

PROVISION FOR POST-PROJECT EVALUATIONS  
FOR THE UNITED NATIONS DEMOCRACY FUND  
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## Acknowledgements

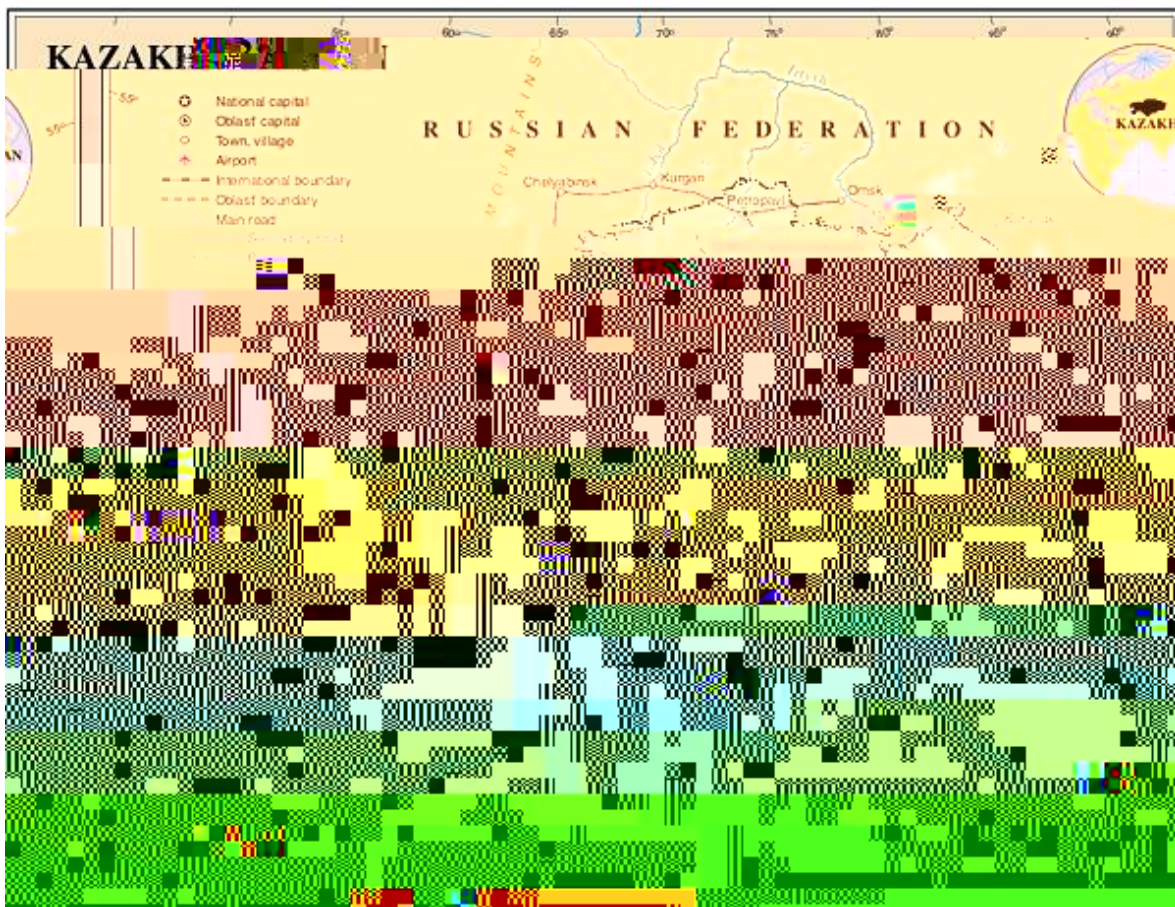
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Errors and omissions remain the responsibility of the author.

Disclaimer: The views expressed in this report are those of the author. They do not represent the UNDEF or any other institutions referenced in the report.

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|      | (i)                                   |   |

# I. Executive Summary

## ***i. Project data***

The project ran from 1 October 2008 to 30 November 2010 with a total grant of USD 300.000. The project Coalition Oil revenue

***Efficiency***

The relationship of resources expended to results achieved through grant activities was reasonable. We noted that intended impacts were too ambitious for project resources and time frame but that, as described below, at least there were positive impacts achieved.

***Impact***

Practicing democratic outreach and management procedures in itself had an impact on partners and beneficiaries. Round-table discussions were felt to be an especially useful approach and effective in helping participants increase their understanding of various subjects and their abilities to perceive possibilities for change. Stakeholders commented on the value of continuing to use this approach for a wide variety of participatory and learning applications.

Impact is visible though limited by the difficult political environment in which the project worked. But the project did have

unrealistically high ambition is already evident in expecting behavior change, under very challenging circumstances,



Another area targeted to explore in the evaluation was the variation between intended outputs and outcomes to be achieved through the Coalition original project organization, versus the actual results reported by Sange. Evaluating the impact of reorienting partnerships thus was part of the assessment.

***(iii) Development context***

On 16 December 1991, Kazakhstan became the last former Soviet republic to become independent. Continuity in the present with institutions and practices of the Soviet era

first president, Nursultan Nazarbayev, led Kazakhstan during the communist era and has continued in power since independence. The highly centralized presidential republic restricts political expression and freedom of speech: Freedom House in 2011 categorized



conditions are often inadequate and labor safety regulations are weak, weakly respected, or unenforced.

Many areas with mining or other extractive industries unfortunately offer few employment alternatives. Infrastructure in these areas is often limited and poorly maintained, and free enterprise and entrepreneurial skills stifled during the Soviet era are still discouraged under Naza

### III. Project Strategy

**(i) Project approach and strategy**

Founded in 1993, Sange Research Center ([www.sange.kz](http://www.sange.kz))





### ***(ii) Effectiveness***

The original problem analysis and expectations for project impact were unrealistic, and not helped by the dissolution of the original core partnership. Ultimately different philosophies, a breakdown in communications, and many other factors led to the termination of subcontracts. Even had those original relations had little realistic chance of significantly reforming tripartite councils and extractive industry governance, perhaps at any level of funding, within only two years. Institutionalization of reforms was an even more unrealistic goal in this timeframe.

Yet the Coalition project achieved some version of all targeted outputs. Indeed,

***(iv) Impact***

Empowerment of project stakeholders repeatedly came through to the evaluation team in statements and examples of learning through Coalition project activities, connections among

### ***(v) Sustainability***

While the Coalition project has clearly contributed to learning, establishment of any persistent systems, behaviors, or institutional structures is unclear. Project activities contributed to learning among participants, and persistence of organizational connections and networking activities more than a year after the end of the grant is a promising sign. Incremental contributions may continue through the analytical materials produced and baseline research completed. Further activities that continue to use and/or strengthen capacity among project partners and beneficiaries could increase onward sustainability. The evaluation team heard from multiple partners about the value of spreading more experience to the regions, and the value of using round-table and discussion approaches, not only as a project tool but also for any variety of decision and community engagement topics.

As mentioned previously, the Extractive Industries Transparency Initiative (EITI) council has members from government, business, and NGO sectors and publicly reconciles company payments and government receipts. Sange and other Coalition partners have represented the NGO sector. While most stakeholders feel the EITI numbers are unreliable at best, the process at least keeps transparency issues alive in the public discourse.

February 2012 not to admit Kazakhstan as a full member, but instead to extend its candidate status ( ) for an additional 18 months, was a significant rebuff to the . Instead of the feared and expected reaction of Kazakhstan rejecting and withdrawing from the entire EITI process, however, it accepted the decision. The EITI process sets a low threshold acknowledging only minimum oversight, but





## VI. Recommendations

*i. Based on conclusion (i), we recommend that UNDEF strengthen management principles and planning in grant application requirements and award decision criteria.* Adjusting award criteria to encourage or ensure that management principles and planning are defined and more clearly commit to internal transparency and accountability may help other UNDEF projects succeed. Initiative and creativity can be difficult to assess in grant applications, but criteria could assure that recipients meet minimum criteria of sound management principles and adherence to practice transparency, accountability, and participation in the project itself. At a minimum the Management Arrangements section of an application could include an outline of change management and/or conflict resolution principles or decision processes.

*ii.*



## Annex 2: Documents Reviewed

### Project documents and references

Project Document, signed 29 August 2008  
Mid-Term/Annual Progress Report, dated 28 Feb 2010  
Final Project Narrative Report, dated 17 Jan 2011  
<http://integrity.kz/>

### Additional documents and references

Aitenova, Sholpan, Anton Artemyev, Malik Issabekov, Yuriy Krivodanov, Pavel Lobachyov, and

Annex 3: Persons Interviewed

