



United Nations Development Programme
Country: Kazakhstan
Project Document

Project Title

Combating regional disparities for MDG acceleration in Kazakhstan

UNDAF Outcome(s):

By 2015 population of Kazakhstan and vulnerable groups in particular will enjoy improved social, economic and health status.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CPAP)

Vulnerable groups, especially women, children, migrants, refugees, young and aged people, people with disabilities have improved access to markets, goods, services and social safety nets.

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

Economically at-risk population benefit from improved job creation and sustainable productive employment

Implementing Partner:

City Administration of Semey

Responsible Parties:

Administration of East Kazakhstan Oblast, Ministry of Economy and Budget Planning, civil society organisations

Brief Description

The objective of the project is to support the Government of Kazakhstan (GoK) to better address the country's local development disparities by strengthening the country's local development policy formulation, planning, budgeting and implementation system for public goods and services, in the light of the existing international experience and MDG acceleration. This support will be comprised of a flexible funding facility for local governments, and technical support to promote more participatory local planning, pro-poor budgeting, more efficient implementation, and better operations and maintenance by local government bodies and departments.

Expected results of the project will contribute towards achievement of MDGs in medium term by strengthened capacities of relevant actors to design, implement and monitor local development policies in a participatory and accountable way. The project will operate on the territories affected by the former nuclear test-site of Semipalatinsk.

Main beneficiaries will be executive (*akimat*) and representative (*mashtilka*) arms of local governments and other local development actors in selected disadvantaged districts (rayon's). Targeted support aimed at oversight, monitoring and lesson-learning of district activities will be provided to the region (oblast) level and to selected central state structures involved in local development strategies, notably relevant ministries, state agencies and Parliament.

Programme Period:	2010-2015	Total resources required	464,161
Key Result Area (Strategic Plan):	Democratic Governance	Total allocated resources:	316,000
Atlas Award ID:	_____	• Regular	100,000
Start date:	1 March 2010	• Other:	216,000
End Date:	31 December 2011	◦ DGTF	
PAC Meeting Date	17.02.2010	UNHSTF (project ID 00069500):	43,116
Management Arrangements	NEX	UNV (project ID: 00070212):	105,045
		In-kind Contributions	

Agreed by National Project Director:

Agreed by UNDP:

Narrative

2007 national MDG Report shows that, despite great recent progress, socio-economic disparities are still high between regions, and notably between urban and rural areas, of Kazakhstan in terms of access to and quality of public services, and to economic opportunities. In 2008, human poverty index for East Kazakhstan was down by 9.8% in comparison with capital, Astana and within East Kazakhstan there are significant differences between conditions in the two main cities and the rural areas. Existing central planning and inter-governmental fiscal mechanisms are unable to address the problem of growing regional inequalities, and have perhaps exacerbated differences, due to their fragmented approach, their rigidity, and their inability to cope with locality-specific needs. However, two recent reforms – modest as they are – provide an opportunity for change. The Local Self-Government Law (2009) for the first time allows local assemblies a role in reviewing local budget plans and their execution, and the Budget Code (2009) recognizes the District (Rayon) as a budget entity with its own expenditure functions.

The project purpose is to support Kazakhstan achieve MDGs by fostering innovation in the country's system of local development policy formulation and implementation, planning, budgeting and financial management, and fostering greater participation in, and accountability of, these processes, by leveraging the recent changes in legal framework.

For many years UNDP, together with other UN agencies, has been implementing a local development programme in the region around the Semipalatinsk former nuclear test site (currently - Semei). It has built considerable experience in providing development assistance in this region. The current joint programme of UNDP, UNFPA, UNICEF and UNV is coming to an end in October 2010. In addition, UNDP together with UNV is implementing the project aimed at enhanced social inclusion and access of repatriates (oralmans) to social services through piloting the centre for adaptation and social integration in Semei. This project will end in December 2011.

In general, international donors have funded realization of over 30 projects in the Semipalatinsk region in the amount of 5 mln USD in course of 1997 to 2005. To analyze the effectiveness of international and national aid to the Semipalatinsk area as well as draw recommendations for successful future interventions UNDP initiated a donor assistance study in 2009. As a result, the study recommended targeting capacity building and extension of responsibilities of local development actors in order to ensure the sustainability of the projects' results beyond the funding period. Also, it was advised to address the lack of institutions that act as local development forums for local communities to participate in the planning of policies and influence the local decision-making. The results of the study were presented at the UN roundtable on follow-up to GA Res. 63/279 and UN strategies for Semipalatinsk on 29 September 2009 in Astana.

As follow up to mentioned above, this new project will pilot an area-based development program with integrated and evidence-based local planning and enhanced public investment implementation mechanisms. The project will be based in the region of former nuclear testing site of Semipalatinsk. Recent UN GA resolution asked international community to address challenges of rehabilitation of the Semipalatinsk polygon in a holistic manner centered on partnership with central and local authorities. The Government of Kazakhstan has called upon UN agencies and UNDP to continue support to this region, and sees it as a priority of the future programme cycle 2010-2015.

The Kazakh Government recognizes that existing large differences in population incomes among regions are the signs of different economic dynamics of regions and ability of local authorities to provide adequate services to the population. Traditionally, non-industrialized regions are behind with the high poverty level up to 37.5%. That is why disaggregated statistics by regions of Kazakhstan show significant lagging behind national MDG targets. Thus, tackling regional disparities is important for truly impact-oriented MDG acceleration. However, there is a great deal of concern around acknowledging weak points and capacity gaps of existing institutional arrangements in the area of regional development planning and implementation and locally-provided public services.

For almost ten years, Kazakhstan has been striving to adopt the law on local governance, which will trigger bottom-up and participatory approach in provincial-level policy making and service delivery. Due to the lack of authoritative information about testing of this approach in the regions, the Government hesitates to move away from highly centralized approach. By piloting an

area-based development program in the region of former nuclear testing site of Semipalatinsk, while working within the legal and regulatory framework for local government, UNDP will acquire data and lessons learnt to be shared with the central Government, local authorities and other development actors. This will help to ease Government's concerns over reforming the system of local governance and raise likelihood of receiving support from Government in introducing more effective system of regional development planning and implementation.

Reflecting the complexity of the issue at stake, a number of different institutions on various layers and sectors are involved in promoting local development in one way or another. (i) On central government level, as no single ministry for local government or decentralization exists, several ministries and state agencies have in the past developed programmes aimed at promoting local social and economic development. Generally, Ministry of Economy and Budget Planning assumed the responsibility of local development planning. These policies and programmes often lack coordination among them and correspond to a top-down approach which does not sufficiently take into account the realities on the ground. Streamlining institutional responsibilities and coordination between central government actors based on best international practices would increase the relevance and efficiency of their actions. (ii) This is also true on local level, where the executive and the representative arms of local governments carry out their tasks next to the representatives of central government bodies. In addition, there is little intra- or inter-district communication and interaction among local governments and no Local Government Association or similar institution has been created yet.

Finally, the participation of various types of non-state actors concerning the development of their communities is still at low levels, resulting potentially in reduced responsiveness and accountability of state actors towards the community. (iii) The complexity of the institutional arrangements results in a lack of connectivity between central and local level actors and policies. There is a need for improved information and communication at local level about central government policies and their implementation (top-down) and for enhanced upstreaming of information on needs and experience from local level towards the central level (bottom-up).

Several basic assumptions underline the project: (i) The continuous commitment of central government to the shift of responsibilities towards the local level as laid out in the Local Government Act; (ii) The existence of dynamic local governments interested and committed to use the new responsibilities in order to promote the economic and social development of their communities in a participatory way; (iii) The existence of civic actors willing to contribute to the development of their communities; (iv) The commitment of the various intra- and inter-layer actors to find constructive modes of interaction and cooperation.

The project is not without risks. Shift in power from one institutional level to another, even if generally adopted by Government, might create some resistance at the losing end. A successful implementation of the project requires among others a continuation of GoK's commitment to move ahead in this direction. Basic necessary steps have been the adoption of the law and the establishment of adequate inter-ministerial arrangements for local development.

On local level, the continuous existence of representatives of central state bodies on local level, with their respective agendas and responsibilities, might create tensions. Also, if accountability mechanisms do not function on local level, there is a risk of uncontrolled spending in particular and the abuse of power by the local executive body in general. Here, the strengthening institutional safeguards as well as a mentality of accountability-demand on the side of the population and accountability-offer on the side of local government structures, are crucial.

Strategy

In January 2010, UNDP CO has used external consultancy support to carry out reviews of existing legislative and regulatory frameworks, institutional arrangements and capacity of actors, identifying gaps and weaknesses and formulate recommendations for the new Local Development Programme. The final reports have not been finalized yet; however, we could share with preliminary findings.

The project strategy is to support Kazakhstan achieve MDGs by fostering innovation in the country's system of local development policy formulation and implementation, planning, budgeting

and financial management, and fostering greater participation in, and accountability of these processes, by leveraging the recent changes in the legal framework for local governance.

To this end, the project will pilot an area-based development program with three main components:

(a) Rayon Development Fund. This will be a fund allowing discretionary development expenditure on small community schemes at Rayon level, thereby filling a major vacuum. It will aim to simulate the sort of formula-based grant transfer mechanism which Gok may wish to introduce to finance development expenditures more generally at Rayon – and indeed at Oblast level – as it continues to reform inter-governmental fiscal relations. The seed money may initially be provided by UNDP, but the aim should be to attract co-funding from both the Gok and other development partners (notably the EU, in light of its forthcoming projects).

In course of the project (Activity 1: Research), the methodology for allocation of funds to districts will be identified. This development fund in the form of grant will be awarded to the local authorities on competitive basis in the spirit of following principles: (i) availability of co-funding; (ii) participation of district community in planning the proposals for funding; (iii) the proposals should meet the local development needs; also (iv) sustainability of the project results.

Local development forums will be established to ensure that Fund's activities are more equitable and transparent. These activities will be focused on facilitation of dialogue, coordination, planning and decision-making at local level between the oblast and rayon authorities and communities for promoting integration and development. Also, LDFs will be a mechanism for decision-making to distribute funds.

(b) Local Capacity Development. A series of activities will be undertaken to promote more consultative planning, more rigorous budgeting, and more effective control and monitoring by local Maslikhat and Akimat authorities, in partnership with local civic organisations, to enable them to effectively implement provisions in LGSL and the Budget Code. These activities will consist in part of basic training in and dissemination of these texts, and in part it may require the development of new guidelines to help "translate" vague, general legal provisions into practice. These activities will be mostly sub-contracted to specialist NGOs and other training agencies – in case, it may be possible to devise an arrangement whereby UNDP funds are used to match a Maslikhat's own training funds. The local authorities will be encouraged to incorporate MDG indicators into the local planning process.

(c) Monitoring & Lesson-Learning. This component will be a joint exercise managed by central government, EK Oblast authorities and UNDP (& other UN agencies), aiming to ensure that the programme is owned nationally, implemented efficiently and responsibly, and also that evidence is generated which may help inform – and stimulate – discussion on such issues as sub-national financing and "capacity-building". A challenge for this component will be to identify appropriate "policy interlocutors" at national level.

The aim will be to pilot innovations under these three components which may inform and encourage wider reforms in District financing, public expenditure management, and governance, and in Region-District relations. Support will therefore also be provided to both Regional and Central authorities to monitor and draw lessons from District activities and their outcomes.

The project will be based in the region of former nuclear testing site of Semipalatinsk (East Kazakhstan). Recent UN GA resolution asked international community to address challenges of rehabilitation of the Semipalatinsk polygon in a holistic manner centered on partnership with central and local authorities. Initially, the project will elaborate the methodology on setting the criteria for selection of targeted districts (from two to three) in consultation with the regional authorities, so that to correspond to the regional social-economic plans.

I. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Improved model of local governance, including better local planning, monitoring and evaluation, is developed and piloted</p> <p>Baseline 1: Effectiveness of interventions in the local development is generally low due to the absence of an integrated approach, limited coordination and weak monitoring and evaluation</p> <p>Indicator 1: Number of possible options identified to strengthen regional development policy formulation and implementation</p> <p>Target 1: At least 10 recommendations formulated to strengthen mechanisms aimed at assessing, increasing and monitoring quality and effectiveness of local government</p>	<p>1. Activity Result Designing the model (Research)</p> <p>- Action 1: In-depth analysis of the existing state programmes and legal frameworks, which target local governance (including fiscal, policy and administrative dimensions) and set the framework for Rayon Development Fund</p>		X			City Administration of Semey, Ministry of Economy and Budget Planning	DGTF	71300 – Local consultants International consultant 72100 Contractual service - Companies 74500 – Miscellaneous expenses	
	<p>- Action 2: As soon as the Rayons are selected, baseline survey should be carried out to assess general local governance issues, including revenues, budget execution and control etc. In these rayons</p>		X						12000
	<p>- Action 3: Assessment of specific capacity gaps and needs of the local executive body (akimat) and local representative body (maslikhat) to design, implement and monitor local development policies</p>		X						17500
	<p>- Action 4: Formulation of recommendations to strengthen mechanisms aimed at assessing, increasing and monitoring quality and effectiveness of local government as well as promote public participation</p>		X	X					10000
	<p>- Action 5: Discussion of the proposed recommendations/ policies at central and local levels</p>		X	X					3000
							Subtotal		42,500

<p>Baseline 2: Authorities lack the ability to ensure coherence between the objectives of national policy and the actual development activities implemented in the regions, address weaknesses in the methodology for inter-governmental transfers etc.</p> <p>Indicator 2: Existence of training courses looking at local authorities performance/ delivery in planning and monitoring local development policies</p> <p>Target 2: Training courses increasing the coherence of central and local strategies and organisational capacities of local authorities are designed, conducted and institutionalized in the existing state training facilities</p> <p>Related CP outcome: Vulnerable groups, especially women, children, migrants, refugees, young and aged people, people with disabilities have improved access to markets, goods, services and social safety nets.</p>	<p>2. Activity Result Capacities of local executive and representative bodies built</p> <p>- Action 1: design of training courses for local executive and representative bodies for policy elaboration and streamlining and increasing the coherence of strategies designed</p>			X	X	City Administration of Semey, Ministry of Economy and Budget Planning	DGTTF	75700 – Trainings 72100 - Contractual service - Companies 74500 – Miscellaneous expenses	10000
	<p>- Action 2: provision of training courses to elaborate, budget, implement, monitor and report on local development plans</p>			X	X				4000
	<p>- Action 3: round tables with participation of non-state actors to constructively engage in local development and promote accountability and responsiveness of state bodies</p>			X	X				1000
	<p>- Action 4: linking capacity needs to existing state training facilities</p>			X	X				
							Subtotal		15,000
		<p>3. Activity Result Piloting the model</p> <p>- Action 1: 2-day round table with local authorities to present the Rayon development Fund and identify Rayons for coverage</p>	X	X	X	City Administration of Semey, Ministry of Economy and Budget Planning	DGTTF	71300 – Local consultants 72100 - Contractual service – Companies 72500 – Supplies 71600 – Travel 74500 – Miscellaneous expenses	2000
	<p>- Action 2: Organisation of orientation sessions at the selected rayons and establishment of partnerships with local authorities through MOU signing and reaching the agreement on terms of partnership</p>	X	X	X	2000				
	<p>Action 3: Carry out participatory planning session at targeted rayons to prioritize local needs and agree on local development projects</p>			X	X				1000
							Subtotal		7,000
		<p>4. Activity Result Awareness raising</p> <p>- Action 1: Round table to discuss the establishment of Local Development Forums and mechanisms of its work with local authorities and non-state actors</p>			X	X	City Administration of Semey, Ministry of Economy and Budget Planning	UNDP TRAC	71300 – Local consultants 72500 – Supplies 71600 – Travel 74500 – Miscellaneous expenses
<p>- Action 2: production of information</p>	X	X	X	1000					
									2000
									500

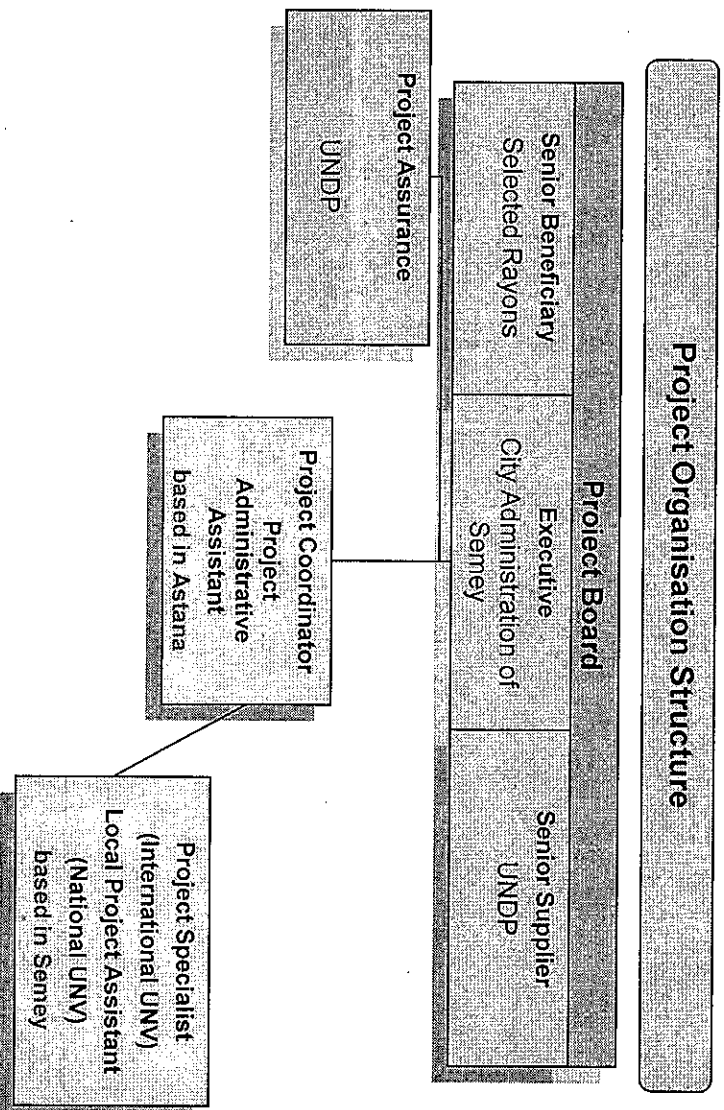
	materials etc.						Subtotal		5,500
	5. Activity Result Effective project management	X	X	X		City Administration of Semey	UNDP TRAC	71505 - UN Volunteers Stipend&Allowances 73100 - Rental and Maintenance-Premises 72500 - Supplies 72400 - Communic & Audio Visual Equip 74500 - Miscellaneous expenses	23643 3000 1000 1500 857
							Subtotal		30,000
TOTAL									100000

Year: 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Improved model of local governance, including better local planning, monitoring and evaluation, is developed and piloted	2. Activity Result Capacities of local executive and representative bodies built Action 1: provision of training to elaborate, budget, implement, monitor and report on local development plans	X	X	X		City Administration of Semey, Ministry of Economy and Budget Planning	DGTTF	75700 – Trainings	10000
Baseline 1: Effectiveness of interventions in the local development is generally low due to the absence of an integrated approach, limited coordination and weak monitoring and evaluation	Action 2: round tables in Semey and conference in Astana with participation of non-state actors and local and central authorities to constructively engage in local development and promote accountability and responsiveness of state bodies	X	X	X				72100 - Contractual service - Companies	5000

<p>Indicator 1: Number of possible options identified to strengthen regional development policy formulation and implementation</p> <p>Target 1: At least 4 local development projects formulated in participatory manner and funded by Rayon Fund</p> <p>Baseline 2: Authorities lack the ability to ensure coherence between the objectives of national policy and the actual development activities implemented in the regions, address weaknesses in the methodology for inter-governmental transfers etc.</p> <p>Indicator 2: Existence of training courses looking at local authorities performance/ delivery in planning and monitoring local development policies</p> <p>Target 2: Training courses increasing the coherence of central and local strategies and organisational capacities of local authorities are designed, conducted and institutionalized in the existing state training facilities</p> <p>Related CP outcome: Vulnerable groups, especially women, children, migrants, refugees, young and aged people, people with disabilities have improved access to markets, goods, services and social safety nets.</p>	<p>Action 3: linking capacity needs to existing state training facilities</p>	X	X	X	X		Subtotal		16,000		
	<p>3. Activity Result Piloting the model</p> <p>- Action 1: Carry out participatory planning sessions at targeted rayons to priorities local needs and agree on local development projects</p>			X	X	X	City Administration of Semey, Ministry of Economy and Budget Planning	DGTTF	71300 – Local consultants	2000	
<p>- Action 2: Funding local development projects, which correspond to local development priorities with cost-sharing from local and central budgets</p>	X	X	X			72605 - Grants			120000	72500 – Supplies	2000
<p>Action 3: Monitoring of local development projects' implementation at targeted rayons; Participatory assessment of local development projects</p>				X	X	71600 – Travel			2000	74500 – Miscellaneous expenses	2000
							Subtotal		130000		
	<p>4. Activity Result Awareness raising</p> <p>- Action 1: support to the operation of Local Development Forums at targeted rayons</p>		X	X	X	City Administration of Semey, Ministry of Economy and Budget Planning	UNDP TRAC	71300 – Local consultants	5000		
	<p>- Action 2: production of information materials etc.</p>		X	X	X			72100 - Contractual service – Companies	10000	72500 – Supplies	1000
								71600 – Travel	5000	74500 – Miscellaneous expenses	1000
							Subtotal		22,000		
	<p>5. Activity Result Effective project management</p>		X	X	X	City Administration of Semey	UNDP TRAC	International UNV	31000		
								71505 - UN Volunteers Stipend&Allowances	11000	73100 - Rental and Maintenance-Premises	1000
							Subtotal	72500 – Supplies	1000		
								72400 - Communic & Audio Visual Equip	1000		
								74500 – Miscellaneous expenses			
									48,000		
TOTAL									216000		

II. MANAGEMENT ARRANGEMENTS



The project will be nationally executed by the City administration of Semey as an Implementing Partner. The project is a response to the needs of the City administration of Semey identified through joint meetings and discussions. The City administration of Semey has adequate capacity in terms of expertise. Close partnership with the Ministry of Economy and Budget Planning through the project will ensure further roll out activities that will be piloted in the project.

The Implementing Partner is leading in project implementation and has ownership of project results. UNDP Kazakhstan will provide support services and will assist in monitoring and evaluation (as per the Annex 1 in accordance with UNDP rules and procedures). UNDP is also responsible for financial and program reporting to DGTTF.

For effective implementation the project structure requires the following roles/focal points:

- Project Board;
- Project Assurance;
- Project Coordinator and Local Project Team.

Project Board:

The Project Board is responsible for making management decisions for the project and providing guidance to the Project Coordinator in case of significant deviations in the delivery of project outputs from established time and budget limits. During the running of the project the Project Board will meet at least twice a year to assess the project's progress against planned outputs, give strategic directions to the implementation of the project and identify any corrective action to be taken, and to assess how well the outputs were achieved.

The Project board includes representatives of the:

- **Executive** – City administration of Semey
- **Senior Supplier** – UNDP
- **Senior Beneficiary** – Ministry of Economy and Budget Planning

The role of Project Assurance, including project oversight and monitoring functions, is assumed by the Project Board, while UNDP Governance Team carries out daily project oversight and monitoring functions.

Project Coordinator and Assistant (based in Astana): To support the Implementing Partner in the project realisation, the Project Coordinator acting as the focal point for the UNHSTF project "Enhancing human security in the former nuclear test site of Semipalatinsk" and "Empowering oralman community for social integration and adaptation" will direct the project from Astana with the support of an assistant. The Project Coordinator is responsible for day-to-day management and decision-making for the project. Both positions will be funded from these projects and spend up to 30-40% their time for the project implementation of "Combating regional disparities for MDG acceleration in Kazakhstan".

Local Project Team (based in Semey)

A Project Specialist (International UNV) will be hired solely for the projects for the 2 year duration. He/she will report to the Project Coordinator in Astana and be assisted by the national UNV volunteer. The Project Specialist's prime responsibility is to ensure that the project produces the outputs specified in the project document, to the required standard of quality and within the specified constraints of time and cost, in which regard the tolerance levels will be 3 weeks deviation in implementation of project activities and up to 10% beyond the approved project budget amount.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 3), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Evaluation

- About six months prior to the end of the project. The evaluation will assess relevance, effectiveness, efficiency, impact and sustainability of the project, identify lessons and make recommendations for any future face of the project and for potential scaling up of piloted initiatives.
- The project evaluation will be carried out in accordance with UN/UNDP rules and regulations on monitoring and evaluation.

Quality Management for Project Activity Results

OUTPUT 1: Improved model of local governance, including better local planning, monitoring and evaluation, is developed and piloted

Activity Result 1 (Atlas Activity ID)	Research	Start Date: March 2009 End Date: December 2009
Purpose	To formulate methodology for improvement of local development planning and assess the capacity of local executive and representative authorities	
Description	In-depth analysis of existing development planning system from the perspective of its ability to effectively address regional development disparities; Formulation of recommendations to strengthen mechanisms aimed at assessing, increasing and monitoring quality and effectiveness of local government	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of analytical studies	Feedback from the office	Quarterly
Number of discussions/round tables with central and local authorities	Feedback from participants	Quarterly
Activity Result 2 (Atlas Activity ID)	Trainings	Start Date: March 2009 End Date: December 2010
Purpose	To build and strengthen capacity of local executive and representative authorities	
Description	Provision of training to elaborate, budget, implement, monitor and report on local development plans to local state and non-state actors	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Feedback from participants	Training evaluations, number of participants	Quarterly
Qualification of trainers	Diploma, reference check	Quarterly
Qualification of beneficiaries	Certificates	Quarterly
Activity Result 3 (Atlas Activity ID)	Piloting	Start Date: March 2009 End Date: December 2010
Purpose	To pilot the formulation and implementation local development projects	
Description	Carry out participatory planning and fund the implementation of the local development projects	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of MOUs signed with local authorities	MOUs	Quarterly
Number of participatory planning meetings held	Feedback from participants	Quarterly
Number of local development projects formulated	Project proposals; Minutes of the Steering Committee	Quarterly

Number of local development projects funded	Minutes of the Project Committee	Quarterly
Activity Result 4 (Atlas Activity ID)	Awareness raising	Start Date: March 2009 End Date: December 2010
Purpose	To establish Local Development Forums at targeted rayons	
Description	Involve local non-state actors into the decision making	
Quality Criteria	Quality Method	Date of Assessment
<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Multi-stakeholder participation at the public debates/ advocacy campaigns	Quality inputs from key stakeholders into discussions, materials	Quarterly
Improved access to information about local governance issues	Number of publications/ printed and electronic materials available	Quarterly
Establishment of Local Development Forums	Number of LDFs established	Quarterly

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

V. ANNEXES

Annex 1: UNDP support services

The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (a) Procurement of goods and services;

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Kazakhstan, signed on 5 October 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

Annex 2: TOR of key project personnel

TERMS OF REFERENCE Projects Coordinator

Project reference:

- Enhancing Human Security in the Former Nuclear Test Site of Semipalatinsk (2008-2010)
- Empowerment of oralman community in Semei (2009-2011)
- Combating regional disparities for MDG acceleration in Kazakhstan (2010-2011)
- Aid for trade (2009-2010)

Grade: SB-3, Q3

Supervisor: Governance and Local Development Unit

Duty station: Astana, Kazakhstan

Duration of employment: March 2009 – December 2011

FUNCTIONS

The Semei Projects Coordinator will be responsible for the progress toward the stated projects objectives and day-to-day management of the project components and coordination of their activities under overall guidance from the UNDP Governance and Local Development Unit. S(he) will supervise the project personnel. He/she will work in close collaboration with the National Project Director. The main duties include but are not are limited to:

1. Coordinates and monitors activities of two projects on a daily basis to ensure smooth implementation of the whole project in accordance with the rules and procedures;
2. Consolidates the annual project workplan/project and budget revisions and their discussion by the relevant stakeholders;
3. Ensures coherence between the undertaken activities and ongoing Government reforms and processes;
4. Ensures effective liaison with National Project Director based in the Semipalatinsk City Akimat;
5. Manages relations with local authorities and civil society organizations involved in the projects;
6. Establishes networks/linkages with other externally and nationally-funded related projects;
7. Promotes publicity of the projects and advocates for project-based initiatives through outreach events and meetings with relevant authorities;
8. Establishes effective substantive and financial management system for the projects in the areas of recruitment, sub-contracting, procurement and training.
9. Supervises the elaboration of terms of references for projects experts, consultants and sub-contractors as well as agenda for training activities;
10. Provides support to setting up and implementation of proper monitoring and evaluation activities, including reporting as specified in the M&E section of project document throughout the project;
11. Takes a lead in preparation of the projects equipment acquisition ledger and organise physical annual check at the end of each calendar year.
12. Supports the work of the Project Board serving as a secretariat.

Recruitment Qualifications

Education:	<ul style="list-style-type: none"> ▪ A degree (preferably, Master) in public administration, politics, social science
Experience:	<ul style="list-style-type: none"> • At least 4 years of professional experience in the related sphere, extensive experience of project management and a demonstrated ability to manage complex technical assistance projects • Profound knowledge of the region's socio-economic situation • Good interpersonal and communication skills ▪ PC skills
Language Requirements:	<ul style="list-style-type: none"> ▪ Good written and spoken English and Russian ▪ Knowledge of Kazakh is essential

TERMS OF REFERENCE
Semey Administrative Assistant

Project reference:

- Enhancing Human Security in the Former Nuclear Test Site of Semipalatinsk (2008-2010)
- Empowerment of the oralman community in Semey (2009-2011)
- Combating regional disparities for MDG acceleration in Kazakhstan (2010-2011)

Grade: SB-2, Q1

Supervisor: Project Coordinator, Governance and Local Development Unit

Duty station: Astana, Kazakhstan

Duration of employment: March 2009 – December 2011

Functions

The Administrative Assistant is responsible for the day-to-day implementation and operational support of project activities under direct supervision of the Semey Projects Coordinator and:

1. Provides operational support to the project management for the smooth implementation of the three project components;
2. Prepares requests for direct payment, cash advances, reports on expenses, budget revisions and other required supporting documentation for all financial transactions; records these transactions accordingly;
3. Prepares and maintains inventories of non-expendable project equipment and maintains stock-record of other supplies;
4. Provides logistical support and prepares background materials for use in workshops, seminars, training sessions, meetings, visiting missions, field trips, etc.;
5. Establishes and maintains accurate and up-to-date filing system for the documents, keeps information and reference material in a manner which allows easy retrieval;
6. Contributes to the preparation of status and progress reports by collecting information, preparing tables and drafting selected sections;
7. Drafts and/or types correspondence, notes, documents, reports, prepares required contracts, keeps the necessary flow of correspondence;
8. Receives telephone calls and visitors concerning the projects, responding directly where appropriate;
9. Prepares unofficial translations and acts as interpreter;
10. Performs other duties as required.

Recruitment Qualifications

Education:	<ul style="list-style-type: none"> ▪ University degree is desirable
Experience:	<ul style="list-style-type: none"> ▪ At least 2 years of substantive experience working in administrative support, logistics or related fields ▪ Ability to work in an environment requiring liaison and collaboration with multiple actors including government representatives, donors and other stakeholders ▪ Excellent inter-personal, communication and organisational skills ▪ Ability to work to tight deadlines and to handle multiple concurrent project components ▪ Excellent computer skills (especially Microsoft office applications) and ability to use information technology as a tool and resource
Language Requirements:	<ul style="list-style-type: none"> ▪ Good command of Russian and English ▪ Knowledge of Kazakh is an asset



UNV VOLUNTEER TERMS OF REFERENCE

Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UNV volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Project Specialist
 2. **Type of Assignment (International or National UNV volunteer):** International
 3. **Project Title:** 1. Empowerment of oralman community in Semey (2009-2011)
2. Combating regional disparities for MDG acceleration in Kazakhstan (2010-2011)
 4. **Duration:** Initial 1 year (with possibility of extension for one more year)
 5. **Location, Country:** Semey, Eastern Kazakhstan with the frequent trips to rural villages
 6. **Expected Starting Date:** 1 April 2010
 7. **Brief Project Description:**

This project "Empowering the vulnerable communities of Kazakhstan through promoting economic and social integration of oralman-repatrates" aims to support the local and central government and other stakeholders in efforts to integrate Oralman, or ethnic Kazakh "returnees", into contemporary Kazakhstani society through capacity building, public awareness and advocacy and resource development. These efforts will feed into, and support, the establishment of a pilot social adaptation center for Oralman in Semey. While the government of Kazakhstan has made efforts to encourage the repatriation of ethnic Kazakhs from abroad, government funding and capacity to support their integration have been limited. Integration of Oralman into society is also inhibited by language and cultural barriers, and access to information, basic resources, and legal and social support.
- The project supports the Semey City Administration in the following areas:
1. Social inclusion and Access of oralman to social services;
 2. Development of capacities and employable skills;
 3. Promotion of migrant issues and development of the Programme for Oralman Adaptation;
 4. Demonstrating volunteering as one of the mechanisms to improve greater social inclusion.

The objective of the project "Combating regional disparities for MDG acceleration in Kazakhstan" is to support the Government of Kazakhstan (GoK) to better address the country's local development disparities by strengthening the country's local development policy formulation, planning, budgeting and implementation system for public goods and services, in the light of the existing international experience and MDG acceleration. This support will be comprised of a flexible funding facility for local governments, and technical support to promote more participatory local planning, pro-poor budgeting, more efficient implementation, and better operations and maintenance by local government bodies and departments.

Expected results of the project will contribute towards achievement of MDGs in medium term by strengthened capacities of relevant actors to design, implement and monitor local development policies in a participatory and accountable way. The project will operate on the territories affected by the former nuclear test-site of Semipalatinsk.

8. Host Agency/Host Institute: UNDP

9. Organizational Context: To support the Implementing Partner in the project realisation, the Project Coordinator acting as the focal point for the UNHSTF project "Enhancing human security in the former nuclear test site of Semipalatinsk" and "Empowering oralman community for social integration and adaptation" will direct the project from Astana with the support of an assistant. The Project Coordinator is responsible for day-to-day management and decision-making for the project. Both positions will be funded from these projects and spend up to 30-40% their time for the project implementation of "Combating regional disparities for MDG acceleration in Kazakhstan".

A Project Specialist (International UNV) will be hired solely for the projects for the 2 year duration. He/she will report to the Project Coordinator in Astana and be assisted by the national UNV volunteer. The Project Specialist will also supervise Local Oralman Project Manager with Local Project Assistant (national UNV volunteer). In total, three people.

The Project Specialist's prime responsibility is to ensure that the project produces the outputs specified in the project document, to the required standard of quality and within the specified constraints of time and cost, in which regard the tolerance levels will be 3 weeks deviation in implementation of project activities and up to 10% beyond the approved project budget amount.

10. Type of Assignment Place: assignment with family

11. Description of Duties:

Under the overall guidance of the UNV Programme Officer and the direct supervision of Project Coordinator the UNV volunteer will be responsible for technical advice and strategic planning. Oversee development and implementation of the volunteering related training modules and supporting volunteering networking in the region. Specifically, his/her duties will include:

- Overall day-to-day support to the Project Coordinator in all aspects of the project implementation.
- Supervise Local Oralman Project Manager and two national UNV volunteers;
- Proper planning and management for projects implementations at local level;
- Draw up a planning, management and monitoring system taking into account each project purpose, focus and use to the stakeholders;
- Assess training and capacity development needs and make required plans;
- Modify the project strategy if needed and requested;
- Work closely with UNDP and other UN agencies, in building linkages with relevant programmes.
- Facilitate the organization of local workshops, seminars and conferences;
- Facilitate contacts, collaboration and coordination among project partners and donors;
- Contribute to the knowledge sharing by documenting findings and lessons learned, success stories and best practices, and drafting relevant materials for dissemination
- Identify possibilities of co-implementation of volunteer activities together with government and/or other organizations;
- Identify long-term strategies for the sustainability of the Oralman volunteer committees and facilitate the formation of the network of volunteer organizations;
- Undertake regional, national and international initiatives of resource mobilization and conduct networking to support community based development.
- Undertake any other activities requested by the UNV PO;

- Provide technical expertise to enhance volunteer interventions in response to identified local development needs;
- Participate in development and conduct of training modules on participatory development to volunteer groups;
- Support National UNVs on strategic issues such as local development planning and monitoring;
- Technical approach on how to create opportunities for volunteers' interventions in response to identified local development needs;
- Resource mobilization and networking among youth organizations/groups, local governments, donors and other organizations including private sector;
- Reporting to the Project Coordinator from the local level;
- Documentation of volunteer contributions to local development needs and making this information available to general public and Government;
- Documentation of best practices and lessons learned for dissemination in awareness-raising campaigns on volunteerism;
- Other duties as assigned.

Furthermore, UNV volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UNV volunteers;
- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

12. Results/Expected Output:

- Enhanced social inclusion and access of repatriates (oralmans) to social services through piloting the centre for adaptation and social integration
- Ensure national government receives support to implement relevant policies, including on social inclusion and volunteering for development
- Community mobilization through volunteer action to improve greater social inclusion
- A final statement of achievements towards volunteerism for development during your assignment; such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.
- A financing mechanism for development expenditures at Rayon level proven to be more equitable and transparent, and encouraging sounder local budgeting and greater public participation than current mechanisms;
- Enhanced capacity – in the selected Rayons – of both Rayon Maslikhats, Rayon Akimats, and Village authorities to undertake participatory planning, pro-poor budgeting, efficient budget execution and, overall, sound public expenditure management;
- Evidence-based lessons from local-level operations in the selected Rayons which are “policy-relevant” for GoK authorities and which contribute to future policy on both local governance and inter-governmental fiscal relations.

13. Qualifications/Requirements:

- Advanced University Degree (MA or equivalent) in social sciences with at least five-year working experience in development and volunteer programmes.
- Experience in programme development and management
- A strong background in participatory approach methodology and experience in knowledge transfer
- Personal sensitivity and commitment to the values and principles of volunteerism
- Excellent communication and interpersonal skills

- Excellent analytical, writing and reporting skills
- Computer skills
- Knowledge (and experience) of Kazakhstan and/or other CIS countries

14. Living Conditions: Renting place in the secure area in downtown of the Semey city, Eastern Kazakhstan. UN Security Phase 0

15. Conditions of Service

A 12-monthly contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$; setting-in-grant (if applicable); life, health, and permanent disability insurance; return airfares (if applicable); resettlement allowance for satisfactory service.

Date: 02.03.2010



UNV VOLUNTEER TERMS OF REFERENCE

Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development, and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UNV volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Local Project Assistant
2. **Type of assignment (International or National UNV volunteer):** National UNV
3. **Project Title:** Combating regional disparities for MDG acceleration in Kazakhstan (2010-2011)
4. **Duration:** 2010-2011
5. **Location, Country:** Semey, Eastern Kazakhstan with the frequent trips to rural villages
6. **Expected starting date:** April 2010

7. **Brief Project Description:** The objective of the project "Combating regional disparities for MDG acceleration in Kazakhstan" is to support the Government of Kazakhstan (GoK) to better address the country's local development disparities by strengthening the country's local development policy formulation, planning, budgeting and implementation system for public goods and services, in the light of the existing international experience and MDG acceleration. This support will be comprised of a flexible funding facility for local governments, and technical support to promote more participatory local planning, pro-poor budgeting, more efficient implementation, and better operations and maintenance by local government bodies and departments.

Expected results of the project will contribute towards achievement of MDGs in medium term by strengthened capacities of relevant actors to design, implement and monitor local development policies in a participatory and accountable way. The project will operate on the territories affected by the former nuclear test-site of Semipalatinsk.

8. **Host Agency/Host Institute:** UNDP

9. **Organizational Context:** The national UNV volunteer will work under direct supervision of the Project Specialist and perform the duties of Local Project Assistant.

10. **Type of assignment place:** assignment with family

11. **Description of Duties:**

Under the overall guidance of the Project Specialist, the national UNV volunteer will undertake the following tasks:

- Assess training and capacity development needs and make required plans;
- Identify possibilities of co-implementation of volunteer activities together with government and/or other organizations;
- Identify long-term strategies for the sustainability of the volunteer coordination units and facilitate the formation of the network of volunteer organizations;
- Draw up a planning, management and monitoring system taking into account its purpose, focus and use to the stakeholders;
- Modify the project strategy if needed and requested
- Work closely with UNDP and other national and donor agencies, in building linkages with relevant programmes.
- Contribute to the sharing of knowledge by documenting findings and lessons learned, success stories and best practices, and drafting relevant materials for dissemination
- Facilitate the organization of regional workshops, seminars and conferences on volunteerism;
- Facilitate contacts, collaboration and coordination among project partners and donors;
- Undertake regional, national and international initiatives of resource mobilization and conduct networking to support community based development by volunteer coordination centres.
- Overall support to the Project Specialist in all aspects of the project implementation.
- Proper planning and management for project implementation at regional level;
- Technical approach on how to create opportunities for volunteers' interventions in response to identified local development needs;
- Production of training modules on participatory development to volunteer groups;
- Resource mobilization and networking among youth organizations/groups, local governments, donors and other organizations including private sector;
- Provides support to proper monitoring and evaluation of the youth volunteer activities and organizational development and capacity building
- Reporting from the regional level.
- Documentation of volunteer contributions to local development needs and making this information available to general public and Government;
- Documentation of best practices and lessons learned for dissemination in awareness-raising campaigns on volunteerism;

Furthermore, UNV volunteers are encouraged to:

- Strengthening their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and taking active part in UNV activities (for instance in events that mark IVD);
- Getting acquainted with and building on traditional and/or local forms of volunteerism in the host country;
- Reflecting on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contributing articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.;
- Assisting with the UNV Buddy Programme for newly-arrived UNV volunteers;
- Promoting or advising local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

12. Results/Expected Output:

13. Qualifications/Requirements:

- University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable and with at least three-year working experience;
- Work experience in administrative/financial functions;
- Experience of work in the projects, funded by international organization would be advantageous;
- A strong background in participatory approach methodology and experience in knowledge transfer
- Personal sensitivity and commitment to the values and principles of volunteerism
- Excellent communication and interpersonal skills
- Fluency in Kazakh and Russian, including good drafting skills
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages,

14. Living Conditions: downtown Serey city, UN Security Phase 0

15. Conditions of Service

A 36-month contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$ 632; settling-in-grant (if applicable); life, health, and permanent disability insurance; return airfares (if applicable); resettlement allowance for satisfactory service.

Date: Monday, February 1, 2010

Annex 3: Offline risk log

Project Title: Combating regional disparities for MDG acceleration in Kazakhstan	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Change of national political priorities in the area of local development	01.02.2010	Political	P = low I = high	CO will closely monitor the political situation and will hold discussions with national partners.	Project Coordinator Programme Analyst			
2	Safety of capital: Rayon fund might be misappropriated	01.02.2010	Operational	P = low I = high	CO will provide professional training to local authorities and watch their financial behavior.	Local Project Manager Local Project Assistant			
3	Ownership problem	01.02.2010	Political	P = medium I = high	CO will ensure close collaboration with local state and non-state actors and make the funding of local development projects demand driven by creating competition.				
4	Fluctuations in USD/KZT exchange rate/ High inflation	01.02.2010	Financial	P = medium I = medium	CO will adjust the project budget to the situation and consult with the national partners on the project activities.	Project Coordinator			
5	Change in project management	01.02.2010	Operational	P = low I = medium	CO will ensure smooth	Head of the Governance			

					implementation of the project. If the change in project management occurs, CO will select and change the project staff and provide mentoring/training accordingly.	and Local Development Unit			
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