

Annex A – Joint Programme Document

Country: **KAZAKHSTAN**

UNDAF Outcomes:

UNDAF Outcome 1: Reduced (human and income) poverty at national and sub-national levels;

UNDAF Outcome 2: Improved access to quality basic social services.

Project Title: *Enhancing Human Security in the Former Nuclear Test Site of Semipalatinsk*

Project Duration: 2008-2010

Fund Management Option: *pass-through*

Administrative Agent: UNDP

Total estimated project budget: \$ 1,978,698

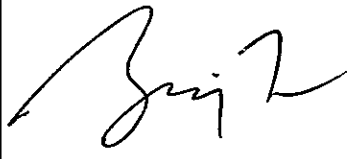




- Donor (UNHSTF) \$ 1,978,698

Out of which:

Project cost: \$ 1,832,128

PSC: \$ 128,249

AA-fee: \$ 18,321

UN Organizations	UN Organization	National Partner
<p>Mr. Haoliang Xu UN Resident Coordinator in Kazakhstan</p>	<p>Ms. Ms. Hanaa Singer UNICEF Representative in Kazakhstan</p>	<p>Mrs. Zhanna Zhibraeva National Project Director</p>
<p>For: United Nations Development Programme (UNDP)</p>	<p>For: United Nations Children’s Fund (UNICEF)</p>	<p>For: Semey city Akimat</p>
<p>United Nations Population Fund (UNFPA)</p>		
<p>United Nations Volunteers (UNV)</p>		
		
<p>22 AUG 2008</p>	<p>22 AUG 2008</p>	<p>21 AUG 2008</p>
<p>Date & Seal</p>	<p>Date & Seal</p>	<p>Date</p>
		

1. Executive Summary

A lingering consequence of the Cold War is the Semipalatinsk nuclear testing area in Kazakhstan where a total of 468 nuclear tests were conducted. The resulting fallout from the tests has severely affected the region, including destruction of ecosystems and traditional ways of living. This burden is significant: an estimated 1,323,000 people were negatively affected by the tests. This project is a response to the people of Semipalatinsk and recognition of the international responsibilities to the region and to the severity of the health, environmental and social problems as underlined by the five resolutions adopted by the General Assembly between 1997 and 2005.

The low level of living standards, lack of social services and opportunities for income generation, especially in rural areas, around the former nuclear test site of Semipalatinsk is a matter of grave concern. Kazakhstan is becoming a more and more divided country with the incidence of rural poverty nearly three times as high as urban. Strengthening human security in the most vulnerable parts of the country could prevent future social conflicts in Kazakhstan. This requires a multi-sector approach including improving health services to promote universal access to basic health care, ensuring minimum living standards, enhancing local capacity and promoting partnerships with civil society groups and NGOs.

The project strives to address the following critical problems with a long term development perspective:

- Health and social services: ensuring quality basic health services, targeting vulnerable groups (women, children and youth), to decrease the high infant and maternal mortality rates.
- Economic development: building capacities for entrepreneurship, improving business knowledge and management skills, and providing people with new tools (micro credit, leasing, etc) to start and develop economic activities and to create employment.
- Social infrastructure: working to mobilize communities and to support NGOs/CBOs in providing community services, and in acting as agents of change within society.

2. Situation Analysis

A lingering consequence of the Cold War is the Semipalatinsk nuclear testing area in Kazakhstan. Between 1949 and 1989, a total of 468 nuclear tests – including 125 above-ground tests – were conducted in this 18,500 km² polygon. The resulting fallout from the tests has severely affected the region, including destruction of ecosystems and traditional ways of living. This burden is significant: an estimated 1,323,000 people were negatively affected by the tests. Many of these people continue to suffer to this day. Closure of the test site in 1991 and subsequent loss of orders from the Soviet Army Forces undermined the local economy, particularly agricultural production. Economic insecurity increased, with rising unemployment and under-employment, wage gaps and arrears, inflation and savings uncertainty. With economic restructuring and social service reform, many state institutions dealing with social welfare and services had to shut down as the government's budget could no longer support them. Therefore human resource development declined, due to low quality of education and health care, infrastructure breakdown, and shrinking budgets.

The low level of living standards, lack of social services and opportunities for income generation, especially in rural areas, around the former nuclear test site of Semipalatinsk is a matter of grave concern. The main problems being:

- Health and social services (lingering health consequences of radiation, as well as declining health services)
- Environment (ecological consequences of nuclear testing)
- Economic (collapse of local economy and lack of new economic opportunities)
- Social (lack of social infrastructure, lack of social empowerment)

Most donor support has so far been provided to deal with the most urgent environmental and medical concerns, being also the main focus of the approved Special Government Programme for Semipalatinsk. The proposed project strives to address the following critical problems with a long term development prospective:

- Health and social services: ensuring quality basic health services, targeting vulnerable groups (women, children and youth), to decrease the high infant and maternal mortality rates. This approach is different from the ones of the Government and some other donors, which stresses medical rehabilitation.
- Economic development: building capacities for entrepreneurship, improving business knowledge and management skills, and providing people with new tools (micro credit, leasing, etc) to start and develop economic activities and to create employment.
- Social infrastructure: working to mobilize communities through volunteerism and to support NGOs/CBOs in providing community services, and in acting as agents of change within society.

It is anticipated that through this initiative, the UN agencies involved in the project will promote positive changes among people and local authorities, social engagement, and will support the economic recovery in a long term development perspective, which is in line with both national and local government priorities as identified in many strategic development documents. The project will work hand in hand with local authorities and civil society who repeatedly expressed their interest in and support to the initiative.

3. Strategies including lessons learned and the proposed Joint Programme

Context

With regard to achieving tangible progress towards the MDGs and address multiple and complex causes of these problems UNDP, UNICEF, UNFPA and UNV will bring their successful practices to the region which are based on the organizations' comparative advantages and lessons learned in the areas of developing pro-poor policies, ensuring quality of life for all, and promoting an enabling environment for democratic governance and the broadest participation of citizens in national development. Coordinated and collaborative efforts of UN agencies in the region will be linked to ongoing national reforms in social sectors and advocacy efforts to introduce respective national policies on the central level.

The UNDP Semipalatinsk Programme was funded by the Government of Japan which contributed \$1.1 million through the Trust Fund for the Semipalatinsk Relief and Rehabilitation Programme. This Fund was created by UNDP in response to the UN resolutions calling for international assistance to the area. The programme functioned from April 2002 to end-2005 and included three projects: micro-crediting for women, small grants for non-governmental and community-based organizations, and a business advisory centre. The programme made substantial progress in helping to alleviate poverty and to raise living standards among targeted groups such as women, small-scale entrepreneurs and rural people. The UNDP Programme was the only major donor initiative targeting the socio-economic effects of the nuclear test site and its closure, with other development actors mainly focusing on health and environmental concerns.

In 1997 UNDP initiated and launched a pilot Resource Centre for Public Organisation in Semipalatinsk to provide support in the institutional capacity development and management of NGOs in the region. An international UN volunteer with expertise in NGO development worked and lived in the region and provided advisory support to the NGOs. The major outcome of the project was that although the capacity of NGOs was weak there was a strong commitment for strengthening both individual and organisational capacities of NGOs. This project will build on the lessons learned to further support NGOs/CBOs and self-help and volunteer groups to contribute to development in the Semipalatinsk region.

UNICEF has supported a number of initiatives in the Semipalatinsk region including trainings for doctors and nurses, working with children with special needs together with families, social workers and local authorities.

UNFPA implemented its projects in East Kazakhstan, covering predominantly Semipalatinsk during its second programme cycle 2000-2004. The assistance mainly included series of cascade trainings of health specialists in family planning highlighting the use of new contraceptive technologies and establishing of the Training Centre in Semipalatinsk Medical Academy. With these groundwork done and critical mass of ObGyns trained, the implementation of proposed effective perinatal care technologies in Semipalatinsk is seen smooth and non-problematic.

In 1998 UNV launched the Caspian Project to complement UNDP's efforts within the framework of Kazakhstan Caspian Regional Development Programme. The project was successfully implemented and concluded in 2002. The Caspian Programme had two main elements of support: 1) provision of alternative sources of income through a micro-credit scheme; and 2) the establishment of business development centres to support small-scale business initiatives. Eight mixed teams of national and international UN volunteers were recruited by UNDP/UNV to support the Programme.

The project will draw from and build on the experiences gained and lessons learnt through the UNDP, UNICEF, UNFPA and UNV projects and initiatives in Semipalatinsk, while some of the project components will serve as extension of the previous efforts.

Lessons Learned

Recognizing the international responsibilities to Semipalatinsk and the severity of the health, environmental and social problems there, the General Assembly adopted five resolutions between 1997 and 2005 calling on the international community to assist the Government of Kazakhstan in its efforts to overcome the problems. In September 1999, the Tokyo International Conference on Semipalatinsk, funded by UNTFHS, was organized to consider the Semipalatinsk region Relief and Rehabilitation Programme. Since then, numerous projects have been supported by the Government of

Kazakhstan and the international community to help rehabilitate the region. Although much has been accomplished, the severity of the problems has far outweighed the efforts to resolve them, which was again emphasized in the latest General Assembly resolution in 2005.

The project will continue to address the issues identified as a result of the Tokyo Conference. Specifically, the project will support and contribute to socio-economic rehabilitation of the whole region in order to improve prospects for self-help and sustained recovery for both urban and rural populations with special attention to those measures, which support small business development. The project will have a particular focus on rural areas as well as on working for and with entrepreneurs, especially rural ones, by providing training, advisory services and initiating new financial schemes.

Also, priority was given to the strengthening of the capacities of the government and other local institutions, particularly including Kazakhstani NGOs, so that they can better administer programmes for action and ensure their impact on the most affected population. The project implementation will involve both government and non-governmental organizations, thus building the capacities of both. In addition, the project will promote and facilitate effective networking between the Government, civil society and local communities, so that they work in partnership to address current challenges and concerns and plan strategically for the future.

The design of the proposed strategies and activities aimed at improving the access to quality basic services takes into account the results of past UNICEF supported studies, for example, on social sector expenditures and child mortality, which have provided evidences for shifting the organization's agenda in the country from service provision and supply oriented programming to policy development and advocacy. For instance, the mid-term review of UNICEF country programme found that the Government could mobilize its own resources for service delivery but requires UNICEF as well as other respective international agencies to provide technical support in maintaining the social safety net. Based on the lessons learned from the past development initiatives of UNICEF and its strategic national and international partners are currently aiming at provision of timely and quality inputs in the areas of social policy analysis, data and information systems, planning and management skills and advice in child-focused planning, budgeting and service delivery. Given the rapid pace of economic and social change in Kazakhstan, it is critical to ensure that the provision of adequate and quality social services is high on the political agenda, at the national and especially local level, as local governments are responsible for 80 per cent of the national budget. Although the national Government retains overall responsibility for policy-making, success in implementing innovative approaches will increasingly depend on effective cooperation with local administrations to influence the planning, budgeting and effective use of resources for social services.

The Proposed Joint Programme

The overall goal of the project is to provide assistance to Kazakhstan in the formulation and implementation of special programmes and projects of treatment and care for the affected population as well as in the efforts to ensure economic growth and sustainable development as well as enhance human security in the former nuclear test site through expected outputs.

Rapid growth of Kazakhstan's economy can be attributed mainly to high oil and gas prices. The lack of diversification in the source of growth has been noted by the President, while launching the strategy of joining the club of 50 most competitive countries and building a competitive economy. He stressed

that priority status has to be given to the enhancement of the social capital and protection of vulnerable groups while supporting strong economic growth. Further, the project proposal was initiated to complement the implementation of the Kazakhstan national multi-sectoral programme on rehabilitation of the Semipalatinsk region and its population affected by nuclear weapon testing.

The project's aims and objectives will contribute to the priorities set out in the relevant Government Programmes. Specifically, these are health rehabilitation of the people in Semipalatinsk, reduced disease incidence rates and social infrastructure development. Also, UNDP will promote and facilitate networking between government and non-governmental/community-based organizations as was set high on the agenda by the President at the Civil Forum of Kazakhstan. Also, support will be provided to the implementation of the Social Procurement Law, which will directly contribute to this goal.

The provision of quality basic services supported within the project relies on the commitment of regional, city and village administration. Civil servants will be trained to use existing instruments and to be proactive in the development of quality health services.

The administration of the city of Semipalatinsk will be a strategic partner as well as town and village administration. Government officials will be beneficiaries of targeted training to strengthen their relationships with NGOs and to increase transparency in the implementation of the laws and regulations that deal with the civil society.

The provision of rural advisory services is in line with local government priorities and will be coordinated with existing units/programs devoted to business and agriculture development. The exit strategy includes co-financing and major responsibilities transferred to local administrations.

In this respect, the project plans to work closely with the local authorities of both Semipalatinsk city and neighboring villages and rayons in order to secure support to project components and schemes, and, more importantly, that local governments take over in running them and incorporate them in their work plans and schemes.

The UN agencies involved have divided the areas of responsibility according to specific comparative advantages, and have ensured compatibility and coordination in a common effort to face the multi-sectoral nature of the challenges in the region. Thus, UNICEF and UNFPA are responsible for ensuring quality basic health services (targeting women, children and youth), improvement of health care and social services for health workers, establishing friendly environment for young people, introduction of Safe Motherhood Initiative and improvement of perinatal services. UNDP will work to expand economic opportunities available for the poor through the provision of rural business advisory services and the expansion of access to finance through micro-credit and pilot leasing services. UNDP and UNV will then work to develop the social infrastructure through training targeted to NGOs/CBOs and grant disbursements.

4. Results Framework

The goal of the project as a whole is to alleviate social suffering among the vulnerable groups in the Semipalatinsk region in order to overcome the ecological, health, psychosocial and humanitarian

effects of the Cold War. A multi-sectoral approach has been developed to address a set of interconnected issues taking into account the multi-faceted challenge of human security in Semipalatinsk. This project will particularly enhance the economic, health, environmental and community security as well as reduce social tensions to prevent potential conflicts. The goals, objectives, outputs and activities are designed to allow:

- Vulnerable families to benefit from raised living standards and quality health and psychosocial support services
- Decrease infant, child and maternal mortality and improve health status of young people
- Enhance and empower civil society and local ownership in order to prioritize people's needs and implement sustainable community initiatives
- Enhance community and resource mobilization and volunteerism to form self-help groups and associations in conjunction with local authorities to undertake small scale projects for improved living standards
- Create markets in rural areas to benefit the poorest through indirect support, namely empowerment and expanded access to financial services

With regard to this vision, three different goals have been formulated following specific sectoral demands:

GOAL 1 - Health and Social Services: to ensure access to quality basic health and social services for vulnerable groups

OBJECTIVE 1.1 By end 2010, 50 per cent of women of reproductive age and newborn babies of the Semipalatinsk region will receive quality perinatal care support services.

OBJECTIVE 1.2 By end 2010, children of 0-3 years of age from 20,000 families living in rural areas of the Semipalatinsk region will benefit from better early childhood development practices.

OBJECTIVE 1.3 By end 2010, 10,000 young people of the Semipalatinsk region will enjoy youth-friendly psychosocial and health services.

OBJECTIVE 1.4 By end 2010, at least 5,000 vulnerable families in the Semipalatinsk region will benefit from social counseling and family support services.

OBJECTIVE 1.5 By end 2010, local Government and NGOs of the Semipalatinsk region will be able to better plan family-based and child-focused social policies at local level.

GOAL 2 – Economic development: to build capacities for entrepreneurship and business skills, and to provide modalities for generating economic and employment opportunities

OBJECTIVE 2.1 By end 2010, 150 rural households will benefit from rural microcredit and microleasing services.

OBJECTIVE 2.2 By end 2010, 30% rural entrepreneurs are better able to understand and exploit economic opportunities through access to financial markets, information and training.

GOAL 3 – Social infrastructure: mobilizing and empowering communities, promoting volunteerism and supporting NGOs/CBOs in providing community services and in acting as agents of change within society.

OBJECTIVE 3.1 By end 2010, around 1500 local community members will benefit from initiatives by NGOs/CBOs resulting from training and grant distribution.

OBJECTIVE 3.2 By end 2010, 60 self-help groups and associations will be engaged in voluntary action to support small-scale local initiatives.

5. Management and Coordination Arrangements

The project has a complex nature addressing a set of multi-sectoral issues and indeed will be implemented by different partners. A unified approach will be guaranteed by the National Project Director who is a designated official of the implementing national partner and the project coordinator both reporting to the multi-sectoral steering committee consisting of major project stakeholders.

A Project Steering Committee (PSC) will be established to oversee the project. The PSC will be comprised of representatives of the Semipalatinsk City Akimat, programme staff of the UN implementing agencies and the Project Coordinator. The PSC will meet at least once a year to assess the project's progress against planned outcomes and outputs and to give strategic directions to the implementation of the project. The National Project Director will chair PSC meetings. The Project Coordinator will be responsible for implementing PSC policies and directions and reporting back to the PSC on progress in all aspects of the project. At the initial stage of project implementation, the PSC may, if deemed advantageous, wish to meet more frequently to build common understanding and to ensure that the Project is initiated properly. The overall supervision of the project will rest with the Project Coordinator.

UNICEF/UNFPA will administer the health and social service component while UNDP will administer the economic development and social infrastructure components.

The overall coordination of UNICEF/UNFPA administered components on health and social services will be managed by Local Project Managers who will be responsible for supervision of joint activities, documenting experience, applied process, lessons learned; ensuring link with ongoing health and social reforms process to build sustainability of UNICEF and UNFPA supported initiatives; in collaboration with local, regional and central authorities (including respective ministries of health, education, labor and social protection) making adjustments of the project through discussing and formulating set of recommendations and ensuring their smooth implementation; coordinating the evidence-based advocacy activities for nationwide replication of innovations introduced in the Semipalatinsk region. The UNICEF Project Manager will supervise two coordinators who will be closely working on implementation of health and social policy/child protection components. The coordinators will be working as part of the local authorities and contribute to building the capacity of local managers in applying new approaches in planning and delivery of social services.

The economic component of UNDP will be managed by a local project manager who will be responsible for the supervision of activities, quality assurance, capacity building, relations with public authorities and communication strategy. The activities will be implemented by NGOs, while UNDP will work as a market facilitator. The microcredit component will be implemented under the responsibility of a registered and transparent microfinance institution as well as the micro-leasing component. A micro capital grant agreement will be signed with the selected NGO. The microfinance organization will be selected using CGAP and UNCDF standards as well as the format used for the agreement. At the end of the project the capital is transferred to the institution if the targets are reached. Similarly business advisory services will be delivered by an NGO with the support of the project staff. The project manager and the international UNV will work on capacity building of implementing NGOs and will organize training using international and national resources as needed and planned. A preliminary screening of potential NGOs has already been conducted and demonstrated the existence of candidates with strong potential.

The social component of UNDP/UNV will be managed by a local project manager and implemented by UNV and contracted NGOs. The project manager will be responsible for the supervision of activities, quality assurance, capacity building, relations with public authorities and communication strategy. The project manager will also be responsible for the disbursement of grants and monitoring and evaluation. The decision on the disbursement of grants will depend on the Grant Committee (consisting of the UN programme staff, civil society and local authorities). The international and national UNV will provide expertise and will work closely with existing NGOs and to mobilize CBOs. The social component team will include a project manager and UNV. The conduction of training will be outsourced in part to NGO partners supported by the team.

The roles and responsibilities of each of the above mentioned project staff are further detailed in Annex III, which contains respective ToRs and the project organigram.

6. Fund Management Arrangements

The pass-through modality has been chosen to ensure the most effective and efficient fund management. Under this modality, UNDP will act as the Administrative Agent for channeling funds to the other agencies. UNDP will be responsible for consolidation of reporting and will manage the relationship with UNTFHS and the Government of Japan. In UNDP, UNV, UNICEF and UNFPA focal points for Semipalatinsk are appointed to facilitate coordination. The national counterpart and UNDP Kazakhstan will be responsible for the overall project implementation and attainment of project results.

7. Feasibility, risk management and sustainability of results

Among the external factors that are foreseen to influence the overall project implementation are an existing relatively high level of emigration and weak decision making power at the local government level. Interventions in the Semipalatinsk region are complicated by the fact that many decisions are taken at the higher level of East Kazakhstan regional authorities, which are located in Ust-

Kamenogorsk city. The division of power between the city of Semipalatinsk (in the past the capital of an autonomous region) and the regional administration can be a source of tension.

Another factor that has to be taken into account is a negative perception towards participatory governance in both local and central authorities. Despite the fact that the Government has declared its openness towards participatory development there is still lack of effective implementation of the legislative framework and functioning mechanisms to ensure effective participation of the civil society and the private sector in political decision making and budget allocations.

The legislative risk is related to unpredicted changes in the legal framework governing NGOs and CBOs which has been recently developed. The project indeed pays special attention to empowering local NGOs/CBOs and enhancing their partnership with the local government. Special exercises for local decision makers will be conducted on effective collaboration with NGOs and efficient participatory implementation and monitoring of social programmes. The creation of communication channels between the government and NGOs and the development of effective relationships will guarantee better understanding, even if the rules change.

Economic (macroeconomic) and financial risks (credit risk) are linked with the development of financial services in the region. These risks are mitigated by the status of the few microfinance organizations operating in the region, which are trustable and transparent. A higher risk is related to the microleasing component due to the fact that it is a pilot project and experience in the country is scarce. In this regard, the use of external expertise has been planned.

One of the key milestones to ensure long-term sustainability of the project is linking strategies to the ongoing or planned social reform agenda. For instance, the part of the activities targeted at improving the access to quality health services will be closely interconnected with initiatives of the Ministry of Health on improving the basic benefit package of health services to be universally available for women and children under age five. It is expected that UNICEF and UNFPA supported activities in the Semipalatinsk region will complement and contribute to the social sector reforms in Kazakhstan through piloting comprehensive and operational models of social services, building the national capacity and evidence-based advocacy. Finally, the outcomes of the Semipalatinsk region together with the lessons learned from other project sites shall be thoroughly assessed, validated and disseminated nationwide. Regional models of effective and efficient service delivery tailored to specific needs of target populations will be an important contribution to the implementation of social sector reforms. The close partnership with the regional and local governments is to be considered equally crucial to ensure the success and sustainability of the project.

Training of local organizations and akimats (local authorities) will ensure ownership and sustained effects on human security in the region. Enhanced partnership between akimat and NGOs/CBOs to cater to the needs of vulnerable groups and provide social services will give a base for future cooperation and transparent grant mechanisms to continue the initiatives with their own funds from the new state social procurement mechanism. Support to income-generation and entrepreneurs have proven effective to raise living standards for the entire family, and allow for beneficiaries to be self-sustainable. Further, the Semipalatinsk City and rayon akimats have expressed their willingness to contribute to rural development projects with substantial parallel funding. In order to ensure sustainability, UNDP is working on defining the hand-over mechanisms to local entities.

The authorities at local level are very keen to start implementing the project activities with the involvement of UN agencies at earlier stages to assure introduction to the most reliable and proven approaches. Thus, it is planned that the involvement of local institutions into the project implementation and in reaching project objectives will be incrementally increased. The focus of this project on capacity building and participation is the guarantee of sustainability. The financial sustainability will be guaranteed by increased budget expenditures of local authorities using existing law instruments (e.g. the Social Procurement Law).

A special attention will be given to facilitating accountable, transparent and open decision-making and programme implementation, which will allow the continuation of project activities using local resources.

8. Accountability, Monitoring, Evaluation and Reporting

The monitoring and evaluation plan presented below includes a set of independent evaluations and baseline studies. In addition to that, focal points appointed in each UN executing agency will assure quality and ongoing monitoring of results.

Baseline information

- Available baseline data on the situation of children, vulnerable families and young people as well as other living standards indicators will be analyzed in the beginning of the project. Some major health, demographic and social data are available from the Multi Indicators Cluster Survey (MICS).
- Market survey on development opportunities for rural SMEs in the Semipalatinsk
- Market survey on potential of NGO capacity in the region

Performance indicators

- Performance indicators linked to the objectives as indicated in the workplan will be used to assess actual progress.

Progress reports

- *Interim Progress Reports* will be submitted by the Project Coordinator to the UN participating agencies on a quarterly basis to monitor project performance and delivery.
- Consolidated *Annual Progress Reports* will be produced and submitted to the UNTFHS on an annual basis in accordance with the guidelines.
- *Final Report* will be provided to the UNTFHS within six months after the project finishes.

The progress reports format will follow UNTFHS Guidelines (Annex IV).

Independent evaluations

- Mid-programme outcome-based evaluation (within 18 months from the starting date) in order to qualify continuation of the project and make adjustments necessary to reach intended objectives. The findings will be used to determine whether the objectives and performance indicators are still relevant or need to be adjusted. The evaluation will also serve as an

opportunity for reflection and discussion with partners and beneficiaries allowing course corrections and refined interventions. The evaluation will be shared and launched as appropriate, being an important tool to communicate project results, lessons learned and best practices.

- Final outcome evaluations including a survey for comparing baseline data, mid-term evaluation and final evaluation and terminal report. The evaluation will include recommendations for future actions.

All evaluations are intended to be participatory. Terms of Reference (TOR) will be developed by the Project Coordinator with the support of UN programme staff and will follow UNDG and UNDP guidelines on evaluations. The TOR will traditionally assess the progress toward goals and objectives, highlighting the contribution of output and activities. A log matrix and priorities for the evaluation itself will be defined in the TOR. The evaluation will then be executed by independent consultants.

Independent financial audit

- As per corporate rules and regulations, an independent financial audit will be conducted by a locally registered audit company.

9. Legal Context or Basis of Relationship

This document and each agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of the agency, which are the legal basis for the relationships between the Government and each of the UN Organizations participating.

List of Annexes:

- 1) **The Work Plan (Annex I)**
- 2) **UNDP Country Support Services (Annex II)**
- 3) **ToR, organigramme (Annex III)**
- 4) **UNTFHS Guidelines (Annex IV)**