

United Nations Development Programme Country: Kazakhstan Project Document

Project Title	Support to Kazakhstan to deliver development assistance to countries in Africa, Oceania, and the Caribbean through capacity building trainings to young professionals
Expected CP Outcome(s):	Central and local governments operate in a more effective, transparent and accountable manner
Implementing Partner:	Ministry of Foreign Affairs of the Republic of Kazakhstan

Brief Description

The project will provide support to the Government of Kazakhstan to design and implement a Partnership Program between governments, academic institutions, and corporations of Kazakhstan and countries in Africa, Oceania and the Caribbean. It is aimed at enhancing the development of important economic sectors in the recipient countries through improved capacity of professionals in these countries. The project will develop a comprehensive Partnership Program based on rapid needs assessments in the recipient countries and ensure access to the best available knowledge and practice within Kazakhstan's institutions. The Program will be completed through a number of capacity building models like university courses, internships, short-term thematic trainings, field trainings, study etc. - all supported with relevant educational and training materials and recommended readings. This Program will seek to efficiently match the sectoral development targets, capacity needs, and educational gaps in recipient countries with available opportunities in Kazakhstan through improved professional training of individual nominees.

Country Programme Period: 2010-2015		2015 AWP budget: \$500 000
Key Result Area (Strategic Plan): Governance and regional develop	Effective nent	Total resources required:\$500 000Total allocated resources:\$500 000
Atlas Award ID:	00091963	MFA (voluntary contribution) \$500 000
Start date:	November 2014	
End Date	December 2015	
LPAC Meeting Date	28 October 2014	
Management Arrangements	NEX	

Agreed by (Implementing Partner):

Erlan Idrissov, Minister of Foreign Affairs of RK

Agreed by UNDP:

Stephen Tull, Resident Representative UNDP

BACKGROUND

Kazakhstan, as a high middle-income country, has made significant progress in a number of knowledge intensive industries, especially in extractive and agricultural ones. At present, Kazakhstan is implementing the Program of Accelerated Industrialization that aims at considerable enhancement of the technological sophistication and modernization of these sectors.

Kazakhstan's foreign policy agenda is extensive and includes providing in the development aid. Recent Kazakhstani initiatives, such as establishment of the national system of official development assistance (ODA), indicates an intention to deliver solid expertise to recipients and bring up the developmental agenda from sporadic bilateral interactions to a new level of systematic and well-structured training programs.

For many years Kazakhstan has been providing official development and humanitarian assistance, helping various countries in the Central Asian region and beyond. To promote peace and security, Kazakhstan has provided an estimated \$100 million worth of humanitarian and development aid to other countries so far. To strengthen its role as an emerging donor, Kazakhstan wants to systematize and professionalize its efforts and align ODA with the priorities of its foreign policy. The country is working to create the Kazakhstan Agency for International Development. To do so Kazakhstan is working to expand the geographical and thematic dimensions, types and formats of technical assistance to the countries in need.

In particular, Kazakhstan, as a facilitator of knowledge exchange, may offer expertise in coal, oil and gas mining, urban sanitation, production of wheat, arid land irrigation, sustainable transport management, corporate planning and information technology.

For this end the Ministry of Foreign Affairs (hereinafter, MFA) and UNDP in Kazakhstan agreed to partner and implement a joint project aimed at developing and implementing a Partnership Program to deliver capacity building and professional training to young professionals, postgraduates, and master's degree students in a number of countries of Africa, Oceania, and the Caribbean.

STRATEGY

The project will build a platform for initiating, organizing and implementing the Partnership Program between Kazakhstan and the following 17 countries of the mentioned regions. The Programme will ensure access to the best available knowledge and practice in Kazakhstan through a number of capacity building courses, internships, short-term thematic trainings, field trainings, etc. During the bilateral meetings that MFA of Kazakhstan conducted, the following countries have been identified: Ghana, Nigeria, Guinea, Republic of Angola, Mozambique, Ethiopia, Kenya, Cote d' Ivoire, Gabon, Burundi, Democratic Republic of Congo, Botswana, Zambia, Zimbabwe, Sudan, Malawi, and of Fiji (Oceania). Over the course of the project, countries from the Caribbean may be added.

Most of the countries are classified as mixed economy emerging markets with a lower middle income status, according to the World Bank classification, but with abundant supply of natural resources. These countries are important producers and exporters of petroleum with large reserves. Petroleum plays a large role in the economies of these countries, accounting for a high percentage of their GDP. Some of the countries also have a wide array of underexploited mineral resources including natural gas, coal, bauxite, tantalite, gold, tin, iron ore, lead, zinc etc. Despite large deposits of natural resources, many of them only have an incipient mining industry.

Agriculture is essential for the economy of the African countries. Agriculture employs 65 percent of Africa's labor force and accounts for 32 percent of gross domestic product. Agricultural performance has improved since 2000, but growth is not yet fast enough and was mostly based on area expansion. Land is scarce and many countries are facing limits to further expansion. Land and agricultural productivity must increase through investing in public infrastructure for agricultural growth.

The project will connect the needs of the recipient countries in terms of professional training and opportunities, which can be offered by leading educational institutions and corporations in Kazakhstan with a clear focus on the following sectors: oil and gas, mining, energy production, agriculture, medical care. These sectors have been discussed initially with the recipient countries, but need more detailed assessment during the project's inception phase.

The partnering institutions in Kazakhstan will include leading institutions in their respective fields:

- Kazakh-Britain Technical University (Almaty) is providing a range of post graduate training courses in oil and gas extraction, mining, business and administration, and information technologies.
- Kazakh Agro-Technical University (Astana) offers professional training in 46 thematic areas of agribusiness.
- Astana Medical University can train young professionals and postgraduates in a variety of medical fields of expertise.
- Kaz Munai Gas National Company has an experience of conducting short-term info tours to the companies operating in the oil and gas sectors.

During its inception phase the project will expand the list of national institutions to ensure high quality of the proposed training modules and their efficient delivery. Important selection criteria will be the capacity of an institution to deliver the modules in English that will be the official language for the Partnership Program (the language of the courses is a subject of further discussion with schools providing trainings).

The project, jointly with MFA, will design and elaborate the Partnership Program that will serve as a legal framework document detailing the proposed training modules (not less than 8) and will include, among other things; description of the courses, timeframe, minimum placement requirements and pricing. This Program will be developed in the frames of and for the purposes of the present project and therefore will not require ratification in the Ministry of Justice of Kazakhstan. The modules will be developed by Kazakh partnering institutions based on the needs assessments to be carried out in the recipient countries. Ideally, the training modules will include a variety of theoretical courses, internships, workshops, study tours, applied research opportunities etc. The average training period for each participant is 2 weeks (duration of each course/module is the subject for further work with the universities).

In the course of the project three outputs will be delivered as described in the Annual Work Plan. The first output will produce a Partnership Program document that will be followed by exchange of Official Notes between the Governments of Kazakhstan and recipient countries. This document will describe all training modules, application requirements, and Program administration procedures. Within the second output the Partnership Program will be delivered through a number of logistical and administrative activities of the project staff that will also be responsible for everyday project management, reporting, and financial management in accordance with the relevant UNDP procedures, which comprises the third output.

I. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			PLANNED BUDGET				
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount USD
Output 1: Partnership Program is designed and endorsed	Activity Result 1.1: Kazakhstan's offer is formulated								
Baseline: Preliminary arrangements of the Partnership Program	- Reconfirm a list of the participating universities in Kazakhstan. Expand	x	x			UNDP	RB	72100 Sub- contract	34,950
of the Partnership Program participants from the donor and recipient countries, as well as	the list, if needed, and negotiate the engagement of additional institutions.	x	x					75100 GMS	13,340
economic sectors for the partnership are agreed.	- Development of the training and capacity building modules for the	~	~						
Indicator 1: Detailed offer from Kazakhstan institutions is formulated with specific placement criteria for each of the proposed modules. At least 8 training modules are offered.	agreed sectors, including description of the theoretical courses and other activities, timeframe, type of activities (certified courses, internship, workshop, field surveys, conferences etc.), price, and minimum placement requirements								
Indicator 2: Priority capacity needs of recipient countries are cleared.	(including degree, professional experience, language level).	x	x						
Indicator 3: The Partnership Program is designed and endorsed.	-Packaging the available opportunities by sectors, including oil and gas, mining, agriculture, health sector, and business administration.								
Target: Partnership Program is endorsed by the Governments of Kazakhstan and recipient countries, and launched.	- Development of detailed application requirements and guidelines for the Partnership Program, including selection criteria for the potential candidates.	x	×						
	-Distribution of the developed packages to the Governments of the recipient countries through the channels of MFA and UNDP there.	х	x						

Activity Result 1.3: The legal framework for the Partnership Program is established - Exchange by Notes between the MFA RK and MFAs of recipient countries.	×	×		MFA RK		
 Evaluation of the submitted applications and selection of participants from each recipient country. Communication of the selection results with the relevant institutions in Kazakhstan and applicants. 	x x	x x				
 Based on the assessment results, a list of potential candidates is formed. Preparation and submission of the individual or group applications. 	x	x				
- Each interested institution (academic/corporate/municipality) in the recipient countries assesses the needs, relevance and applicability to the Partnership Program requirements.	x x	x x				
- Governments of at least 17 participating countries communicate the Partnership Program opportunities among institutions in their countries.	x	x				
Activity Result 1.2: Based on Kazakhstan's offer, recipient countries identify needs and select the modules most relevant to the countries' context.						

Total Output 1	Activity Result 4: The Program is launched - Development and launch of the Program inception and basic PR events. - Preparation of orientation packages for selected participants.	x x	x x			UNDP		48,290
Output 2: Partnership Program is implemented Baseline: Preliminary logistical arrangements for the Program Implementation has been discussed and agreed between the parties. Indicators: At least 6 participants from 17 countries have successfully completed at least 8 training modules over a one year period.	Activity Result 2.1: Travel logistics for the Program participants arranged. - Booking flights to chosen destinations in Kazakhstan. - Organizing additional logistics as needed (translations, medical insurance, food, lodging, transportation, migration requirements etc) - Meeting of the participating groups and individuals, orientation meetings, on-going support during the whole period of stay in Kazakhstan.		x x x	x x x	x x x	UNDP	71600 Travel (international flights) 71600 Travel (Food, Hotel) 71600 Travel (local transportation) 74200 Translation 74500 Misc.	198,360 147,540 3,800 15,300 4,699
Targets: 1. The logistical and organizational arrangements for the Partnership Program ensurse its efficient completion.	 <u>Activity Result 2.2</u>. The training and capacity raising activities are completed. Enrolment of the participants to the relevant training institutions. Organization basic PR activities. Preparation and handing out a completion certificates to the participants. 			x x x	x x x		75100 GMS	13,340
Total Output 2								383,039

Output 3: Efficient project administration Baseline: UNDP is committed to provide program and financial administration of the project in coordination with the MFA RK. Indicators: 1. Project Coordination Unit is fully, staffed, to achieve the	Activity Result 3.1: Project Implementation structure is set up. - - A full time Project Coordinator and Assistant are hired. - Office and equipment needs of the project are settled. - Office and equipment needs of the project are settled. - Project staff is trained in UNDP program and administrative procedures. -	x x x				UNDP	RB	71400 Manager 71400 Assistant 73100 Office rent 72200 Equipment 72400 Communic. 71600 Travel 72500 Stationery 75100 GMS	22,500 15,000 8,097 2,459 2,459 4,508 328 13,320
fully staffed to achieve the project outputs. 2. Timely and effective financial administration and reporting, procurement, and final reporting of the project. Targets: The project is managed in efficient and cost effective manner in accordance with relevant UNDP procedures.	Activity Result 3.2. Partnership Program is effectively coordinated to successfully deliver the project outputs. - Communication and coordination of the Program activities with UNDP CO and MFA focal points. - Communications maintained with institutions and individuals in the recipient countries of the Program related issues (programmatic and logistics). - Coordination of the project activities with relevant institutions in Kazakhstan at the Program development stage and on-wards.	x x x	x x x	x x x	x				
	- Procurement of the project related goods and services in accordance with UNDP requirements.	х	x	x	x				
	- Reporting to UNDP CO and MFA RK as appropriate.		x		x				
Total Output 3									68,671
•	*****	XXXX	XXXX	XXXX	XXXX	*******	*******		
TOTAL	************************************	$\langle \chi \chi$	XXXX	XXXX	$\infty \infty $	***************	300000000000000000000000000000000000000		500,000

II. MANAGEMENT ARRANGEMENTS



The project is nationally executed with the Ministry of Foreign Affairs as an Implementing Partner. MFA is an authorized governmental agency leading the inter-governmental initiatives in an array of thematic areas. In this particular case MFA will lead and advise on policies and mechanisms of providing technical assistance to foreign governments, help to initiate and maintain contacts through the intergovernmental information systems, and ensure favourable conditions for the project implementation within the country. UNDP Kazakhstan will provide support services, technical advice, financial management of the project, and effective monitoring and evaluation of the project. UNDP is also accountable for organising the day-to-day project operations through a Project Team. UNDP will report to MFA about the project progress, periodic risks assessments, and financial delivery rates.

Project Board will include representatives of MFA and UNDP and will be accountable for strategic decisions to ensure adaptive project management supported with the relevant guidance and advice. The Project Board will meet every six months to assess the progress, and ensure timely and cost effective project implementation.

Project Manager will be recruited to provide high quality project management, budgeting, administration and monitoring in accordance with the Annual Work Plan approved by the Project Board.

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 1), 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. 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.

IV. LEGAL CONTEXT

In accordance with the Article III of the Standard Basic Assistance Agreement (SBAA), the Implementing Partner carries the responsibility for the safety and security of the Implementing Partner, their personnel and property, and the UNDP's property in the custody of the Implementing Partner. To this end, 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 within the framework of project operations, and the full implementation of the security plan.

The 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

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 amount provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established resolution (1999). The pursuant to 1267 list can be accessed viahttp://www.un.org/docs/sc/committees/1267/1267listeng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

This Project Document – a document referred to by this name in Article I, signed by the Government of the Republic of Kazakhstan and Development Programme of the United Nations on October 4, 1994.

In order to implement the Standard Agreement for assistance, implementing agency of the host country refers to the appropriate state authority designated by this agreement.

The present agreement is made in English and Russian and consists of two original copies and both languages will be of equal legal weight. In case of any ambiguity or conflict between the English and Russian languages, the English version shall prevail.

NNEXES

Annex 1. Risk Analysis

#	Description	Category	Rating	Management response	Date Identified	Last Updated	Status
1	The global economic crisis may cause a second devaluation of KZT, which may affect the currency linked costs.	Financial	М	Try to process all currency linked transfers as soon as possible.			
2	Language related capacity of the lectures may significantly reduce the number of available courses within the training modules. Sequential translation may affect the quality of training.	Institution al	H	Revise and broaden the list of potential institutions in Kazakhstan to better cover the needs.			
3	The timeframe and budget for the project are very tight.	Organiza tional	L	The management structure should allow for revisions and adaptations.			
4.	The international communications, negotiations, and decision making may cause a significant delay in project schedule depending on the bureaucracy level in selected countries.	Organiza tional	H	Committed focal points should be officially designated in every country. Project schedule should be shared with all partnering agencies right after the project start.			
5	Restrictions (flights) related to prevention of the spreading of Ebola fever from the Africa region.	Global	L	Keep track of the relevant WHO discussions and decisions. Ensure that all participants passed relevant medical examination before international travel.			

Annex 2.

Agreements: STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE MINISTRY OF FOREIGN AFFAIRS OF THE REPUBLIC OF KAZAKHSTAN FOR THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between officials of the Ministry of Foreign Affairs of the Republic of Kazakhstan (hereinafter referred to as "Ministry") and officials of UNDP Kazakhstan hereinafter referred to as UNDP with respect to the provision of support services by the UNDP Kazakhstan country office for nationally managed project "Support to Kazakhstan to deliver development assistance to countries in Africa, Oceania, and the Caribbean through capacity building trainings to young professionals" (Hereinafter referred to as Project). UNDP and the Ministry hereby agree that the UNDP country office may provide such support services at the request of the Ministry through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Ministry designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office will provide, at the request of the designated institution, the following support services for the activities of the project:

a) identification and recruitment of project and programme personnel;

- b) identification and facilitation of training activities;
- c) procurement of goods and services;
- d) and other service in consultation.

4. 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, which will also be in coordination with the Ministry. Support services described in paragraph 3 above shall be detailed in an annex 4 of the project document, in the form provided in the Attachment 4 hereto. If the requirements for support services by the country office change during the life of a project the annex 4 to the project document is revised with the mutual agreement of the UNDP resident representative and the Ministry.

5. The relevant provisions of the Standard basic agreement between UNDP and the Government of Kazakhstan signed on October 4, 1993 (the "SBAA"), 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 project through the Ministry as 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 4 to project document.

6. 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.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex 4 to project document.

8. 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.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. Signature of the present Project Document, to which Appendix 3 is making an integral part, shall constitute an agreement with the provisions set forth above, as well as it shall constitute an agreement between the Ministry and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed projects.

Annex 3.

Terms of Reference for the Project Manager

Job Title:Project ManagerProject:Support to Kazakhstan to deliver development assistance to countries in Africa,
Oceania, and the Caribbean through capacity building trainings to young
professionalsSupervisor:Strategic Support UnitDuty Station:AstanaDuration:1 year

Background: The project will provide support to the Government of Kazakhstan to design and implement a Partnership Program between governments, academic institutions, and corporations)

in Kazakhstan and a number of countries in Africa, Oceania and the Caribbean, to enhance the development of important economic sectors in the recipient countries through improved capacity of professional and master degree students in these countries. The project will design a comprehensive Partnership Program based on rapid needs assessments in the recipient countries and ensure access to the best available knowledge and practice within Kazakhstan's institutions. The Program will be completed through a number of capacity building models like university courses, internships, short-term thematic trainings, field trainings, study etc. - all supported with relevant educational and training materials and recommended readings. This Program will seek to efficiently match the sectoral development targets, capacity needs, and educational gaps in recipient countries with available opportunities in Kazakhstan through improved professional training of individual nominees.

Duties and Responsibilities:

Under the overall supervision of Head of Strategic Support Unit, the project manager will be responsible for providing high quality management of the project. The Project Manager will:

- Develop and execute the project work plan and its implementation strategy;
- Ensure the management and coordination of project implementation according to UNDP Rules and Regulations;
- Organize, supervise, and implement project outputs and activities in a timely manner;
- Ensure and coordinate meaningful participation of all national and international stakeholders in all phases of the planning and implementation processes;
- Develop and maintain strong partnerships between the project and counterparts, including the involved ministries, civil society organizations, and local governments;
- Coordinate and manage the recruitment of and supervise project staff and consultants;
- Ensure close and standard monitoring and evaluation of the project;
- Manage towards the project's intended results following the Result Based Management system of UNDP;
- Develop and communicate best practices and feed these into UNDP's overall strategic planning;
- Review and adjust work plan on a bi-annual basis in light of relevant changes in the sociopolitical context and operating environment;
- Monitor expenditures of the project;
- Prepare bi-annual progress and other relevant reports to concerned parties;
- Undertake any other relevant activities as required by the unit.

Qualifications:

- Bachelor or Master Degree in business or public administration, education, or related fields;
- At least 3 years of progressively responsible experience in managing (international) projects;
- Strong management, analytical, negotiation, communication and networking skills;
- Strong team player with the ability to work under pressure;
- Ability to handle multiple tasks;
- Strong organizational skills;
- Ability to work in multi-cultural environment and travel within Kazakhstan;
- Excellent knowledge of English, Russian langusges. Knowledge is Kazakh language is an advantage;
- Excellent computer skills