



FINAL PROJECT REPORT 2023

United Nations Development Programme Kazakhstan
#00132883 Capacity-Building of Foreign Policy and ODA Organizations of Kazakhstan
January 31, 2024



Reporting Period	January 2023 – December 2023						
Donor	Ministry of Foreign Affairs of the Republic of Kazakhstan / RoAID						
Country	Kazakhstan						
Project Title	Capacity-Building of Foreign Policy and ODA Organizations of Kazakhstan						
Project ID (Atlas Award ID)	#00132883						
Outputs (Atlas Project ID and Description)	Expected UNDAF/CP Outcome(s): Outcome 2.2 By 2025, state institutions at all levels effectively design and implement gender-sensitive, human rights and evidence-based public policies and provide quality services in an inclusive, transparent, and accountable manner Outcome 3.1 By 2025, all people in Kazakhstan, especially the most vulnerable, benefit from inclusive, resilient, and sustainable economic development with improved productive capacities, skills and equal opportunities for sustainable and decent jobs, livelihoods, and businesses						
Strategic Plan and/or CPD Outcomes	Expected CPD Output(s): Output 2.2: Institutions and systems enabled to develop and implement institutional reforms towards more effective, transparent, and inclusive governance and service provision at the national and local levels Output 2.4: Triangular development initiatives are in place to support the positioning of Kazakhstan, with a focus on empowerment of women Output 3.1: Skills development opportunities, policies and platforms facilitated to strengthen labor force resilience						
Implementing Partner(s)	UNDP Kazakhstan						
Project Start Date	September 25, 2022						
Project End Date	December 31, 2023						
2023 Annual Work Plan Budget	USD 226,344						
Total resources required	USD 226,344						
Revenue received	<table> <tr> <td>○ Ministry of Foreign Affairs of Kazakhstan</td><td>USD 200,000</td></tr> <tr> <td>○ RoAID</td><td>USD 26,344</td></tr> <tr> <td>Total</td><td>USD 226,344</td></tr> </table>	○ Ministry of Foreign Affairs of Kazakhstan	USD 200,000	○ RoAID	USD 26,344	Total	USD 226,344
○ Ministry of Foreign Affairs of Kazakhstan	USD 200,000						
○ RoAID	USD 26,344						
Total	USD 226,344						
Unfunded budget	N/a						
UNDP Project Manager	Name: Talgat Ayapbergenov Email: Talgat.ayapbergenov@undp.org Tel.: +77054005803 						

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I. Executive summary

For years Kazakhstan has been providing official development and humanitarian assistance, helping various countries in the Central Asian region and beyond. In a short period of time, Kazakhstan has turned from a recipient of aid into an international donor. Over the past 30 years, Kazakhstan has provided an estimated \$542 million to other countries for purposes similar to the Official Development Assistance (ODA).

Since 2011, UNDP has been actively supporting the Government of Kazakhstan in the establishment of the national ODA system. UNDP provided expert assistance in drafting the Law on ODA (2014) and other legal documents that led to the establishment of a full-fledged operator of ODA in Kazakhstan - the KazAID Agency (2021). In addition, UNDP supported the MFA in implementing practical projects for recipient countries with financial resources and expertise from donor countries. This "learning-by-doing" approach has helped to develop the knowledge and skills of MFA staff responsible for establishing the national ODA system and implementing development projects.

In order to continue supporting the MFA in the development of the national ODA policy, UNDP proposed a project that focused on developing skills, tools and mechanisms to enable the successful design and implementation of development cooperation activities in Kazakhstan. In particular, the project provided stakeholders with relevant skills and tools to plan, program, implement, monitor and evaluate ODA policies in the country. Particularly, this project enhanced the technical and expert capacities of the foreign policy and ODA organizations of the MFA of Kazakhstan – Foreign Policy Research Institute (FPRI) and Kazakhstan Agency for International Development (KazAID).

Thus, the project contributed to facilitating Kazakhstan's integration into the regional and international development cooperation system, enhancing its engagement with the OECD Development Assistance Committee (DAC), and supporting Kazakhstan's development cooperation efforts aimed at realizing the Sustainable Development Goals (SDGs).

II. Background

The project aims to enhance the technical and expert capacities of the foreign policy and ODA organizations of the MFA of Kazakhstan – Foreign Policy Research Institute and Kazakhstan Agency for International Development (KazAID). The project strengthens Kazakhstan's international perception and national image in the global and regional spheres. It has two major outputs:

First, the project targets to enhance Kazakhstan's existing ODA practices by working with FPRI to identify the current challenges, gaps, and corresponding recommendations. This assignment expects to deliver a mapping of existing ODA-related policies and institutions in Kazakhstan as part of a broader research on Kazakhstan's soft power to identify existing challenges, gaps, and the according recommendations to the senior officials in collaboration with the FPRI. Additionally, given Kazakhstan's highest commitment to gender equality, the assessment will explore ways on mainstreaming promotion of women and girls' rights, or creating an enabling environment for women and girls in ODA approaches and frameworks as an essential principle to become leading development institution in the region.

Second, the project aims to accelerate institutional capacity building of KazAID through enhancing the technical skills and promoting partnerships and knowledge exchange between Kazakhstan and international stakeholders in the field of foreign policy and ODA. Also this project improves KazAID’s executive capacity to implement projects by engaging in joint activities and sharing experiences. The activity will focus on raising awareness of the national ODA system by educating its program staff and potential stakeholders. This component is financially supported by the Romanian Agency for International Development.

Overall, the project aims to enhance Kazakhstan's understanding of ODA-related policies, address any challenges or gaps, and promote gender equality within the country's ODA approach, ultimately positioning Kazakhstan as a leading development institution in the region.

III. Progress Review

Fill in the table with project indicators data:

Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target for the reported year	Actual value for the reported year
			Value	Year			
Output 1: Evidence is available to the government of Kazakhstan to enhance its understanding and to strengthen its role of a regional development actor	Indicator 1.1: Target: 1 analytical research on SDGs and ODA-related policies developed	Assessment of the Kazakhstan soft-power policy, approach, and recommendations prepared by the FPRI	0	2023	0	1	1
	Indicator 1.2: Target: 1 purchase of office equipment	Technical assistance - office and equipment update (FPRI)	0	2023	0	1	1
	Indicator 1.3: Target: 1 purchase of furniture	1 purchase of furniture	0	2023	0	1	1
	Indicator Activity 1.4 International ODA consultant to develop national ODA roadmap 2024-2030 (KazAID)	High-level meeting organized to present the results of the assessment and discuss way forward (FPRI)	0	2023	0	1	1

Output 2: KazAID has increased level of awareness of the national ODA system by educating its program staff and potential stakeholders	Indicator 2.1: Target: 1 brand book designed and developed	Development of the KazAID brand book, promo materials	0	2023	0	1	1
	Indicator 2.2: Target: 1 set of promo goods designed and developed	1 set of promo goods designed and developed	0	2023	0	1	1
	Indicator 2.3: Target: 2 ODA briefings organised	3 ODA briefings organised	0	2023	0	2	3
	Indicator 2.4 Technical assistance - capacity building trainings Target: 15 KazAid staff trained	Technical assistance - capacity building trainings Target: 5 KazAid staff trained	0	2023	0	15	5
	Indicator 2.5: Target: 2 study tours organised	Support provided to KazAID in organization of 3 study tour visits to Azerbaijan, Lithuania and Korea	0	2023	0	2	3

	Indicator 2.6: Number of software packages provided to KazAID Target: 15	Institution support – software update for KazAID	0	2023	0	15	15
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Output 1. Evidence is available to the government of Kazakhstan to enhance its understanding and to strengthen its role of a regional development actor

Indicator 1.1 One analytical research on SDGs and ODA-related policies developed

According to UNDP order the Foreign Policy Research Institute has completed a comprehensive analytical research project focusing on Sustainable Development Goals (SDGs) and Official Development Assistance (ODA)-related policies. This study delves into the alignment of national policies with SDGs, effectiveness of ODA utilization, and implications for international cooperation. Through rigorous analysis, it offers insights into optimizing ODA allocations and enhancing policy coherence to advance sustainable development agendas. The findings provide valuable guidance for policymakers, fostering informed decision-making and promoting effective resource allocation towards achieving SDGs. This research underscores the institute's commitment to informing evidence-based policy formulation and driving global development agendas forward.

Indicator 1.2: Purchase of office equipment and furniture

The acquisition of office equipment and furniture for the Foreign Policy Research Institute (FPRI) signifies a strategic investment in enhancing organizational infrastructure. This procurement aims to furnish FPRI's workspace with ergonomic and functional furniture, ensuring a conducive environment for productivity and collaboration among staff members. Additionally, the purchase includes state-of-the-art equipment such as computers, printers, and audiovisual tools, facilitating seamless operations and research activities. By modernizing its facilities, FPRI demonstrates a commitment to supporting its workforce and optimizing operational efficiency. This investment underscores FPRI's dedication to advancing its mission of informed foreign policy research and analysis.

Indicator 1.3: High-level meeting organized to present the results of the assessment and discuss way forward (FPRI)

A high-level meeting convened by the Foreign Policy Research Institute (FPRI) was recently organized to present the outcomes of an assessment and deliberate on the path forward. Key stakeholders, including government officials, policymakers, and international partners, gathered to review the assessment findings and engage in substantive discussions. The meeting facilitated a comprehensive analysis of challenges and opportunities, allowing for strategic planning and consensus-building. Through collaborative dialogue, participants identified priority areas for action and outlined strategies to address emerging issues effectively. This meeting served as a critical platform for fostering

alignment and synergy towards achieving common goals in the realm of foreign policy and development.

Indicator 1.4: International ODA consultant to develop national ODA roadmap 2024-2030 (KazAID)

UNDP hired an international consultant (Ms. Astrid Schnitzer-Skonsberg) to conduct comprehensive national ODA roadmap for the period 2024-2030. At the start she attended a 3-day study tour along with participation in the the ODA briefing in Astana (October) which was organized for the representatives of Senate RK, MFA, UNDP and KazAID.

The consultant brings extensive expertise in ODA frameworks and strategic planning, facilitating the formulation of a robust roadmap aligned with national development priorities and Sustainable Development Goals (SDGs). Through stakeholder consultations and rigorous analysis, the consultant will outline strategic objectives, funding mechanisms, and implementation strategies to optimize ODA utilization. This initiative underscores KazAID's commitment to maximizing the impact of ODA investments and advancing sustainable development agendas, fostering partnerships for transformative change on a national scale. Such a feasibility study identifies the most appropriate region for the ODA interventions as well as pilot project on which ODA services will be focused.

Output 2: KazAID has increased level of awareness of the national ODA system by educating its program staff and potential stakeholders

Indicator 2.1: 1 brand book designed and developed

A comprehensive brand book has been designed and developed for KazAID. This document serves as a foundational guide, detailing the organization's visual identity, messaging, and brand guidelines. Through cohesive design elements, colour schemes, and typography, the brand book ensures consistency across all communication channels. It encapsulates KazAID's values, mission, and aspirations, reinforcing its unique identity and positioning in the development sector. This brand book not only enhances brand recognition but also fosters a strong sense of cohesion and unity within the organization. Its rollout promises to elevate KazAID's visibility and impact, reinforcing its commitment to sustainable development.

Indicator 2.2: 1 set of promo goods designed and developed

The set of promotional goods crafted for KazAID serves the dual purpose of enhancing brand visibility and fostering positive engagement with stakeholders. These items were initially produced specially for participation in the Astana Economic Forum. Besides practical utility they reinforce KazAID's mission, thus increasing its outreach and impact in the development sector.

Indicator 2.3: 2 ODA briefings organised

Two high-level Official Development Assistance (ODA) briefings were organized in August and October, focusing on strategic partnerships on SDGs agenda. These briefings convened key stakeholders, including members of Senate, government officials and international experts to discuss collaboration

opportunities and progress towards SDG targets. The sessions emphasized the importance of coordinated efforts in addressing global challenges and maximizing ODA impact. Through these briefings, participants gained valuable insights into emerging trends and best practices, fostering dialogue and partnership building essential for advancing development agendas effectively. Such initiatives underscore the commitment to leveraging ODA for transformative change and collective prosperity.

Indicator 2.4 Technical assistance - capacity building trainings

Technical assistance in the form of capacity-building training sessions has been provided to KazAID personnel. These trainings aim to enhance their skills and proficiency in project management, monitoring and evaluation, and donor relations. Tailored to meet the specific needs of KazAID, these sessions empower staff members to effectively plan, implement, and evaluate development projects. Feedback indicates a notable improvement in competency levels, promising enhanced efficiency and impact in future initiatives. Continuation of such capacity-building endeavours is crucial for ensuring KazAID's ability to effectively contribute to national and international development efforts.

Indicator 2.5: 3 study tours organised

UNDP support has been extended to KazAID in coordinating study tour visits to Azerbaijan (June), Lithuania (August), and the Republic of Korea (December). These tours aimed to facilitate knowledge exchange and best practice sharing in ODA sectors. In Azerbaijan, the focus was on energy and re-forestation development, while Lithuania provided insights into agricultural innovation and rural development. The study tour into Republic of Korea included Busan ODA forum and number of meetings with representatives of international organizations (like SADE, TIDA, NorAD, etc) offered expertise in technology and industrial advancement. These visits enabled KazAID to gain valuable insights, fostering collaboration and enhancing its capacity to implement effective developmental strategies. Moving forward, continued support in organizing such initiatives promises to yield enduring benefits for Kazakhstan's development agenda.

Indicator 2.6: 15 software packages provided to KazAID

KazAID has been equipped with 15 software packages tailored for capacity building initiatives. These packages encompass a diverse range of tools, including project management software for streamlined coordination, data analysis platforms for informed decision-making, and learning management systems for enhanced training delivery. Additionally, specialized software for financial management, monitoring, and evaluation enhances KazAID's operational efficiency. These resources empower staff to optimize project implementation, monitor progress effectively, and leverage data-driven insights for strategic planning. With access to these software solutions, KazAID is poised to enhance its organizational capacity, ensuring more impactful and sustainable development outcomes in line with its mission.

a. Project Risks and Issues

Several project risks have been identified during the reporting period. The major concern in 2022 was about the national counterparts to launch National ODA Accounting Dashboard in Kazakhstan without relevant and substantial support from other government institutions. The risks have been mitigated through preliminary expert's level discussions and communications to OECD which started roadmap for its implementation in the coming years. In the 2023 due to the failure to buy out of office furniture to FPRI, it was decided to extend the project for 3 additional months. The competitive bid took place 3 times starting in March 2023 and finalized only in October 2023.

b. Updated project risks and actions

Project Risk 1: Failure to complete all activities on time.

Actions taken:

UNDP extended the project until 31 December 2023 (initial project completion date was 30 September 2023). Considering the failure to buy out of office furniture to FPRI, it was decided to extend the project for 3 additional months. The competitive bid took place 3 times starting in March 2023 and finalized only in October 2023.

c. Updated project issues and actions

Project Issue and Actions Taken: Problems with buying a furniture to FPRI.

1. UNDP announced a competitive bid for the buying a furniture to FPRI on 25 March 2023 for two weeks until 10 April 2023. By the stated deadline, only one company submitted a proposal despite a series of calls to the potential suppliers with an invitation to bid, as well as announcement in the social media of UNDP. The project team decided to extend the competitive bid for two more weeks until 28 July.
2. On 28 July, no additional submissions from the suppliers were received. Considering the abovementioned, Head of UNDP procurement unit opened technical proposal for the only supplier. UNDP identified that the following documents were missing in the application a) financial statements or other relevant documents to check whether the supplier has a good financial stand and b) diplomas of key personnel. UNDP requested clarifications from the supplier, but the supplier refused to provide documents and withdrawn its application.
3. Considering the importance of the activity, the UNDP Head of procurement unit suggested the project team to re-announce the tender for two more weeks and took ownership to lead this case personally. The tender was successful, and UNDP hired a company in October 2023 with final delivery due date on 31 January 2024.

IV. Gender Related Activities

The analytical study on SDGs and ODA in Kazakhstan integrates gender considerations throughout its recommendations. It proposes continuous consultative meetings with stakeholders across sectors, emphasizing gender equality as a priority alongside education, healthcare, and environmental protection.

Furthermore, the study highlights successful initiatives supporting gender equality, such as educational programs for Afghan students where the majority were female. It underscores the importance of monitoring and evaluating gender equality efforts alongside other development initiatives to ensure their effectiveness.

In advancing Kazakhstan's development agenda, the study emphasizes the need for gender mainstreaming across sectors and recommends conducting a preliminary self-audit of gender policies within the country's development assistance framework.

The report highlights the inclusive approach to gender balance observed during the study tours conducted throughout the year. Notably, during the KazAID study tour visits to Azerbaijan in June (comprising 2 men and 2 women from KazAID), Lithuania in August (consisting of 2 women and 3 men from KazAID), and the Republic of Korea in December 2023 (with 3 women and 1 man participating KazAID), efforts were made to ensure gender parity among the participants.

V. Cross-Cutting Themes

The project aimed to contribute to the achievement of the Sustainable Development Goals specifically to SDG 10 "Reduced inequality", SDG 16 "Peace, justice and strong institutions", SDG 17 "Partnership for the Goals". The interlinkages between SDGs addressed in partnership among different sectors to strengthen the means of implementation and revitalize the global partnership for sustainable development.

VI. Lessons Learned

During the project implementation in 2022 and 2023:

1. The national partners have permanently changing priorities, which resulted in the approval of activities that were not initially envisaged in the concept of the project. The extended discussions resulted in the delay of the activities implementation by three months. For example, the creation of the website for the KazAID agency was not initially planned by the project but added because of negotiations. The project delivered all preparatory work for implementation of the Output 2 activities associated with the National ODA Accounting Dashboard in format of the website for the KazAID agency but later it was omitted from AWP as well as creation of expert's platform. Instead of that, series of study tours and consultations with relevant government agencies were implemented to ensure government successful adoption of the mechanism in ODA system.

2. Low response rate from the potential suppliers despite active work of the project team and procurement team in performing calls to suppliers with an invitation to bid. Additionally, some of the suppliers failed to submit all relevant documents and didn't pass preliminary evaluation which resulted in the decrease in the number of bidders (should be at least 3 to consider the competition successful).

VII. Conclusions and Way Forward

Initially the project was launched in fall 2022 as a support to the government to strengthen of capacity-building of foreign policy and ODA organization in Kazakhstan. The project provided types of support to national ODA stakeholders with the involvement of national and international experts, non-governmental and quasi-governmental organizations.

During 2023 the project implemented all activities as planned in the Annual Work Plan. The project mostly focused at KazAID institutional capacity building and at supporting systemic measures, study tours and consultations including the expert discussions at various levels. All activities took the long process of discussions and agreements among stakeholders particularly with National Bureau of statistics and MFA. The project delivered all preparatory work for implementation of the Output 2 activities associated with the National ODA Accounting Dashboard in format of the website for the KazAID agency.

VIII. Financial Status

This section should provide overview of the project financial resources utilization for the entire project implementation period. The financial information should be based on Combined Delivery Reports.

The below tables should be completed:

Activity	Description of costs	Total expenses
Activity 1: Report on emerging professions for Kazakhstan is published on UNDP and ADB websites.		
72100	Svc Co-Social, Social Sci	1,914
74510	Bank charges	1
75105	Facilities & Admin - Implement	109
Total for Activity 1		2,024
Activity 2: Training programs for skills development delivered.		
72100	Svc Co-Social, Social Sci	20,830
72100	Svc Co-Social, Social Sci	18,798
72100	Svc Co-Social, Social Sci	25,408
74510	Bank charges	962
75105	Facilities & Admin - Implement	3,776
75105	Facilities & Admin - Implement	1,504
Total for Activity 2		71,278
Output 3: Strengthen the capacity of SMEs to enter emerging industries and tap new opportunities.		
72100	Svc Co-Social, Social Sci	66,075
72100	Svc Co-Social, Social Sci	21,838
71605	Travel Tickets - International	8,361
74200	Other media costs	825
74510	Bank charges	1
71605	Travel Tickets - International	4,571
75105	Facilities & Admin - Implement	669
75105	Facilities & Admin - Implement	7,465
Total for Activity 3		109,805
Project Management		
71470	Natl Personnel Srvcs Agreement	16,554
71470	Natl Personnel Srvcs Agreement	24,665
64397	Services to projects - CO Staff	126
74596	Services to projects - GOE	2,570
74510	Bank charges	1
75105	Facilities & Admin - Implement	2,179
Total for Project Management		46,095
Project Total:		229,201

Total expenditures for the reporting period: USD 224,751.12 (2022 - USD 10,431.29, 2023 - USD 214,319.83) with the project delivery rate 99.3%. The total balance to date is USD 1,592.88.

IX. Annex

Insert the latest approved Annual Work Plan (AWP), relevant copies of media coverage, publications, etc. Specific reporting requirements from donors can also be inserted here.



AWP_ODA_2023
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Annex 1: 2023 Annual Work Plan

Annex 2: Links to media coverage of the study tours (Azerbaijan, Lithuania, Korea) and to events organized by KazAID with UNDP project support (UNDP-KazAID briefing, high level round table with Senate, digital transformation memorandum signing)

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CDR Report 2023 -
132883.pdf

Annex 3: CDR Report 2023

A handwritten signature in blue ink, appearing to read 'Amal'.