evaluation reiterated the important role which UNDP can play to support MEP in mainstreaming NRM in national sectoral programmes and concretizing this cooperation with tangible resource mobilization results.

Other recommendations identified through UNDP's experience in Kazakhstan for promoting innovative financing mechanisms for adaptation to climate change were indicated by the Evaluation.

This Outcome Evaluation has demonstrated that the Practice Area of NRM has not faced constraints to date in resource mobilization. Although a large part of its resources have been allocated from GEF, several other sources of funding were secured and can be considered as a break-through for UNDP, such as in the case of the funding from the EU and USAID.

As such, it is realistic to consider that the Practice Area of NRM remains well placed to continue to benefit from its comparative advantage of responding to national needs through effective and efficient approaches and will be able to further develop its portfolio despite constraints of funding especially in the case of Kazakhstan which is not eligible to many donors anymore.

1. Introduction

1.1. Purpose of the outcome evaluation

This outcome evaluation is conducted in order to assess the impact of UNDP's development assistance in the *Practice Area of Natural Resources Management (NRM), under Outcome #2: "Government, communities and civil society practice an integrated approach to sustainable development, natural resource management in national and transboundary perspectives"* of the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP) of Kazakhstan for the period 2010-2015. This evaluation is called upon in the Evaluation Plan of UNDP-Kazakhstan for the period 2010-2015.

This evaluation will also assess UNDP's contribution of the Practice Area of NRM as part of to the United Nations Development Assistance Framework (UNDAF) in Kazakhstan for 2010-2015, and more specifically to its pillar related to *Environment Sustainability: "By 2015, communities, national, and local authorities use more effective mechanisms and partnerships that promote environmental sustainability and enable them to prepare, respond and recover from natural and man disasters"*.

This evaluation will also assess UNDP's supports to the Government of Kazakhstan in meeting the National Strategy of Kazakhstan 2030 and the Millennium Development Goals with special focus on environmental management, improvement and sustainable management of natural resources and land.

By evaluating its contribution to the CPD and other strategic planning tools during the period 2010-2013, UNDP-Kazakhstan will be able to take stock of previous and on-going efforts and lessons learned and generate lessons learned and recommend actions to improve performance in future programming and partnership development.

Moreover, as this outcome evaluation is conducted in 2013, at the mid-term of the current UNDP's programme cycle for 2010-2015, it will contribute to the preparation of the new UNDP country programme which will be started as of 2016 as well as to the preparation of the forthcoming UNDAF which is also scheduled to start in the same year.

1.2. Specific aspects to be raised as part of the evaluation

An important wealth of information exists at the level of the different GEF funded projects which have been implemented by UNDP-Kazakhstan in the field of integrated natural resources management investigated, and more specifically in the fields of biodiversity conservation and combating land degradation. As such, the evaluation has drawn upon the technical and management achievements of UNDP which are documented in the mid-term and final evaluations conducted for these GEF projects and has highlighted the lessons learned and strategic recommendations raised within these evaluations.

The outcome evaluation has also looked into the identification of new areas for interventions in the area of NRM in line with Government's interest and which should be taken into account in future programming activities.

The outcome evaluation has given special attention for assessing the efficiency and effectiveness of financing tools and mechanisms supported by UNDP in view of increasing Government spending on ecosystem management.

Special focus within this evaluation is also given to modalities for responding to capacity development needs in Kazakhstan, at the systemic, institutional and individual levels, within the different programmes, in view of responding to capacity development needs required for continuing the efforts deployed to date by UNDP-Kazakhstan in mainstreaming biodiversity and land degradation in national development plans and activities.

1.3. Methodology of the evaluation

As per the ToRs of this assignment attached in **Annex 1** of this report, a desk review and a preliminary scoping exercise were conducted in order for the consultant to propose the different tools of the evaluation. In line with the requirements of the assignment, the key steps followed by the outcome evaluation are summarized in **Table 1** below.

The in-country mission was conducted between 1 and 5 April 2013, the programme of the mission attached in **Annex 2**. The interview note includes the list of persons interviewed during the mission. The in-country mission allowed to meet with key UNDP actors and partners involved in the NRM practice area. The in-country mission allowed meeting the large array of national institutions and actors as well as all the projects which have been implemented by UNDP (including key major projects already completed). As such, the main institutions met during the in-country mission allowed an in-depth understanding of the overall impact of the Practice Area and can be summarized by the following:

- UNDP CO management and EE Unit
- All projects under the NRM practice area
- National Directors of the projects under the NRM practice area
- Ministry of Environmental Protection, including key department such as the Forestry and Hunting Commission, the Fishing Committee, the Green Economy Focal Point and UNCCD Focal Point
- Land Management Committee of the Ministry of Regional Development
- Fund for Financial Support of Agriculture (FFSA) of the Ministry of Agriculture
- Several NGOs including ACBK, the Biodiversity Conservation Fund of Kazakhstan, AkBota and REC-CA
- International agencies involved in NRM area including: EU, USAID and OSCE

Table 1. Key steps conducted as part of UNDP's EE outcome evaluation

Step	Timing	Content
Desk Review	February–March 2013	Desk review of related documents.
In-country mission	1-5 April 2013	The consultant conducted extensive Face-to-face interviews with key stakeholders; including project staff, partner institutions and current or potential donors.
Evaluation Report	April-June 2013	A draft evaluation report was submitted to UNDP in line with the ToRs of the assignment. A final evaluation report will be submitted 5 days upon receipt of the comments on the Draft evaluation report from UNDP.

The in-country mission also allowed completing the collection of needed documentation and background information needed for capturing the latest developments related to the scope of this evaluation. **Annex 3** of this report includes the list of documents reviewed as part of this evaluation.

Finally, and in line with UNDP's evaluation guidelines, the evaluation report also includes in its **Annex 4** the "Code of conduct" duly signed by the evaluator.

1.4. Structure of the evaluation report

As per the ToRs of this assignment, the evaluation report includes the following main sections:

- Introduction
- Description of the Practice Area of NRM
- Results of the Outcome Evaluation including an assessment of the following aspects:
 - Overall results
 - Relevance
 - Effectiveness
 - Efficiency
 - Sustainability
 - Impact
- Recommendations & Lessons Learned
- Annexes

While the UNDP evaluation policy does not require ratings as part of its performance standards, the ToRs for this assignment have requested that ratings should be used to assess results, relevance, effectiveness, efficiency, sustainability as well as the impact, in line with GEF M&E guidelines¹. As such, ratings are provided for specific sections of the evaluation indicated according to the scale indicated in the **Table 2** below.

Table 2. Ratings scale adopted by the outcome evaluation

<i>Ratings for Results, Effectiveness and Efficiency</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings:</i>
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) <i>Impact ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)

2. Description of the Practice Area of NRM

2.1. The UNDP Country Programme 2010-2015

UNDP's 2010-2015 Country Programme Document (CPD) derives from the country analysis and the United Nations Development Assistance Framework (UNDAF) for 2010-2015. Its preparation included consultations with partners in the Government, civil society, the private sector, the United

¹ Revised GEF M&E Policy, 2010

Nations system and the international community. The CPD was approved by the UNDP/UNFPA Executive Board in September 2009.

The Country Programme Action Plan (CPAP) provides the operational details for Government-UNDP cooperation for the period 2010-2015, it is based on the CPD for 2010-2015. The CPAP together with its Annual Work Plans (AWPs) constitute a project document as referred to in the Standard Basic Assistance Agreement (SBAA) signed between the Government of Kazakhstan and UNDP in 1994 and which governs UNDP's assistance to the country.

As indicated in the CPD, UNDP's engagement will contribute to achievement of the 'Kazakhstan 2030' strategy² and the 'Concept for Transition to Sustainable Development' until 2024. The CPD aims at assisting Kazakhstan with its national competitiveness agenda, focusing on human development for all. The CPD is centered on national priorities and development of national capacities in three areas presented in terms of the CPD outcomes which are the following:

- iv. Economic and social well-being for all, with particular attention to vulnerable groups;
- v. Environmental sustainability, focused on the sustainable management of natural resources; mitigation and adaptation to climate change; and preparedness for natural and man-made disasters; and
- vi. Effective governance, focused on promoting and protecting human rights and strengthening democratic institutions.

The total financial envelope of the CPD is estimated at \$44.04 million, of which \$4.44 million represents the envisaged allocation of regular ('core') resources, while programme funds to be mobilized from other sources are targeted at \$39.6 million. As shown in **Table 3** below, Outcome 2 of the CPD constitutes the largest pillar in terms of financial resource mobilisation targets and provides 62% of the total budget of the CPD.

Table 3. Indicative resource mobilization targets under the different CPD Outcomes

CPD Outcome	Regular Sources (million \$)	Other Sources (million \$)	Total (million \$)	% of total
Outcome 1. Economic and social well-being for all	1.4	5.5	6.9	16
Outcome 2. Environmental sustainability	1.4	25.9	27.3	62
Outcome 3. Effective governance	1.7	8.2	9.9	22
Total	4.5	39.6	44.1	

2.2. Environmental Sustainability within UNDP's CPD 2010-2015

Under the CPD's Outcome 2: "Environmental sustainability", UNDP aims at enhancing capacities for integrated natural resources management, sustainable mechanisms to increase financing for biodiversity conservation and sustainable water services, models for land use planning and management, management of trans-border water resources, and improved capacities for disaster preparedness and response. This outcome supports a new nomination for the World Heritage List of

² GovKz, 1997. The Development Strategy of Kazakhstan till 2030.

the United Nations Educational, Scientific and Cultural Organization and review national strategies to adapt to and mitigate the impact of climate change, focusing on most vulnerable economic sectors.

The CPD's Outcome 2 is also aligned with the *UNDAF Outcome 2 for Environmental Sustainability: "By 2015, communities, national and local authorities use more effective mechanisms and partnerships that promote environmental sustainability and enable them to prepare, respond and recover from natural and man-made disasters"*.

The CPD's Outcome 2: "Environmental sustainability" is structured into 3 Practice Areas which are the following:

- i. *Practice Area of Natural Resources Management*: Government, educators, communities, civil society and the academic community practice an integrated approach to natural resources management in national and transboundary perspectives
- ii. *Practice Area of Climate Change*: The Government, industries and civil society take steps to adapt to climate change and mitigate its impact through energy efficiency measures and climate change adaptation policies.
- iii. *Practice Area of Disasters Risk*: Management National authorities and communities are better prepared and respond to natural and man-made disasters.

As indicated in **Table 4** below, the Practice Area of NRM constitutes 32% of total budgetary resource mobilization targets under Outcome 2 of the CPD and aims at mobilizing up to \$8.3 million of non-core resources and will call upon \$0.4 million of regular resources. Outcome 2 of the CPD also includes the Practice Area of Climate Change where the resource mobilization target from other sources is \$14 million.

This Outcome Evaluation concerns the Practice Areas of NRM and constitutes an integral part of the CPAP Monitoring and Evaluation Plan, which calls upon a Mid-Term Evaluation of the CPAP in 2012, with the view of ensuring efficient utilization of programme resources. The Mid-term evaluation aim is to determine progress in reaching targets and in achieving quality results in programmes and projects as well as ensuring accountability, integrity and transparency.

Table 4. Indicative resource mobilization targets under the different the CPD Outcome 2

Practice Areas under the CPD Outcome 2: "Environmental sustainability"	Regular Sources (million \$)	Other Sources (million \$)	Total (million \$)	% of total
Practice Area 2.1. Natural Resources Management	0.4	8.3	8.7	32
Practice Area 2.2. Climate Change	0.4	14	14.4	53
Practice Area 2.3. Disasters Risk Management	0.6	3.6	4.2	15
Total	1.4	25.9	27.3	

2.3. The Outputs and Indicators of the Practice Area of NRM

Under the Practice Area of Natural Resources Management, UNDP will work to enhance capacities for integrated natural resources management, sustainable mechanisms to increase financing for biodiversity conservation and sustainable water services, models for land use planning and management as well as management of trans-border water resources. The CPD has set forth a series of Outputs under this Practice Area of NRM. These Outputs are aligned with the Outputs under Outcome 2 of the UNDAF..

Moreover, and given that the CPAP was prepared following the approval of the CPD, the CPAP Outputs and Indicators have slightly changed from those in the CPD as they reflected the situation as it evolved at the time of the preparation of the CPAP.

For the purpose of this Outcome Evaluation, and given that the CPD Outputs under the Practice Area of NRM are aligned with the Outputs under Outcome 2 of the UNDAF, the basis for tracking the results of the Practice Area of NRM will be made according to the Outputs of the Practice Area of NRM as defined under the CPD.

According to the ToRs of this assignment, it is proposed to use the following indicators for the analysis of the results and impact of the Practice area for NRM:

- **Indicator 1:** *Number of protected areas in Kazakhstan important for the conservation of globally and nationally significant species. **Baseline 1:** 2009 - 20 protected areas. **Target 1:** by 2015 - 27 protected areas*
- **Indicator 2:** *Number of financial mechanisms introduced for the conservation of biodiversity and combating land degradation. **Baseline 2:** 2009 - One financial mechanism without own capital. **Target 2:** by 2013 - At least two financial mechanisms for the conservation of biodiversity and combating of land degradation are established and function sustainable.*

However, the proposed indicators in the ToRs do not reflect the initial scope of the CPD Outputs under the Practice Area of NRM nor the initial indicators identified to measure these outputs. As such, the Outcome Evaluation will follow the Outputs and Indicators defined in the CPD for the Practice Area of NRM (as shown in Table 5 below) in order to keep the Outcome Evaluation consistent with the CPD and the UNDAF.

Table 5. CPD Output Indicators under the Practice Area of NRM

CPD Outputs under the Practice Area of NRM (relevant Outputs under UNDAF Outcome 2)	CPD Output Indicators under the Practice Area of NRM
Output 1. Sustainable environmental financing mechanisms developed and applied to increase funding from state and other sources for biodiversity conservation (UNDAF Output 1.2)	Indicators: Increased funding for biodiversity (BD) trust fund capitalization Baseline: No republican budget funds allocated Target: \$4.5m in BD trust fund from various sources
CPD output 2. Central and local actors acquire tools and methodologies for ecosystem-based assessment and management of biodiversity conservation and access to sustainable water services. (UNDAF Output 1.3.)	Indicator: Number of river basin integrated water and resources management (IWRM) plans developed Baseline: No river basin IWRM plans officially adopted Target: At least two river basin IWRM formally adopted
CPD Output 3. Land authorities and stakeholders have the capacity to implement models for land-use planning and management and landscape conservation in steppe and rangeland areas. (UNDAF Output 1.5.)	Indicator: Tools for landscape-level conservation and planning developed and integrated into the stakeholders' policies and practices Baseline: No wildlife corridors, no landscape planning tools

3. Results of the Outcome Evaluation of the Practice Areas of NRM

3.1. Overall results

3.1.1. General description of projects under the Practice Area of NRM

The Outcome Evaluation has collected and analyzed the results of all the projects implemented under the Practice Area of NRM during the CPD duration of 2010-2015. The projects under this Practice Area are presented in **Tables 6 and 7** below.

The overall analysis of the projects shows an impressive number of projects under this Practice Area which have evolved at exponential speed in the first half of the CPD period. The analysis indicates that the projects can be consolidated according to the following areas:

iv. *Projects aiming at BD conservation in general and PAs management in specific*

This cluster of projects shows the coverage made by the UNDP-CO for supporting BD conservation and PAs management in Kazakhstan. This area of support has been initiated in 2006 with an innovative project for the Conservation of Mountain Agrobiodiversity and has ensured to cover the different types of ecosystems and providing strategic and technical support in this area through the following projects:

- Conservation and Sustainable use of Biodiversity in the Kazakhstan Sector of the Altai-Sayan Mountain Ecoregion
- Steppe Conservation and Management
- Integrated Conservation of Priority Globally Significant Migratory Bird Wetland Habitat
- In-Situ Conservation of Kazakhstan's Mountain Agrobiodiversity
- National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan
- Improving sustainability of PA system in desert ecosystems through promotion of biodiversity-compatible livelihoods in and around PAs
- Development and implementation of information system on the monitoring of biodiversity in pilot specially protected natural areas (SPNA)
- Improving the System of Planning, Monitoring, Conservation and Effective Use of Natural Resources (Hunting Project)

v. *Projects aiming at combating land degradation including adaptation to climate change in the agriculture sector*

This cluster of projects has proven UNDP's value added in the field of agriculture and range land management and allowed UNDP to pilot areas of interventions which have served as entry point for the Government's action in these areas. This cluster includes important projects linking environmental aspects such as grazing and adaptation to climate change in the agriculture sector to socio-economic priorities in Kazakhstan; it includes the following projects:

- Multi-Country Capacity Building (MCB) Project: Sustainable Land Management
- Sustainable Rangeland Management for Rural Livelihood and Environmental Integrity
- Climate Risk Management as part of the Regional Project for Central Asia Multi-Country Programme on Climate Risk Management
- Improving the Climate Resiliency of Kazakhstan Wheat and Central Asian Food Security
- "Adaptation of packaging waste recovery and recycling in Kazakhstan"

- "Protecting water and land resources from contamination by water management and composting"
- vi. *Strategic support to the GoK in moving forward its sustainable development agenda at the national and regional level*

This cluster of projects included interventions which position the UNDP-CO as a main partner for supporting Kazakhstan's environmental agenda, including from a regional perspective. Although this area is limited to 2 projects, it has demonstrated UNDP's capacity as a player in supporting Government's efforts in this area. This cluster includes the following projects:

- Supporting transboundary dialogue on the Ili-Balkhash River Basin as part of the Regional CA-IWRM Project
- Assistance to Kazakhstan in Improving Interregional Cooperation for the Green Growth Promotion and Astana Initiative Implementation
- Improving the Access to Drinking Water and the Provision of Water Supply Services in Rural Settlements of Kazakhstan (Kokozek)
- Every drop for human health
- "Caspian Green Pack as an instrument of public awareness and environmental education on water and water-related issues in the Caspian Sea region of Kazakhstan (Atyrau, Mangistau and Uralsk oblasts)"

3.1.2. Resources mobilization targets under the Practice Area of NRM

The list of projects funded by GEF which have contributed to the Practice Area are presented in **Table 6** below and confirm the extensive contribution of GEF to this Practice Area. Although some of these projects have been completed by 2012, and have only contributed to the first half of the CPD phase, other projects have been initiated during the CPD and have extensively contributed to the fulfillment of the CPD's objectives.

An estimation of these projects to the Practice Area resources mobilization targets is made as part of this Outcome Evaluation by accounting 50% of the budget of the projects which were completed by 2012, and the total budget of those initiated after 2010. Accordingly, the total budget of GEF resources mobilized by UNDP is estimated to be over US\$15 million.

Table 6. GEF-funded projects implemented through UNDP-Kazakhstan

Title	Implementing agency	GEF budget	Duration
1. Conservation and Sustainable use of Biodiversity in the Kazakhstani Sector of the Altai-Sayan Mountain Ecoregion	Forestry and Hunting Committee	\$2.4 million	2007- 2012
2. Steppe Conservation and Management	Forestry and Hunting Committee	\$2.2 million	2009- 2014
3. Integrated Conservation of Priority Globally Significant Migratory Bird Wetland Habitat	Forestry and Hunting Committee	\$8.7 million	2004- 2011
4. In-Situ Conservation of Kazakhstan's Mountain Agrobiodiversity	Forestry and Hunting Committee	\$2.8 million	2006- 2012
5. Sustainable Rangeland Management for Rural	Ministry of	\$1million	2009- 2012

Livelihood and Environmental Integrity	Agriculture	\$0.9million (GIZ)	
6. Multi-Country Capacity Building (MCB) Project: Sustainable Land Management	UNCCD FP/MEP	\$2.1 million	2010- 2012
7. National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan	Forestry and Hunting Committee	\$0.2 million	2012- 2014
8. Improving sustainability of PA system in desert ecosystems through promotion of biodiversity-compatible livelihoods in and around PAs	Forestry and Hunting Committee	\$4.4 million	2013- 2018
TOTAL ³		\$15 million	

UNDP has also mobilized direct contributions to the Practice Area of NRM from several other sources including GIZ, EU, Finland, USAID and Republican budget, as indicated in **Table 7** below. In addition continuously several phases of resource mobilization from Every Drop Matters partnership between the UNDP and the Coca-Cola Company. These projects have been initiated by the UNDP-CO in the beginning of the CPD phase or will be initiated during the CPD duration.

As such, the total resources mobilized by the UNDP-CO under the Practice Area of NRM from non-GEF sources are estimated at around \$5million.

It should be noted that as part of the different projects, in-kind contributions towards the fulfillment of the objectives of the projects are made from different sources; UNDP-CO has also allocated core resources to some of these programmes. Although the in-kind contributions and core resources have not be accounted as part of the direct contributions managed by the UNDP-CO programmes, they remain important factors to be taken into consideration in the overall management and support provided by the UNDP-CO for the successful implementation of these programmes.

The indicative resource mobilization target of \$8.3 million from non-core sources under the Practice Area of NRM has been doubled through direct contributions through the UNDP-CO and reached over \$20 million, without accounting indirect contributions and core resources.

Table 7. Projects funded by non-GEF sources implemented through UNDP-Kazakhstan

#	Title	Implementing agency	Budget	Funding Source	Duration
1	Supporting transboundary dialogue between Kazakhstan and the People's Republic of China on the Ili-Balkhash River Basin as part of the Regional Project Promoting IWRM and Fostering Transboundary Dialogue in Central Asia (CAIWRM)	Kazhydromet/ MEP	€0.3million (of €3.4 million regional budget)	EU/ Finland/ UNDP	2009-2012
2	Climate Risk Management as part of the Regional Project for Central Asia Multi-Country Programme on Climate Risk Management	Kazhydromet/ MEP	\$0.6million (of \$6 million regional)	EU/ Finland/ UNDP	2010-2014

³ The Outcome Evaluation has accounting 50% of the budget of the projects which were completed by 2012

			budget)		
3	Improving the Climate Resiliency of Kazakhstan Wheat and Central Asian Food Security	Ministry of Agriculture	\$1million	USAID	2012-2014
4	Development and implementation of information system on the monitoring of biodiversity in pilot specially protected natural areas (SPNA)	FHC/MEP	\$1million	GoK	2012-2014
5	Assistance to Kazakhstan in Improving Interregional Cooperation for the Green Growth Promotion and Astana Initiative Implementation	MEP	\$0.3million	GoK	2012
6	Improving the System of Planning, Monitoring, Conservation and Effective Use of Natural Resources in the context of transition of Kazakhstan to "green economy" (Hunting Project)	MEP	\$1million	GoK	2014-2016
7	Adaptation of packaging waste recovery and recycling in Kazakhstan	UNDP	\$131,140	EDM programme: Coca-Cola/ CEVKO/ UNDP	2010-2011
8	Protecting water and land resources from contamination by water management and composting	NGO	\$60,000	EDM programme: Coca-Cola	2012-2013
9	Every drop for human health	NGO	\$40,000	EDM programme: Coca-Cola	2012-2013
10	Caspian Green Pack as an instrument of public awareness and environmental education on water and water-related issues in the Caspian Sea region of Kazakhstan (Atyrau, Mangistau and Uralsk oblasts)	Regional NGO	\$80,000	EDM programme: Coca-Cola	2012-2013
	TOTAL ⁴				

3.1.3. Achievement of the indicators under the Practice Area of NRM

The Outcome Evaluation has tracked the achievement of the indicators identified under the Practice Area of NRM, which is presented in **Table 8** below.

By measuring the results to the indicators set forth in the CPD under the Practice Area for NRM, the Outcome Evaluation can conclude that the Practice Area of NRM has exceeded by far the planned results at the level of the CPD. The Rating of the Results is “Highly Satisfactory”.

⁴ The Outcome Evaluation has accounting 50% of the budget of the projects which were completed by 2012

Table 8. CPD Output Indicators under the Practice Area of NRM

CPD Outputs under the Practice Area of NRM (relevant Outputs under UNDAF Outcome 2)	CPD Output Indicators under the Practice Area of NRM	Achievement of Indicators at the time of the Outcome Evaluation at CPD mid-term phase (April 2013)
Output 1. Sustainable environmental financing mechanisms developed and applied to increase funding from state and other sources for biodiversity conservation. (UNDAF Output 1.2)	<p>Indicator: Increased funding for biodiversity (BD) trust fund capitalization</p> <p>Baseline: No republican budget funds allocated</p> <p>Target: \$4.5m in BD trust fund from various sources</p>	<p>The Biodiversity Conservation Fund of Kazakhstan has been established with UNDP's support and has a turn-over of \$2.5 million.</p> <p>The Fund for Financial Support of Agriculture has committed \$0.5 million under the Wetlands project and will commit \$1.5 million under the GEF Desert Ecosystems project for the purpose of promoting local action in biodiversity conservation.</p>
CPD output 2. Central and local actors acquire tools and methodologies for ecosystem-based assessment and management of biodiversity conservation and access to sustainable water services. (UNDAF Output 1.3.)	<p>Indicator: Number of river basin integrated water and resources management (IWRM) plans developed</p> <p>Baseline: No river basin IWRM plans officially adopted</p> <p>Target: At least two river basin IWRM formally adopted</p>	<p>The project for "Supporting transboundary dialogue between Kazakhstan and the People's Republic of China on the Ili-Balkhash River Basin" of the regional CA-IWRM has set a model for introducing the IWRM elements in other basins. It has also developed a database for the Ili-Balkhash Basin in close cooperation with the "Climate Risk Management in" project. Both projects have worked with Kazhydromet to improve water resource monitoring in the country.</p> <p>Based on this work, MEP plans to develop a unified state database covering all basins into the Activity Plan for 2013 to be financed from the national budget.</p>
CPD Output 3. Land authorities and stakeholders have the capacity to implement models for land-use planning and management and landscape conservation in steppe and rangeland areas. (UNDAF Output 1.5.)	<p>Indicator: Tools for landscape-level conservation and planning developed and integrated into the stakeholders' policies and practices</p> <p>Baseline: No wildlife corridors, no landscape planning tools</p> <p>Target: At least two wildlife corridors or landscape planning tools formally adopted</p>	<p>With the support of GEF funding, and in close cooperation with FHC, UNDP has implemented models for land-use planning and management in all the ecosystems types of Kazakhstan; namely Forest, Mountain, Steppe and Desert ecosystems.</p> <p>The impact of the PAs projects is documented in the section below and shows UNDP's success in establishing a solid programme for PAs management including the establishment of wildlife corridors, landscape planning tools, as well as multi-sectoral coordination in ecosystems management.</p>

3.2. Effectiveness and Efficiency

Several factors have contributed to the high performance of the different projects and accordingly to the performance of the Practice Area of NRM as a whole, these include:

➤ *A high standard of human capital*

The effectiveness of project's implementation has showed in a systematic way the availability of high levels of technical competencies, good management skills, strong leadership and a common vision for the project's objectives and results. This has been the case for the project staff as well as for the core staff within the country office. A strong partnership and good working relations with the national counterparts and the national partners have also supported a constructive approach in the project implementation, based upon transparent and clear programmes of work.

Throughout the meetings with the different partners and projects' staff, the Evaluation mission has identified a positive and open dialogue among all concerned partners in the implementation of the projects' activities which has been consistent across the different activities of the Practice Area.

➤ *Adaptive management*

The projects have all followed the usual UNDP rules in project management and administration. This has been clearly laid out across all project documents. Although for GEF funded projects this is an obligation which is part of the GEF requirement, even project documents developed for mobilizing Republican budget have been developed with extensive details and clear management arrangements.

Procurements have also followed UNDP rules, as such personnel, studies, consultants, and materials and equipment have respected needed cost effectiveness.

In general, and based on the review of the different evaluation reports, it can be concluded that the efficiency in the implementation of the different projects was ensured by proper human and financial resources management.

➤ *Synergies and economy of scale in projects' implementation*

A smooth continuity of project staff and project's activities can be seen in a systemic way throughout a number of projects. At every time a project finishes, another project seems to take off, ensuring the continuity not only of the activities but also for the staff, safeguarding as such the institutional memory and the expertise and experience gained with each project.

The implementation of projects has been strengthened by proper and continuous provision of quality assurance and oversight by the CO staff in addition to the substantive capacities of the CO staff in programme formulation.

This complementarity is also seen among the projects and demonstrates significant planning between UNDP-CO and its national partners, and has significantly contributed to the cost effectiveness of the Practice Area. UNDP has ensured that the programmes are interlinked and that complementary activities can be accepted and supported by the partners as well as the donors.

As an example, the Climate Risk Management project has reported the following synergies in response to national priorities: *"the Development of the database on Ili-Balkash Basin is carried out within the activities of the project "Transboundary dialogue and cooperation in the Ili-Balkash Basin" in close cooperation with the "Climate Risk Management in Kazakhstan". Both of these projects work to improve water resource monitoring in the country⁵".*

Given the time limitations of the Outcome Evaluation, it was not possible to document additional evidence to confirm the above trends in the performance of the Practice Area beyond the few examples provided in the section above. However, an extensive analysis is provided in the reports of the independent evaluations conducted for the different projects during the reporting period (5 independent evaluation were conducted in the period of 2011-2012), and confirm the high level of performance of the projects evaluated.

As indicated in the **Table 9** below, the efficiency and effectiveness of these projects has been mainly rated as "Highly Satisfactory", only one "Satisfactory" rating was given for at the MTR of the Steppe project, which in itself allows room for improvement by the time the project is completed at the FE.

⁵ UNDP, 2012. Annual Project Progress Report 2012. Project of Climate Risk Management in Kazakhstan.

The overall performance of the Practice Area of NRM shows a high degree of efficiency and effectiveness which greatly contributed to the successful implementation of this large number of projects under the practice area and which is extensively well reflected within the different independent evaluations conducted for the projects under this Practice Area. The Rating of Efficiency and Effectiveness is “Highly Satisfactory”.

Table 9. Ratings of the projects’ evaluations under the Practice Area of NRM

Ratings of Evaluations*	Altay Sayan⁶	Wetlands⁷	Mountains AgroBD⁸	Steppe⁹	SRM¹⁰
Type of evaluation	FE	FE	FE	MTR	FE
Date of Evaluation	June 2012	August 2011	January 2012	June 2012	June 2012
Outcomes	HS	S-HS	S	S	HS
Effectiveness	HS	S-HS	S	S	HS
Efficiency	HS	HS	S	HS	HS
M&E	S	S-HS	S	S	S-HS
I&E Execution	HS	S-HS	S	n/a	HS
Sustainability	L	L	ML	ML	L
Relevance	R	R	R	R	R
Impact	Significant	Significant	Significant	Significant	Significant

**HS: Highly Satisfactory, S: Satisfactory, L: Likely, ML: Moderately likely, R: Relevant*

3.3. Relevance

3.3.1. Positioning the Practice Area of NRM in the evolving national context

Kazakhstan presents a unique case of development in Eastern Europe and CIS region. The country jumped on a fast speed train of economic growth and has benefited from a wealth ride since 1999. It is an upper middle-income country with steadily increasing GDP per capita. Relatively high social indicators helped Kazakhstan to focus on economic growth. At the same time, the benefits of growth are being invested to increase the wellbeing of society¹¹.

⁶ MEP/FHC, 2012. Conservation and Sustainable Use of the Biodiversity of the Kazakhstani Sector of the Altai-Sayan Ecoregion. Final Evaluation Report. Prepared by Stuart Williams & Svetlana Mogilyuk. January 2012. UNDP/GEF.

⁷ MEP/FHC, 2011. Integrated Conservation of Priority Globally Significant Migratory Bird Wetland Habitat. Final Evaluation Report. Prepared by Max Kasperek / Sergey Sklyarenko. August 2011. UNDP/GEF. Ministry of Agriculture.

⁸ MEP/FHC, 2012. In Situ Conservation of Kazakhstan’s Mountain Agrobiodiversity, Final Evaluation Report. Prepared by Michael J.B. Green & Natalya Panchenko. June 2012. UNDP/GEF

⁹ MEP/FHC, 2012. Steppe Conservation and Management. Mid-Term Review. Prepared by Josh Brann and Aiman Zhakupova. June 2012. UNDP/GEF.

¹⁰ Ministry of Agriculture, 2012. Project for the Sustainable Rangeland Management for Rural Livelihood and Environmental Integrity (SRM). Final Evaluation Report. Prepared by Lamia Mansour and Gaziz Sarbasov. June 2012. UNDP/GEF and GIZ.

¹¹ United Nations Development Group, 2013. Post 2015: The Future We Want. National Consultations in Kazakhstan. Draft Report dated March 2013.

Economic growth is the backbone of Kazakhstan's development. GDP in real terms has grown sharply from 2.74% in 1999 to 10.7% in 2006 largely due to an increase of prices in the world market for oil, metals and grain. Growth started to slow down since 2007 because of the global financial crisis and in 2012 the GDP growth rate reached 5.5%. The country holds a lower rank among countries with high human development. In 2012, it ranked number 69 out of 187 countries on the Human Development Index¹².

The UNDAF and CPD for 2010-2015 were the result of a continuous consultative process intended to analyze how the United Nations and UNDP specifically can most effectively respond to Kazakhstan's national priorities and needs, and were guided by the goals and targets of the Millennium Declaration, which has been endorsed by the Government, as well as the national development goals as enshrined in the Development Strategy of Kazakhstan till 2030¹³. They are also guided by other medium and long-term development strategies of the Government, such as the Concept of Transition of Kazakhstan to Sustainable Development till 2024 and other relevant documents.

The Practice Area of NRM is tightly anchored to the national strategies and plans, with the fundamental goal of these strategies to improving the quality of life and ensuring the long-term competitiveness of the country, through achieving economic, social, environmental and political balance in the development of the Republic of Kazakhstan.

In this rapidly evolving context of Kazakhstan, the national vision and national strategy has however evolved since the conception of the UNDAF and CPD for 2010-2015 and the basis for the country's development is now guided by the recently announced new vision for development as outlined in the country's long-term strategy "Kazakhstan 2050"¹⁴, whereby Kazakhstan's 2050 target is for Kazakhstan to become one of the 30 largest economies in the world. This strategy highlights a number of areas related to health, social imbalances, professional skills, professional state, regional and global security, and sets ambitious targets for renewable energy sector. It also highlights that *"the global economic crisis is transforming into a socio-political one, which will inevitably affect Kazakhstan and test our durability. Therefore one of the key issues on our agenda is social security and social stability"*.

The national consultations on the global 2015 sustainable agenda conducted by the UN Development Group in 2013 have confirmed Kazakhstan's Targets for the 2012 Global MDG and indicated that the new agenda needs to create a nexus of social, economic and environmental development in a way that new challenges are tackled by strengthening institutions, capacities and mechanisms to ensure long-term sustainability.

This consultation process has confirmed the relevance of the Practice Area of NRM as it suggested that the pillar of environmental sustainability should continues to address the following priorities:

- Loss of environmental and natural resources
- Efficient use of natural resources
- Waste management and recycling
- Reduction of carbon emissions

As such, the Practice Area of NRM has also evolved with the new vision and strategy for Kazakhstan and has indeed succeeded in responding to the new orientations and needs related to NRM under this evolving national context.

3.3.2. Positioning the Practice Area of NRM in the evolving environmental context

¹² UNDP Global Human Development Report, 2012.

¹³ GoK, 1997. The Development Strategy of Kazakhstan till 2030

¹⁴ GoK, 2012. "Kazakhstan 2050" National Development Strategy, <http://www.akorda.kz>

Kazakhstan is the largest land-locked country in Central Asia, it covers 271,730,000 ha (or 2.72 km²) and is ranked ninth in the world according to size. Being located between the Siberian taiga, the Central Asian deserts, the Caspian Sea and the mountains of the Tien-Shan, the country possesses a great variety of landscapes and ecosystems. These include lowland deserts, steppes, mountain forests, meadows and wetlands. Lowland plains characterized by steppes, semi-deserts, and deserts comprise 60% of the country's surface area, while arid foothills represent 30% and mountains 10% of its territory. The diverse terrain and climatic conditions contribute to a great diversity of ecosystems and species. Kazakhstan is considered to be the most important country from a biodiversity perspective among all Central Asian countries¹⁵.

The UNDAF and CPD for 2010-2015 have indicated the challenges and diverse environmental problems faced by Kazakhstan, including the shrinking of the Aral Sea, increasing salinity of water and land, loss of forest lands, and land erosion, all of these contribute to aggravation of people's livelihoods and health. Arid and desert territories now account for about two thirds of Kazakhstan as well as the special environmental, social and health problems generated by 40 years of underground and atmospheric nuclear weapons testing at the Semipalatinsk site which remain a matter of serious concern. The UNDAF and CPD have also indicated Kazakhstan's vulnerability to projected climate change, stating that it is expected that climate change could lead to retreat of mountain glaciers, one of the main sources of water runoff in the country.

More recently, Kazakhstan has compiled its National Agenda 21 report¹⁶ which was presented at the Rio+20 conference which indicated the main challenges still facing the country in its sustainable development strategy and which were summarized as follows:

- The prevalence of economic interests over environmental and social interests, requiring a long-term approach and solutions, as well as the declarative nature of the goals on environmental conservation specified in economic strategies;
- Fragmentary management and insufficiently developed legal, economic, institutional and information mechanisms to support sustainable development and a green economy, and for partnership between sectors, business and different management levels;
- Insufficient experience and poor potential of governmental, local, scientific and public organizations for practical actions.

As such, it is clear that the Practice Area of NRM is tightly linked to the national environmental priorities of Kazakhstan and greatly contributes to its advancement. The Practice Area for NRM has succeeded to contribute to environmental sustainability in Kazakhstan and played an important role in assisting Kazakhstan to comply with obligations taken in connection with international environment conventions and agreements as foreseen in the UNDAF and the CDP. UNDP has called upon a wide experience and resources in addressing the key causes of environmental degradation and more specifically NRM.

3.3.3. Positioning the Practice Area of NRM in the evolving environmental programmes

Under its new strategic planning system, Kazakhstan has merged all earlier thematic and sectoral environmental programmes into one sectoral programme of the Ministry of Environmental Protection, namely the 'Zhasyl Damu' (Green Growth) for 2010-2014, with a total funding of KZT 161.7 billion (US\$ 1.1 billion).

The 'Zhasyl Damu' Programme is inter-sectoral and will contribute to a comprehensive solution of many issues, including greenhouse gas emissions, air pollution, environmental disaster zones, protected areas, waste production and consumption, water resources, landscaping, and others. The Programme also includes forest, wildlife, and protected area sections.

¹⁵ MEP, 2013. Improving the System of Planning, Monitoring, Conservation and Effective Use of Natural Resources. DRAFT Project Document. UNDP

¹⁶ GoK, 2012. Agenda 21 Report of Kazakhstan. Execution of obligations on sustainable development in Kazakhstan.

Under this programme, Kazakhstan has positioned its major interregional «Green Bridge» Partnership Programme for 2011-2020 which was supported by the ministerial conferences of 2 global regions: Asia and the Pacific (ESCAP, Astana, October 2, 2010), and the European region (UNECE, Astana, September 23, 2011). The aim of the Green Bridge Programme is to set a practical, long-term and systemic assistance to countries exchanging experiences, available technologies and management practices, including support and implementation of investment and other projects for the green economy. The sphere of activity of the Green Bridge Programme is extensive and involving 95 countries, 3/4 population of the Planet, more than 1 billion impoverished people, nearly 90% of greenhouse gas emissions, the most important ecosystems, energy and natural resources, essentially the opportunities for new «green» markets of goods and services.

The Green Bridge follows up on previous transboundary priorities and initiatives supported by Kazakhstan for priority transboundary environmental challenges in the region such as the Aral Sea and the Lake Balkhash crisis (refer to **Figure 1** below). The UNDP Practice Area of NRM has responded to this evolving programme by supporting the MEP to develop implementation of the principles and mechanisms for the ‘Green Bridge’ Partnership Programme, prepared in pursuance of the Astana Initiative; to provide assistance in fulfilling Kazakhstan’s commitments to support two thematic areas of the Astana Initiative; to build capacity, partnerships and public awareness on ‘green’ growth and Astana Initiative issues¹⁷.

UNDP has also responded to the new environmental programming under the ‘Zhasyl Damu’ Programme and developed new projects under its Practice Area of NRM through direct financing or co-financing by MEP for the following projects:

- Improving sustainability of PA system in desert ecosystems through promotion of biodiversity-compatible livelihoods in and around PAs.
- Development and implementation of information system on the monitoring of biodiversity in pilot specially protected natural areas (SPNA).
- Improving the System of Planning, Monitoring, Conservation and Effective Use of Natural Resources in the context of transition of Kazakhstan to "green economy" (Hunting Project).

The Outcome Evaluation has confirmed that the Practice Area of NRM is tightly anchored within the national as well as environmental strategies and plans of Kazakhstan. The Practice Area has also responded to the changes in the national strategies and plans as well as to the new environmental programmes of Kazakhstan. The Rating is Relevant.

¹⁷ MEP, 2012. Assistance to Kazakhstan in Improving Interregional Cooperation for the Green Growth Promotion and Astana Initiative Implementation. Project Document. UNDP

Figure 1. Transboundary cooperation and NRM (Source: Agenda 21 Report of Kazakhstan)

The Aral Sea

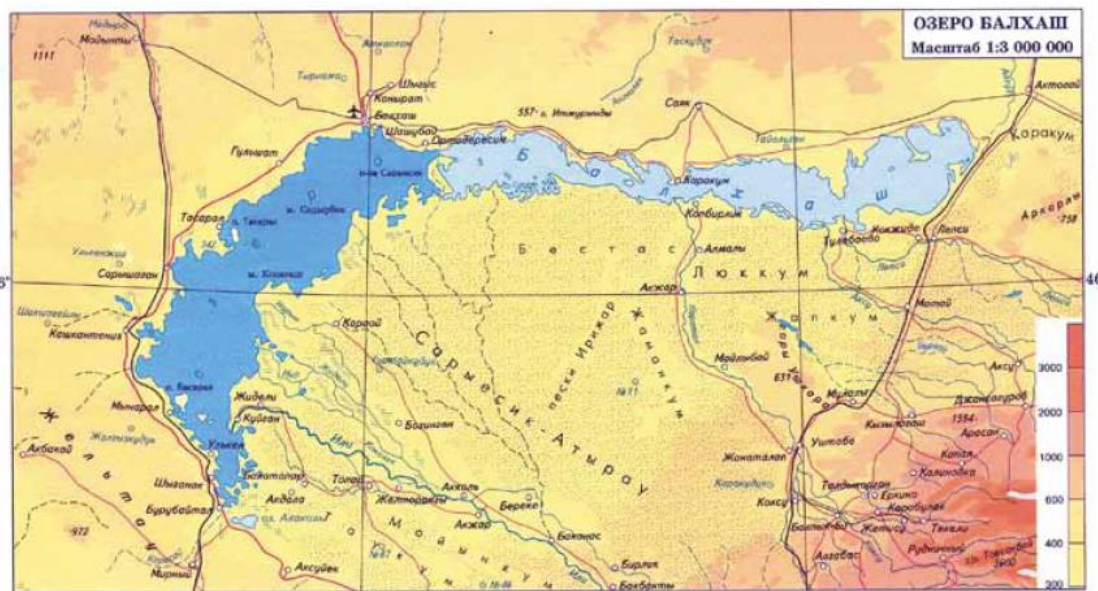
In 1960, the Aral Sea was the fourth largest world, occupying about 68,000 km², but due to diversion of water from tributary rivers, the ecosystem of the sea started deteriorating dramatically. In 1989, the sea split into two bodies, Northern (Small) and Southern Seas. In 2008, the surface area of the Aral Sea became less than a quarter of its original size, and the water was less than 10% of its original volume.



Experts predict that the large Aral Sea will have disappeared completely by 2015 if no drastic measures are taken to save it. Between 2009 and 2011, Central Asian governments developed the Third Stage of the Programme for Socio-economic and Environmental Rehabilitation of the Aral Sea Basin (PASB-3). However, if the existing approaches in Central Asian water policy remain the same, and no coordinated measures are undertaken, all efforts on the Aral Sea conservation may have been in vain.

Lake Balkhash

The Lake Balkhash in the Ile-Balkhash Basin is not just a regional reservoir, but it is also a universal heritage, a legacy for future generations. The ecosystem of Lake Balkhash is one of the largest lake ecosystems on the planet, making a significant contribution to the ecological balance of the entire Eurasian region. It must not be destroyed as with the Aral Sea.



3.4. Impact

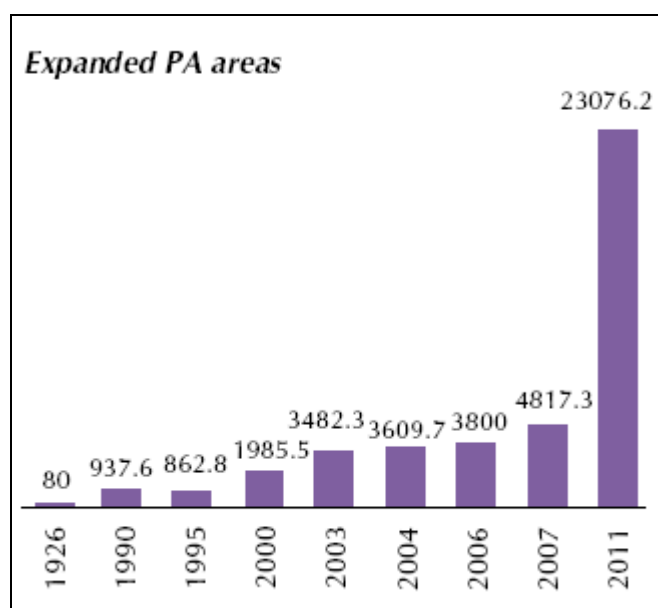
3.4.1. Impact of the Practice Area of NRM in the field of PAs

With its extensive support to biodiversity conservation and PAs management, the Practice Area of NRM has created an important momentum in the agenda of the PAs of Kazakhstan. UNDP has provided technical, institutional and financial support which has allowed Kazakhstan to establish a solid basis for PAs management. With the support of UNDP, Kazakhstan has been able to increase the surface area of PAs by almost 10 folds since 2006, time of the initiation of UNDP's activities in this area (refer to **Figure 2** below).

UNDP has also become a major partner in the implementation of the branch related to PAs of the “Zhasyl Damu” programme for 2010-2014 which will further develop and locate the PA network, and which will define the main stages of establishing new PAs along with extending existing ones up until 2015. Kazakhstan is planning to reach a total area of PAs in 2015 of 24.5 million ha (i.e. 9% of the country's total surface area), and to reach in 2020 around 26-27 million ha (i.e. 10% of the country's total territory)¹⁸.

As a continuation of its cooperation with UNDP, the FHC of MEP has committed to \$10 million for cofinancing the UNDP/GEF project for “Improving sustainability of PA system in desert ecosystems through promotion of biodiversity-compatible livelihoods in and around PAs”.

Figure 2. Evolution of PAs surface area (in km²) in Kazakhstan¹⁹



Despite these achievements, some constraints in the management of the PAs continue to be witnessed in Kazakhstan and require the continued efforts of the Government as well as UNDP for ensuring the successful continuation of the efforts conducted to date. Some of these challenges which were faced during the implementation of the different PAs projects will be further addressed by the UNDP project for “Improving sustainability of PA system in desert ecosystems through the promotion of biodiversity-compatible livelihoods in and around PAs”; these will focus on key barriers such as the *limited representation of the desert ecosystems in the current PA system, the limited availability of buffer zones and corridors to maintain a landscape-level ecological process, and the limited level of collaborative management in PA governance.*

¹⁸ GoK, 2012. Agenda 21. Execution of obligations on sustainable development in Kazakhstan.

¹⁹ Idem

Other challenges raised by different evaluation reports of the PAs projects and for which continued efforts should be deployed concern the following issues:

- **Promoting alternative (sustainable) livelihoods initiatives.** This would be done by helping to secure funds through grants or loans for starting new initiatives and enterprises as well as tested ventures. Although **Ecotourism** remains relatively limited, with low numbers of people visiting PAs, there exists a window of opportunity to lay the foundations for appropriate forms and levels of tourism, before Kazakhstan becomes an international destination for tourism and unsustainable levels of consumerism take hold of development. As an example, “*Almaty is well placed to take a lead, given that it is already well known for its Apple Festival and lies in reasonably close proximity to a number of important PAs*”²⁰.
- **Adapting Kazakhstan’s PAs to Climate Change.** Climate change will doubtlessly affect Kazakhstan’s different PAs ecosystems as they are particularly sensitive even to slight changes in the amount of precipitation and are therefore highly vulnerable to climate change. Climate Change was so far not on the PAs Project’s agenda but needs to get integrated into national planning. This is specifically important in the case of sensitive ecosystems such as wetlands; whereby “*Climate change may lead to drastic changes of Kazakhstan’s wetland ecosystems with serious consequence for global biodiversity and local livelihood*”²¹.

3.4.2. Impact of the Practice Area of NRM in other areas of intervention

Several projects under the Practice Area of NRM have also led to long-term impacts on the institutional and legal agenda of the country.

The results of the Sustainable Rangelands Management project have been adopted by several institutions: “*The Ministry of Agriculture’s investment program on remote rangeland for the period of 2013-2015 will use the SRM project achievements in different regions of Kazakhstan on the basis of the republican budget, a follow up programme on SRM will be launched mid-2012 at the level of the Research Institute for Livestock and Feed Production of the KazAgroInnovation Centre based on the project activities, training of trainers of the KaAgroInnovation Centers on SRM will be conducted in 2012 based on the project’s training modules of the project*”²².

While the impacts of the other projects have not been formally documented in implementation of other project, however, the Outcome Evaluation has identified the positive impact of that several activities under the different projects, through the substantive support provided by the projects in providing policy and technical support to the national institutions.

The Outcome Evaluation has confirmed that the Practice Area of NRM has provided tangible positive impacts in promoting the national environmental agenda of Kazakhstan.

The Rating of the Impact is Significant.

²⁰ MEP/FHC, 2012. In Situ Conservation of Kazakhstan’s Mountain Agrobiodiversity, Final Evaluation Report. Prepared by Michael J.B. Green & Natalya Panchenko. June 2012. UNDP/GEF

²¹ FHC, 2011. Integrated Conservation of Priority Globally Significant Migratory Bird Wetland Habitat. Final Evaluation Report. Prepared by Max Kasperek / Sergey Sklyarenko. August 2011. UNDP/GEF. Ministry of Agriculture.

²² Ministry of Agriculture, 2012. Project for the Sustainable Rangeland Management for Rural Livelihood and Environmental Integrity (SRM). Final Evaluation Report. Prepared by Lamia Mansour and Gaziz Sarbasov. June 2012. UNDP/GEF and GIZ.

Sustainability

A strong indication of the sustainability of the Practice Area of NRM can be made based on the results of the evaluations conducted for the GEF funded projects (as presented in **Table 9** above) and which confirms that only 2 out of five projects have been rated as with a sustainability of “Moderately Likely”. It should also be noted that as one of these evaluations was a MTE, it is highly possible to improve this rating by the Final Evaluation.

The evaluation reports have however raised some challenges facing the Practice Area of NRM in securing the sustainability of the projects most of which related to PAs management, and this has mainly concerned the following aspects:

- **Financial risks.** Although the government and specifically the FHC are committed to the protected areas and to financing them, projects must strengthen resource mobilisation and other revenues streams by which the PAs can boost their budgets. In the case of the Steppe project, *“the project has is working to find mechanisms to ensure financial sustainability of the protected area system as a whole (as part of the UNDP-CO/FHC partnership) and this will contribute to ensuring financial sustainability²³”*.
- **Institutional framework and governance risks.** While the institutions themselves are now resilient and robust, there are some challenges with regards to the institutional sustainability of PAs once the UNDP projects have been completed. This concerns the recruitment and retention of good quality staff, which has been largely reduced through training and capacity building. However, until the FHC can provide competitive conditions to attract and retain protected area staff, this risk will remain. The ambitious programme of FHC and MEP for enlarging the PAs system in Kazakhstan will also call upon a major administrative reform specifically with regards to provision of necessary capacity building and training to a large number of staff to be recruited. This aspect will be further detailed in the recommendations section below.
- **Socio-economic risks.** Local participation is essential for the sustainability of the PAs. While some projects has ongoing exploration of a “co-management” approach to PA management (such as in the case of the Steppe project, *“establishing a national legislative basis for formal co-management or other similar approaches to PA management is needed to secure sustainability²⁴”*).

The sustainability of the interventions related to strengthening the PAs system under the Practice Area of NRM of UNDP has been confirmed and is clearly documented in the different projects’ evaluations, and the Outcome Evaluation has reflected some risks which should be taken into consideration for strengthening the sustainability of this area of intervention. The Outcome Evaluation also considers that the sustainability of other areas of intervention of the Practice Area of NRM can also be confirmed given the close linkages of the different projects under this Practice Area to national policies and institutional programmes, as clarified in previous sections.

The Outcome Evaluation has confirmed that the Practice Area of NRM has ensured the sustainability of its activities. It is also considered that the anchoring of the current and future programmes within national priorities will strengthen their sustainability.

The Rating of the Sustainability is Likely.

²³ MEP/FHC, 2012. Conservation and Sustainable Use of the Biodiversity of the Kazakhstani Sector of the Altai-Sayan Ecoregion. Final Evaluation Report. Prepared by Stuart Williams & Svetlana Mogilyuk. January 2012. UNDP/GEF.

²⁴ MEP/FHC, 2012. Steppe Conservation and Management. Mid-Term Review. Prepared by Josh Brann and Aiman Zhakupova. June 2012. UNDP/GEF.

4. Recommendations & Lessons Learned

4.1. Recommendations and proposals for future directions

4.1.1. From the MTR towards the FE of the Practice Area of NRM

The Outcome Evaluation has confirmed that at the MTR, the Practice Area of NRM has more than doubled its indicative resource mobilization target of \$8.3 million and reached over \$20 million from non-core sources, through direct contributions to the UNDP-CO (without accounting indirect contributions and core resources). It should be noted that this value constitutes 50% of the total resource mobilization target from non-core resources for the CPD as a whole, which is around \$40 million.

This significant achievement allows the Practice Area of NRM to dedicate more efforts under the remaining duration of the CPD to consolidate its results and impacts and to prepare the next CPD based on the results achieved to date.

However, in order to do so, the UNDP Practice Area for NRM should be strengthen its human resources in order to be able to continue to respond to its responsibility in programme development and oversight as well as consolidate its results and develop needed communication tools for strengthening its visibility and disseminating its results and lessons learned as needed. This is also important in view of strengthening the design of future UNDP's programme as will be indicated in the section 4.1.2. below.

It is also possible for the Practice Area of NRM to undertake a retrofitting exercise of its indicators at its FE indicators, given that the MTE has confirmed that the current indicators and their targets have already been met (and largely exceeded). As such, the Outcome Evaluation has made some suggestions for potential indicators which could be used at the final evaluation and which could support in the design of the next CPD. The **Table 10** below presents the proposed indicators as compared to the current indicators.

Table 10. Proposed new indicators for the FE of the Practice Area of NRM

Current Indicators	Proposed Indicators	Justification
Increased funding for BD through trust fund capitalization	Level of funding committed through UNDP (directly or indirectly) for NRM and ACC by different republican budget sources	This will confirm the current trends for calling upon UNDP as a major development agency in the fields of NRM and ACC and confirms the capacity of UNDP to support Government's efforts for mainstreaming of NRM and ACC in sectoral programmes
Number of river basin integrated water and resources management (IWRM) plans developed	Number of transboundary initiatives established with an institutional basis	This will provide a more strategic assessment for provision of support by UNDP to the key transboundary environmental initiatives in the different areas including IWRM, Green Bridge and other regional initiatives
Tools for landscape-level conservation and planning developed and integrated into the stakeholders' policies and practices	Tools for strengthening of the protected areas system are adopted by FHC to secure its sustainability	This could focus on the main sustainability risks identified in this Evaluation with regards to the UNDP's interventions related to the PAs system, and can confirm the action taken by UNDP to respond to these risks .

4.1.2. Strategic restructuring of the interventions of the Practice Area for NRM

While UNDP has initiated discussions for restructuring itself under two pillars namely the Socio-economic Pillar and the International Pillar²⁵, the Outcome Evaluation has contributed to this analysis and can support in delineating the interventions of the Practice Area for NRM under these pillars.

As such, it is possible to cluster the current interventions under the two pillars and ensure that future interventions under the Practice Area are also in line with these strategic orientations.

This will also provide the Practice Area a strategic focus and clear priority setting for the future UNDP's interventions under this Practice Area.

In order to strengthen the design of its future programming efforts, UNDP should aim at conducting needed economic analysis such as assessing the economic cost of environmental degradation, with a focus on NRM and ACC in view of positioning environmental initiative as a priority within the national agenda. This will allow UNDP to support the MEP's efforts for mainstreaming NRM and ACC in the different economic sectors and programmes and ensure that a higher share of the country's economy is oriented towards NRM.

UNDP can also support concerned national institutions in identifying priority regional environmental challenges and deploy needed support for the design of appropriate transboundary cooperation. As such, UNDP can support needed technical as well as policy dialogues at regional and sub-regional level by linking to on-going initiatives with other UNDP offices in the region or by designing priority programmes which respond to Kazakhstan's vision as a regional actor. As an example, cooperation between UNDP-Kazakhstan UNDP-Uzbekistan has been already initiated to support the efforts between the two countries for the conservation of the Steppes biodiversity linking the two different UNDP/GEF programmes in each country.

The Outcome Evaluation has proposed a distribution of the current projects under the Practice Area of NRM under the future UNDP pillars in Table 11 below.

Table 11. Distribution of current projects under the future UNDP pillars

<i>Socio-economic Pillar</i>	<i>International Pillar</i>
<p>This includes projects aiming at BD conservation in general and PAs management in specific, with a major focus on strengthening the PAs system and its interaction with the national socio-economic agenda.</p> <p>This also includes projects aiming at combating land degradation including adaptation to climate change in the agriculture sector.</p>	<p>This includes that strategic support provided to the GoK in moving forward its sustainable development agenda at the regional level, such as continuing the support of transboundary dialogue on the Ili-Balkhash River Basin and other regional environmental initiatives which require regional cooperation.</p> <p>This also includes the support and follow up towards improving the Interregional Cooperation for the Green Bridge and the implementation Astana Initiative</p>

4.1.3. Strengthening the national institutional and technical capacities for NRM and ACC

The Outcome Evaluation has demonstrated that the Practice Area of NRM has covered relevant areas of intervention with a high level technical edge and a strong management capacity which confirmed UNDP's added-value in this area.

Despite major progress in the field of NRM and ACC in Kazakhstan, the Outcome Evaluation has indicated that several challenges are still facing the country in its sustainable development²⁶ and these include the following capacity development needs:

²⁵ UNDP, 2012. Kazakhstan Country Office Future Pillars. Internal note

- Fragmentary management and insufficiently developed legal, economic, institutional and information mechanisms to support sustainable development and a green economy, and for partnership between sectors, business and different management levels;
- Insufficient experience and poor potential of governmental, local, scientific and public organizations for practical actions.

As such, UNDP should orient its efforts towards strengthening institutional capacities for NRM and ACC as part of its on-going activities and ensure that future programmes continue to respond to national capacity development needs. While UNDP is sustaining its efforts through the continuation of programmes which allow the uptake of on-going efforts, two areas can be further investigated and strengthened in future interventions and include the following:

- ***Addressing the institutional framework and governance risks at the level of the PAs system of Kazakhstan.*** The Outcome Evaluation has indicated that the national institutions in charge of the PAs system show a strong commitment by the GoK to the PAs system as a whole, some challenges with regards to the institutional sustainability of PAs are still found.

The programme of FHC and MEP for the PAs system in Kazakhstan is already very important and includes an extensive number of staff at the level of the different division within FHC including 3500 staff members within the 27 PAs, 5000 staff members within the subordinated enterprises, 280 staff members within the Territorial Inspections, in addition to the staff members in the central divisions (refer to **Figure 3** below).

With the planned extension of the PAs system in Kazakhstan, a major administrative reform for organizing the roles and responsibilities of the different staff members within FHC should be considered, this should also focus on necessary capacity building and training needs to respond to up-to-date and efficient management of the PAs.

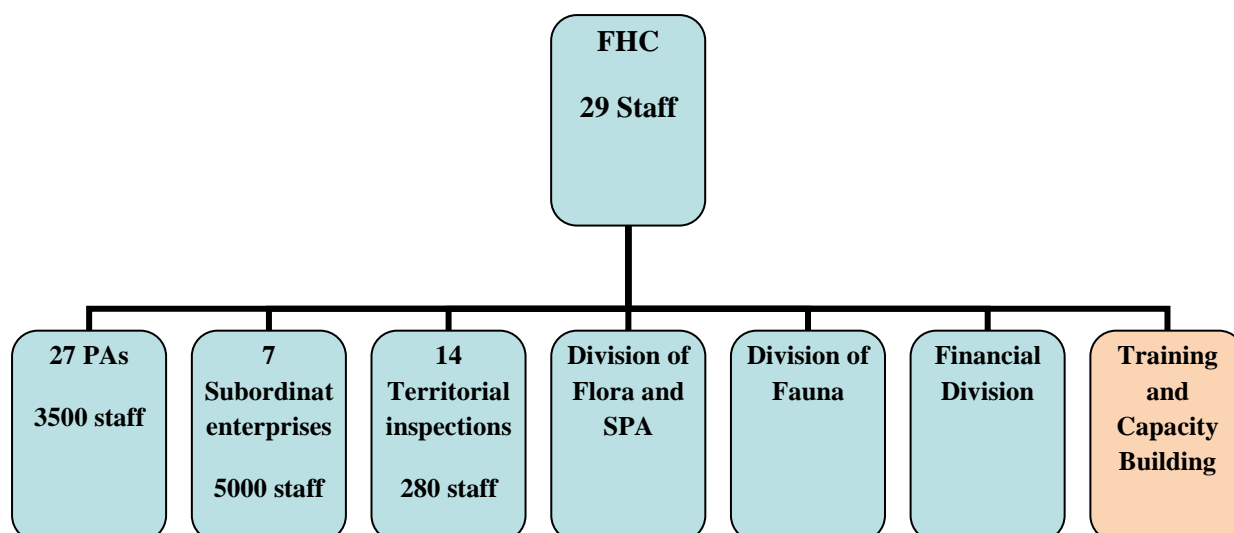
FHC could investigate the possibility of strengthening a Training and Capacity Building Division which would take the responsibility of establishing job profiles and responsibility of the FHC staff members as well as the provision of needed technical assistance for PAs management through the establishment of training programmes, training manuals and supporting networking and exchange among PAs at national and international level.

- ***Integrating ACC within the Practice Area of NRM.*** As indicated in the findings of the Outcome Evaluation, climate change will doubtlessly affect Kazakhstan's different PAs ecosystems as they are particularly sensitive even to slight changes in the amount of precipitation and are therefore highly vulnerable to climate change.

While the Practice Area of NRM has already initiated piloting intervention supporting the resilience of the agricultural sector to climate change, it is highly recommended to strengthen future interventions in other sectors, including PAs system and water, in a way it can be integrated into national planning.

Figure 3. Organigramme of the FHC

²⁶ GoK, 2012. Agenda 21 Report of Kazakhstan. Execution of obligations on sustainable development in Kazakhstan.



4.1.4. Cooperation with UN agencies under the Practice Area of NRM

While UNDP has knit a close and continuous cooperation with the all concerned national institutions at central level and local as well with NGOs, the cooperation with different UN agencies as called upon within the UNDAF has been limited due to the limited operations of the other UN agencies in this area.

The Outcome Evaluation has identified areas of previous cooperation with other UN agencies and the scope for future cooperation which can be strengthened by the UNDP-CO such as the following:

- UNEP's interventions in training activities at the eco-center of Tabygat were coordinated with the UNDP/GEF wetlands project. The lack of a representation of UNEP in Kazakhstan limits the potential for cooperation among the two agencies; however such cooperation could be maintained in the future under the UNDP/GEF Desert ecosystem project.
- Synergies between the UNDP/GEF Agro-Biodiversity project and UNEP's Regional Agro-Biodiversity project were also made, and can be sustained through regular exchange of information as the scope of work of the UNEP project (on-farm) is outside the scope of UNDP's interventions.
- Future cooperation under the Green Economy initiative can also be envisaged with UNIDO, especially once UNIDO establishes a country office in Kazakhstan, which will improve the potential for cooperation.

Given the importance of strengthening inter-agencies cooperation in the formulation of the future UNDAF, it is highly recommended that UNDP deploys additional efforts to support an interagency dialogue and discussion in view of identifying concrete and practical areas of cooperation in the field of NRM. In order to do so, UNDP will need to allocate necessary time and resources to investigate potential scope for cooperation and ensure adequate programming of future cooperation in the design of future activities.

4.2. Best and worst practices related to the evaluation

4.2.1. Future trends related to financing of the Practice Area of NRM

The Outcome Evaluation provides main highlights of the trends related to financing of NRM in Kazakhstan under this section which can contribute to capturing key factors related to this important aspect of resource mobilization.

In 2008, the 2nd Environmental Performance Review²⁷ has indicated that between 2002 and 2006, governmental expenditures on environmental protection increased by 80% in Kazakhstan, however the share of environmental spending compared to the total government expenditures remained the same, with a rate of around 0.5% of the national budget.

Although the Government has started setting higher priorities for environmental programmes which are reflected in increased the national budgetary planning for large scale environmental programmes, it is expected that the budget for MEP will remain relatively limited compared to other national budgets. The 2nd Environmental Performance Review recommendation for ensuring a better consideration of environmental impacts and related needs for environmental protection investments called upon the following: *“The MEP should strengthen the resources allocated to the monitoring and evaluation of major expenditure programmes to ensure that established environmental targets are achieved and that the funds are employed in a cost-effective manner”*.

The recommendation of the of the 2nd Environmental Performance Review remains valid, and would be concretized through optimization of increased resources within MEP as well as mainstreaming environmental priorities in the sectoral plans and activities. Such a trend has been already adopted by the Practice Area of NRM and the following examples can be given:

- Zhasyl Damu for the period 2010-2015 under the coordination of FHC has been an important cofinancing basis for the leverage of financial additional support for PAs, the UNDP/GEF Desert ecosystem PAs project is a clear example of such a trend.
- MoA’s investment programme for “Developing of remote rangeland for the period for 2013-2015” will follow up on the achievements of the UNDP/GEF Sustainable Rangeland Management project and will use these achievements as a basis for up-scaling the project’s results in different regions of Kazakhstan. UNDP is also sustaining a policy process for rangelands management under on-going projects (such as the Climate Risk Management) to ensure that an enabling legal framework will be inductive to mobilizing national efforts and resources into this area.
- Another example is the mobilization of the FFSA into NRM through different UNDP/GEF projects, which is a successful example for mobilizing governmental resources outside MEP for strengthening interventions related to NRM.

This is an important role which UNDP can play to support MEP in mainstreaming NRM in national sectoral programmes and concretizing this cooperation with tangible resource mobilization results.

Other recommendations identified through UNDP’s experience in Kazakhstan for promoting innovative financing mechanisms for adaptation to climate change were provided in the Climate Risk Management project²⁸ which indicated the following:

- Directing investment flows to create new markets such as carbon credits and Payments for Ecosystem Services;
- Public-private partnerships (PPP);
- Promoting investments in the construction of long-lived infrastructure that take climate change into account (e.g. by using building regulations and performance standards);

²⁷ UN, 2008. Second Environmental Performance Review for Kazakhstan. Economic Commission for Europe

²⁸ UNDP, 2010. Project Document of the Project Climate Risk Management as part of the Regional Project for Central Asia Multi-Country Programme on Climate Risk Management.

- Using fiscal incentives to promote climate change adaptation measures by reducing taxation and/or providing subsidies (e.g. for the use of climate-resilient crops);
- Community-based insurance schemes against crop failure (e.g. flood and/or weather index insurance schemes)

Similarly, UNDP's programme "Every Drop Matters" also confirms the importance and feasibility for the mobilization of Public-private partnerships in the field of NRM.

This Outcome Evaluation has demonstrated that the Practice Area of NRM has not faced constraints to date in resource mobilization. Although a large part of its resources have been allocated from GEF, several other sources of funding were secured and can be considered as break-through for UNDP, such as EU and USAID.

As such, it is realistic to consider that the Practice Area of NRM remains well placed to continue to benefit from its comparative advantage of responding to national needs through effective and efficient approaches and will be able to further develop its portfolio despite constraints of funding especially in the case of Kazakhstan which is not eligible to many donors anymore.

UNDP's main future resources are expected to be mobilized from Republican budget, other potential multilateral or bilateral sources could be expected from USAID and EU, taking into account current positive cooperation trends with these agencies.

Annexes

- 1. ToRs for the evaluation**
- 2. Programme of the evaluation mission and persons interviewed**
- 3. List of documents reviewed**