

GENERAL PROGRESS REPORT
PREPARED FOR
THE
INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
AND
ICMA LOCAL GOVERNMENT PROGRAM IN KAZAKHSTAN

LOCAL GOVERNMENT INITIATIVE IN KAZAKHSTAN
APRIL 2000

By

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Country in which the project took place: Kazakhstan

CONTENTS:

General Progress Report

Attachments

1. Financial Report
2. List of participants
3. Agenda
4. Example of Kazakh version of 4 FM modules
5. RTC Martin (Slovakia) Strategic Plan, Russian version
6. SOW, prepared by ICMA Kazakhstan
7. LGDC Work Proposal

GENERAL PROGRESS REPORT

AIM OF THE PROJECT

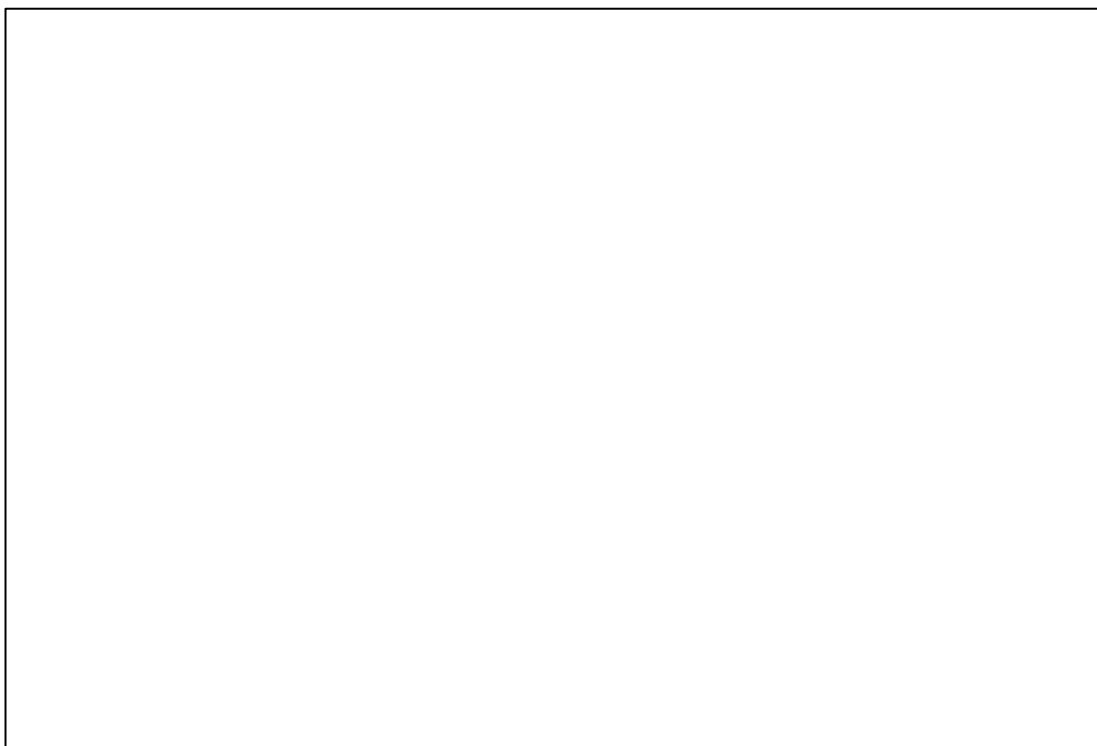
The main aim of one-week Local Government Initiative project in Kazakhstan delivered by Slovak trainers/Local Government and training specialists was - **to strengthen the existing cadre of trainers from Kazakhstan, share with Slovak ICMA/USAID/LSGAC the project delivery, training material modification and RTC role and management knowledge, skills and experience. The modification of manuals was focused on three** pre-selected training projects successfully accomplished in Slovakia as a result of the program of Training in Municipal Management and Governance in the Slovak Republic from the fall of 1995 to the summer of 1999 carried out by ICMA under USAID's Municipal Development and Management Program: Financial Management, Citizen Participation, Management of Change.

PROJECT OBJECTIVES

The project objectives included:

- a. To assist local government specialists from Kazakhstan in becoming more secure and productive in serving local governments needs in their countries while contributing to the development and sustainability of more open, accountable and responsive local governments within the region
- b. To assist in the initiation and development of similar training programs in their countries and to create cooperation and networking both within Kazakhstan and with Slovakia

Picture no. 1:

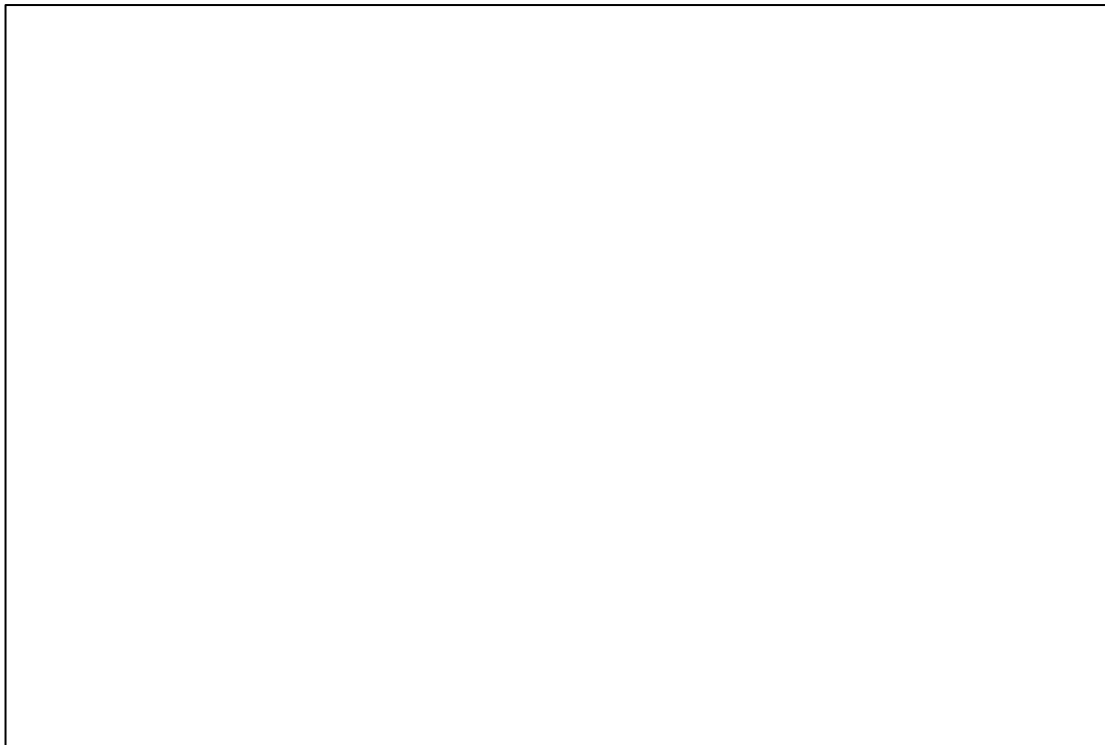


METHODOLOGY

Presentations, group work, discussions, meetings, mediation

- share with participants new information and knowledge related to modification of training manuals that they can use for the benefit of their local governments immediately and in the future
- create scope for sharing and gathering training information that will help them in their future development as trainers
- create a new level of cooperation among local government specialists (Kazakhstan, the Slovak Republic, USA) involved in the project

Picture no. 2:



PROJECT ACTIVITIES

Preparation level

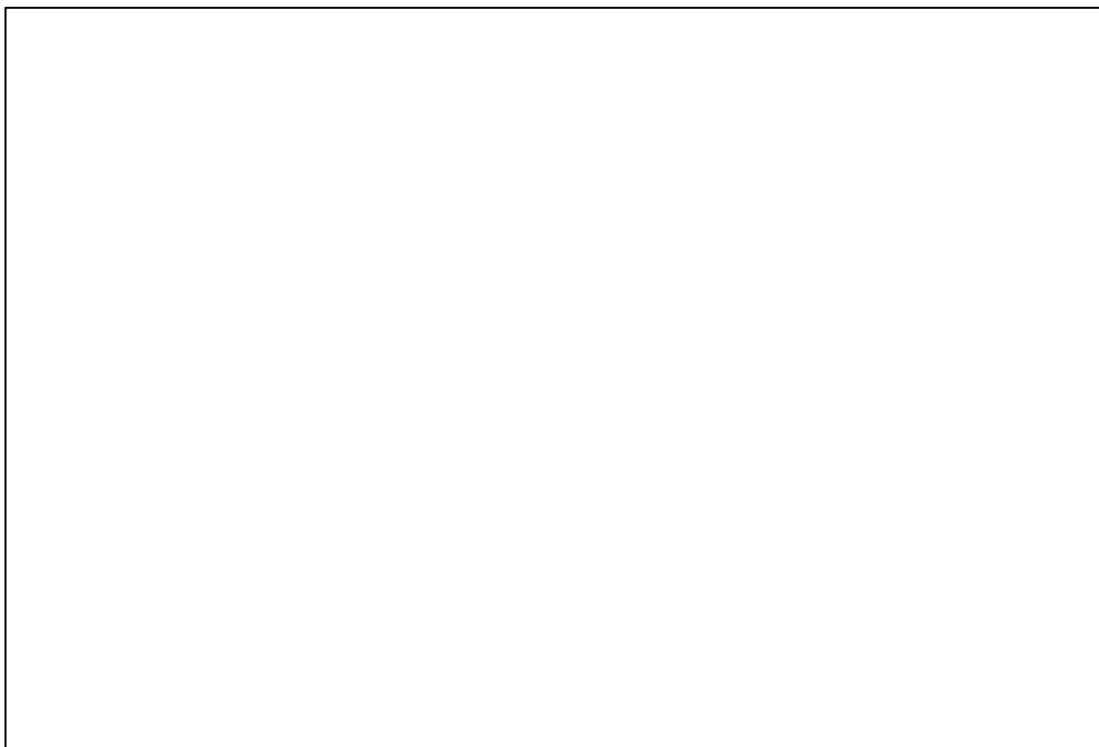
- **Work on the project content based on the target group selected by ICMA Kazakhstan and their own preferences**

Results: *The project was prepared in close cooperation with all parties concerned: ICMA Washington represented by Mr. Fred Fisher, training specialist, Mr. Dave Wodynski and Ms. Valery Roman, project managers; Mr. Andrew Bhattacharya, ICMA Kazakhstan Project Manager and Mr. Duane Beard, ICMA Kazakhstan Chief of Party.*

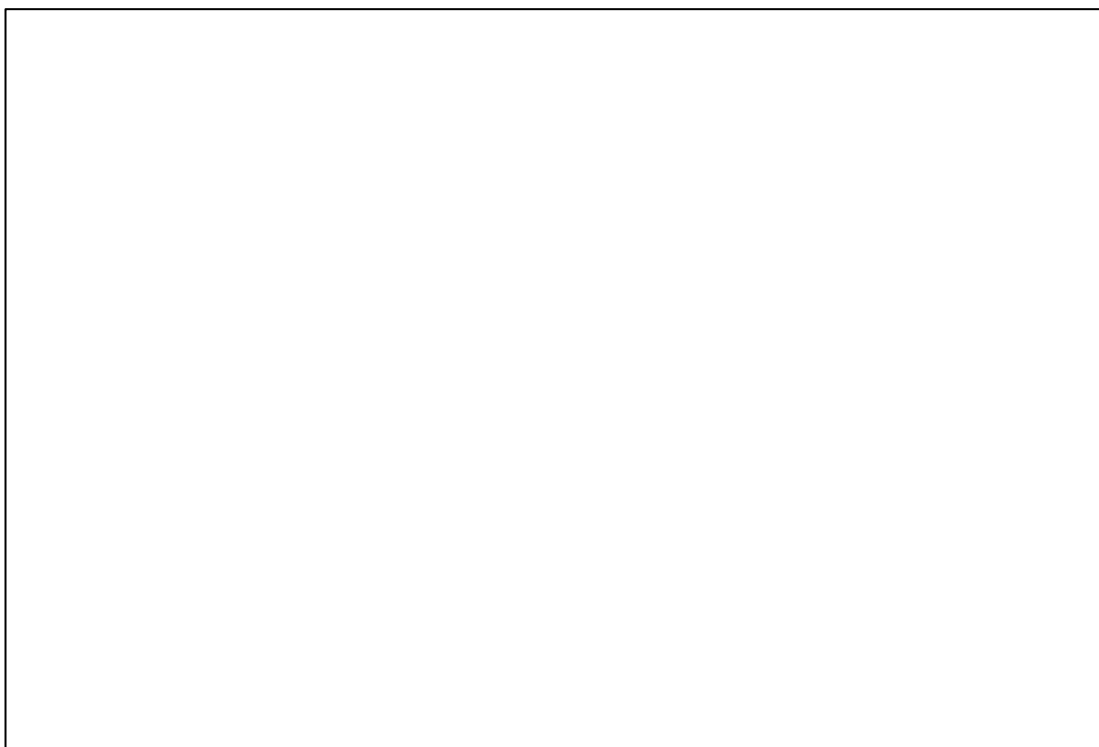
Lessons Learned: Although we had to communicate nearly throughout the globe, we managed to come to the final conclusion and agreement on the Project. This part of Slovak involvement and the opportunity to share experience and cascade our experience from USAID/ICMA LSGAC Program (referred to above) was focused on

full support to transfer responsibility of selected training projects (FM, CP, MofCh) to the group of trainers and other stakeholders from Kazakhstan.

Picture no. 3: Teamwork was a very important and productive part of training



Picture no. 4: Participants



Participants

Purpose: The project was based on the idea of bringing together a group of trainers from Kazakhstan that participated in a study tour to Slovakia (January TOT project in Slovakia) and a group of so-called “observers” – a great group of University teachers from Atyrau, selected by ICMA, and creating scope for sharing and gathering information that would help trainers in their future development and creating a new level of cooperation among local government specialists (Kazakhstan, the Slovak Republic, USA) involved in the project

Results: There was evident interest of LG specialists from all countries concerned. The total number of participants was 27. The most important achievements included: participants active involvement in all discussed and modified Training Projects, genuine gathering and sharing of information, creation of a new level of cooperation among all LG specialists involved. One specific and very important signal was full support and involvement of specialists and key supporters/stakeholders, for example, from the Agency of Civil Service, the Agency for Civil Service, Kazakhstan State Law Academy, KIMEP Policy Research Center, the Academy of Social Sciences, the International Business Academy and others.

Lessons Learned: The whole group worked as a team, showing genuine and concrete involvement, sharing their own experience, proposing future cooperation and possibilities of their institutions focused on how to support broad implementation of Training projects, the idea of creating new Regional Training Centers, follow up TOT, support cooperation with ICMA Kazakhstan, support creation of a new Association of Trainers trained with the support of ICMA Kazakhstan.

➤ Slovak trainers

Purpose: Select trainers from Slovak Local Government Training Projects that could serve with their training and management experience. Based on the ICMA Kazakhstan final decision on the agenda, we decided to take for a week Mr. Dusan Gallo, a trainer and Secretary of the Regional Training Center Martin (cooperates with 277 municipalities), a previous LG councilor, to share his training and management experience and knowledge; Ms. Luba Vavrova – Project Manager, former LSGAC Program Advisor, to be in charge of the overall training program management, training manuals modification and institution building (the Proposed Training part was postponed to the follow up TOT).

Lessons Learned: Based on the agenda of the week and the emphasis on modification of training manuals, we are satisfied with our role.

➤ Selection of translator and interpreter

Result: Ms Lubica Mandicova worked as translator and interpreter.

➤ Preparation of training material

Purpose: Training materials were selected, prepared and translated as a basis to be potentially used for the training part. As indicated above, we will use them as a part of future TOT.

➤ **Logistics**

Result: As mentioned above, from the logistical point of view, this was a specific project focused on modification of training materials and sharing information on the role and responsibilities of RTC's.

Lessons Learned: A good cooperation and support were established and presented throughout the whole project among all parties cited above. We appreciated efforts made by all of them. Slovak partners are offering Trainers Notes to be translated as an example, particularly for the Financial Management Training Project.

Implementation level

AGENDA OF THE WEEK – FIRST DAY

MONDAY

- 9:00-10:00 AM: Conference Opening, Welcome & Introductions
- 10:00-10:30 AM: Fred Fisher and Luba Vavrova reviewed the objectives of the follow-up and participants' expectations.
- 10:30 AM: Coffee Break
- 10:45 AM: Presentation of the Republic of Kazakhstan National Training Concept – Representatives of the Agency for Civil Service – Astana, Mr. Amiret Konysbaev, Department of Civil Servants Training.
- 11:45 AM: Pavlodar Trainers presentation of Steve Bernard's Strategic Planning Module which they observed during its recent initial delivery in Pavlodar.
- 12:45 PM: Lunch
- 2:00-4:00 PM: Suggestions, feedback, and comments on Steve Bernard's adaptation work done to date.
- 3:00 PM: Meeting with Rector (Amankul Serikbayev) and Vice-Rector (Zulfi Dzharkesheva) of the Academy of Civil Service. The meeting took place at the Academy of Civil Service. (82 Myngbaeva Street). Dr. Fred Fisher, Dusan Gallo, Luba Vavrova, Lubica Mandicova, Duane Beard and Andrew Bhattacharya, ICMA Kazakhstan.
- 4:00 PM: Coffee Break
- 4:15 PM: Maira Baimisheva had a brief presentation of the adaptation work she has done so far and outlined her vision of a new workshop based on a Citizen Participation Training Project.

Trainers spent the rest of the day and evening reading, reviewing, and discussing all draft materials prepared by Steve Bernard, and Maira Baimisheva as well as other recently translated materials. They had to be prepared to discuss them in detail during the following four days.

Bulat Karibdzhanov,

Results of the first day:

Specific activities were focused on:

1. Introduction of the participants, aims of the week, participants expectations.

Lessons learned: The group of observers from the University of Atyrau immediately expressed their will to be a part of the team and participate in the whole work.

2. Luba Vavrova had an overall presentation of the Slovakia's program.

Lessons learned: Participants received a broader picture of the strategy, structure, management approach, results and lessons learned in Slovakia.

3. Mr. Amiret Konysbayev had a presentation of the strategy of the Agency of Civil Service focused on Training for Civil Service. He proposed for the whole group to make recommendations to the proposed strategy.

Lessons learned: The presentation and the invitation of the whole group to make some recommendations to their proposed strategy was an important signal of interest in the training activities organized by USAID/ICMA Kazakhstan on the part of the top state Agency in Kazakhstan.

4. Discussion of the Strategic Planning Ws prepared by Mr. Steve Bernard. Several initial proposals were made: to add more training rather than oral techniques; add more domestic rather than US examples, be more specific in terminology (like vision, long term planning...),

Lessons learned: The group decided to make some group recommendations how to use Ws to serve fully the client needs. (see results of the work from Friday)

5. Meeting with Mr. Amankul Serikbayev, Rector and Ms. Zulfi Dzharkesheva, Vice-Rector of the Academy of Civil Service. The meeting took place at the Academy of Civil Service.

Lessons learned: Both representatives of the Academy expressed the need and full support for the TOT, RTCs and followed on the idea of a possible Conference with a part of training sometime in September.

6. Ms. Maira Baimisheva made a presentation of the adaptation work she has done so far and outlined her vision and own design of a new workshop based on Citizen Participation Training Project.

Lessons learned: Ms. Baimisheva prepared and presented her own training design using all her knowledge and trying to use also other than Citizen Participation manual.

AGENDA OF THE WEEK – SECOND DAY

TUESDAY

- | | |
|---------------|--|
| 9:00-11:00 AM | Suggestions, feedback, and comments on Maira's adaptation work done to date. |
| 11:00 AM | Coffee Break |
| 11:15 AM | Work on Citizen Participation materials continued. |
| 12:45 PM | Lunch |
| 2:00-4:00 PM | Work on Citizen Participation materials continued. |

- 4:00 PM Coffee Break
- 4:15 PM Bakhyt Kairakbai made a brief presentation of the adaptation work he has done so far and outlined his vision of new workshops on financial management.

Trainers spent the rest of the day and evening reading, reviewing, and discussing draft materials prepared by Bakhyt Kairakbai, as well as other materials translated recently.

- 6:30 PM “Swan Lake” at the Russian Drama Theater.

Results of the second day: The group took lead on discussion and their own suggestion to Ms. Baimisheva first training design initiative. The group agreed to translate the whole Citizen Participation project (both two manuals written by Dr. Fred Fisher) so that other trainers can work on their own training design using the know how. Specific consultancy was provided the following day on the draft manual by the Slovak group.

Group Recommendations on the Draft Module “Citizen Participation and Tools for Cooperation” prepared by Ms. Maira Baimisheva

Presented project shall become the basis

Time frame - Reduce the length of Ws

Increase the length of topics connected with cooperation and partnership

Outline comments for trainers

Conduct training of trainers

Materials have to be as a good guide

Take care to have the client’s needs

Psychological approach

Specific point of view

Project planning (discussion to add or not)

Supports transformation towards LG

Need to take care of the audience

Could be used for “socials centers” at universities

Great for trainers

Used psycho-techniques as an advantage but it is possible to use them only for trainers with background in psychology

Practical approach

This will be very useful training

Lessons learned: Ms. Maira Baimisheva presented first own training design “Citizen Participation and Tools for Cooperation” based on different knowledge and materials (Citizen Participation written by Dr. Fred Fisher as well).

Group feedback was very good and supportive for such an approach to feel free in their own future modification of main manuals.

The group decided to translate both Citizen Participation manuals written by Dr. Fred Fisher. They would like to use it to overcome the existing barriers between the state, rayon’s and municipality’s administration (possibly in near future local government) and NGO’s, but mainly citizens.

AGENDA OF THE WEEK – THIRD DAY

WEDNESDAY

- 9:00-11:00 AM Group work on suggestions, feedback, and comments on Bakhyt Kairakbai's adaptation work done to date on Financial Management.
- 11:00 AM Coffee Break
- 11:15 AM Presentation of group work on Financial Management materials followed by discussion
- 12:45 PM Lunch
- 1:00-4:00 PM Round-table presentation and discussion led by Dr. Fred Fisher, Duane Beard, Dusan Gallo and Luba Vavrova on "The Slovakian Experience", taking place at the Academy of Civil Service. The audience was composed of about 30 rayon and city-level akims as well as managers of administrative apparatuses. Dr. Fred Fisher, Lubica Mandicova, Mr. Duane Beard, Dusan Gallo, and Luba Vavrova.
- 2:00-4:00 PM Action Planning on Financial Management materials.
- 4:00 PM Coffee Break
- 4:15 PM Bulat Karibdzhanov made a brief presentation of the adaptation work he has done so far and outlined his vision of a new workshop on General Management.

The trainers spent the rest of the day and evening reading, reviewing, and discussing draft materials prepared by Bulat Karibdzhanov.

Results of the third day:

Bakhyt Kairakbai chaired the discussion during the day focused on modification of Financial Management, based on his professional knowledge and specific approach being focused on the actual situation in Kazakhstan – financial management. The whole group agreed on full translation of the whole series (15 manuals). The question was raised to print the whole text also as a book-reader for self-study. The reason for it is the lack of similar high quality and complex financial management know how in Kazakhstan focused on local finance management. Based on the idea that Citizen Participation is a separate project and his proposal was not to add this part to the series. The team suggested to do that and print the full series with Citizen Participation manual, as this one has some specifics that are not in the Citizen Participation series.

Mr. Bakhyt Kairakbai split the whole series into four modules:

1. Local Government Management Principles
 - a) Introduction
 - b) Financial Policy
 - c) Financial Planning
 - d) Accounting as a Management Tool
2. Basis of the Local Government Management

- a) Operating Budget
 - b) Performance Measures
 - c) Cash Management
3. Local Government Financial Management Methods
- a) Revenue Maximization
 - b) Debt Management
 - c) Capital Programming
 - d) Cost Containment
4. Additional Tools for Local Government Financial Management
- a) Construction Cost Management
 - b) Procurement
 - c) Grant Management

Group Recommendations on Financial Management:

Why did he not think about the need to have the CP module
 Own setting of manuals as a big plus
 Initial proposal for the training 4x2 days
 Trainers notes have to be prepared
 The group want this kind of training
 Take care in financial and economic definitions
 Finalize the structure
 Move the topic of Performance Measures from the module #2 to the module #3
 In module # 3, Debt Management, to be more precise and add more theoretical aspects
 In module # 4 reduce time for Procurement
 Add translation of manual # 1 Introduction (as Mr. Bakhyt Kairakbai used his intro)
 Think once again about the content of modules – based on budget practices
 Correct Russian titles of some manuals (performance measures, capital programming, accounting as a management tool)
 Add content for each module
 More precise and readable terminology with additional glossary
 Add more local examples and also, in some manuals, more theoretical materials
 Add basic local legislation and normative documents package to support or discuss each module
 Alternate essays with sessions

For the Round-table presentation and discussion Dusan Gallo made a short presentation of the Slovak Local Government system – legislation and financial structure and Luba Vavrova had a short presentation about the LG training system in Slovakia. Dr. Fred Fisher and Mr. Duane Beard continued with the US system and their experience at the Academy of Civil Service. The audience was made of about 30 rayon and city-level akims as well as managers of administrative apparatuses. The presentation was mediated and initiated by Mr. Alexander Pavlovic Poltoratsky from the Academy of Civil Service.

Lessons learned: presentation of smooth discussion of Kazakh professionals, highly motivated and supportive of printing and using the whole series of 15 FM modules to the maximum extent (as soon as possible)

Participants suggested special content-oriented deeper TOT for this specific subject, responding to the reality where not all of prospective trainers of the group have practical experience in finance (university, academy teachers).

Having university, academy teachers as a trainers is a good sign from our point of view, as Kazakhstan would be able to start using and disseminating new know how received and tailor it to local needs by all sides – from the side of top state administration, universities, through students and rayon's and municipality's level. This fact could be a challenging and proactive tool to support and sustain the transformation process in Kazakhstan.

The team suggested to split the whole series into four parts (for the purpose of delivery) and use the structure of four two-day Ws.

AGENDA OF THE WEEK – FOURTH DAY

THURSDAY

9:00-11:00 AM	Group work, suggestions, feedback, and comments on Bulat's Karibdzhanov adaptation work done to date.
11:00 AM	Coffee Break
11:15 AM	Presentation of the group work on general management materials followed by discussion.
12:45 PM	Lunch
2:00-4:00 PM	Action Planning on General Management materials.
4:00 PM	Coffee Break
4:15 PM	Dusan Gallo made a presentation of the work with Regional Training Centers.
7:00 PM	Dinner

Results of the fourth day:

The presentation, the group work and a bigger part of feedback session was focused on the third module of the General Management series due to some problems with the translation of others. As this is a tough lesson learned also in Slovakia, a separate consultation was done for Mr. Bulat Karibdzhanov by the Slovak group.

Group Recommendations on the General Management:

The most important parts:
Vision, mission, objectives
Stakeholders' analysis
SWOT analysis – practical exercises
Problem finding, setting and solving

Tasks and strategies
Action planning
Evaluation

Prepare the trainers notes to each module

- prepare a dictionary
- annotation to the title of manual
- set target group
- prepare training for trainers
- length of training 3 days
- increase cadre of trainers
- good language and terminology correction of all projects and manuals (May 10)
- send text (to May 15)
- preparation of the final training design and preparation of the training venue (June 25)
- marketing Ws preparation with full support and cooperation of the Agency (September)

Lessons learned:

Participants decided to finish translation and modification of all 5 GM manuals but start with training as soon as possible. They found training very useful for all levels of public administration, tackling such topics as – Roles and Responsibilities of the Manager (could be not only local government but from public – state administration as well); Organization culture; Organization Change; Vision and Strategy; Empowerment. Mr. Bulat Karibdzhanov presented second concrete modification of one module which could look like being for the training. Both Mr. Karibdzhanov and Kairakbai were concerned with presentation and facilitation skills, working with groups and the whole team.

Lively discussion followed the presentation of Mr. Dusan Gallo dealing with the roles and responsibilities of Regional Training Centers in Slovakia. Participants received also the Strategic Plan of RTC Martin, managed by Mr. Dusan Gallo (see the attachment). During the study tour in Slovakia, participants had a chance to visit RTC in Poprad and had a good discussion with Ms. Danusa Belakova, the RTC secretary and her assistant Ms. Michaela Druckerova. They fell in love with such an idea; possibilities of having a training and consultancy institution as close to the citizens as possible; equipped with computers, e-mail and internet, which permits rapid and full access to information and contacts; staffed with highly committed professionals with trainers skills, created with full support of local municipalities, with quite broad an independence, in some cases a full independence. The group decision regarding Kazakhstan RTC was to create five initial RTC. An important signal was that this process is supported by the Agency, the Academy, regional and local administration, universities, as well as by cities (Pavlodar). On behalf of the Slovak RTC, Mr. Dusan Gallo and with the support of Ms. Palikova (pre-discussed in Slovakia by LGDC), the LGDC is prepared to negotiate concrete forms of cooperation.

AGENDA OF THE WEEK – FIFTH DAY

FRIDAY

- | | |
|---------------|---|
| 9:00-11:00 AM | Meeting with Ms. Kathryn Stratos and Mr.Ivan Apanasevich, USAID Kazakhstan, Dr. Fred Fisher, Mr. Duane Beard and Luba Vavrova. |
| 9:00-11:00 AM | Trainers worked on an action-plan for a follow up TOT, manuals modification process and finalized recommendations for the Strategic Planning Ws |
| 11:00 AM | Coffee Break |
| 11:15 AM | Presentation of Action plans and recommendations. Review of work accomplished during the week and an outline for the future. |
| 12:45 PM | Lunch |
| 2:00-4:00 PM | Meeting of the team focused on the discussion about the possibility to set up an Association of Trainers. |
| 4:00 PM | Farewell Coffee Break |
| 4:00 PM | Meeting with Mr. Alichan Muchamedevits Baymenov, Chairman of the Agency for Civil Service at the Assembly of Kazakhstan Nations. |

Follow-up meeting with Rector and Vice-Rector of the Academy of Civil Service. Dr. Fred Fisher, Lubica Mandicova, Dusan Gallo, Luba Vavrova and Mr. Duane Beard.

Results of the fifth day:

- 1) The whole team worked in groups on general recommendations for the follow up TOT and finalized also their recommendation for the Strategic Planning Ws.
- 2) An important meeting with representatives from USAID Kazakhstan was arranged to discuss some results of the work done up to now, and a possibility to follow on the issues supported and proposed by the Kazakh team.
- 3) An important meeting was held with Mr. Alichan Muchamedevits Baymenov, Chairman of the Agency for Civil Service at the Assembly of Kazakhstan Nations and his other colleagues and guests, expressing full support for additional TOT for the participants of all levels (Academy, regions, mashlikchats, akimats). Mr. Baimenov underlined the need not to forget that about 40% of inhabitants live in very much rural areas and need more attention. For this reason, the involvement of experts also from abroad is much welcomed.
- 4) The morning session of the day was facilitated by Mr. Baurzhan Burzhumbayev
- 5) After the lunch break, participants took a lead and set up their own Association of Trainers. Mr. Serik Ospanov was elected President of the Association by all participants/members.

Recommendations on TOT

GROUP 1

1. Increase the number of trainers because of the introduction of new workshops
2. Specialization of trainers according to different modules is desirable
3. Periodicity in participation of all trainers should be observed
4. TOT should be conducted before the introduction of each module

5. Suggestions and recommendations on adaptation of new workshop should be considered
6. The marketing workshop should be conducted within the framework of national conference
7. It is necessary to start the project with the translation of all existing materials into the state language
8. Establish regional training centers in pilot cities (Atyrau, Pavlodar, and Almaty)

GROUP 2 (PAVLODAR)

1. TOT1 (for training and development specialists –16 people) shall be conducted in October upon completion of editing of all manuals (re: modules and training techniques)
2. TOT2
 - a) select trainers based on the current method of ICMA
 - b) select trainers (12 people) from TOT participants (43 people) in Pavlodar as an experiment
 - c) ICMA should conduct also TOT for newly established groups of trainers
3. Analyze all notes and recommendations on newly developed manuals and summarize them (ICMA)
4. In cooperation with the Academy for Civil Service and the Agency for Civil Service, conduct a marketing workshop for all manuals
5. Establish a regional training center in Pavlodar as a pilot project
6. Review proposals of trainers from the Pavlodar Oblast and the Department of Civil Service of the Pavlodar Oblast

Recommendations on Strategic Planning

1. Develop a comprehensive plan for conducting a workshop.
2. Provide annotation and table of contents of the workshop according to sessions
3. Conduct presentation of strategic planning (SP) materials for trainers/
4. Develop a glossary and provide clear definition of terminology/
5. Adapt the training materials on SP to local conditions.
6. Introduce local examples and the legal basis into training materials on SP.
7. Discuss S. Bernard's and F. Fisher's materials before May 20. Develop a unified manual as a result.
8. Translate F. Fisher's materials on SP.
9. Analyze F. Fisher's and S. Bernard's materials
10. Based on the analysis, develop a draft workshop tailored to the Republic of Kazakhstan
11. The structure of the workshop should be based on participate training approach.
12. Conduct TOT on SP before October 2000.
13. Introduce additions in the form of examples to materials.

Lessons learned and major results, achievements of the project from the point of view of LGDC:

- 1) Selected Training Manuals were modified and commented upon, with full involvement and initiative of Kazakh team, supported by ICMA Kazakhstan, LGDC experience and, last but not least, with full support of the Agency for Civil Service, the Academy for Civil Service, universities and akimats/mashlikhats.
- 2) First pilot courses were discussed and supported by the team
- 3) First training designs were presented and fully supported by the whole team (Citizen Participation, Management of Change)
- 4) Future follow up cooperation was discussed with several institutions – ICMA, Agency for Civil Service, Academy for Civil Service, Pavlodar group, new Association of Trainers, Mr. Kosicenko's NGO.
- 5) Representatives from LGDC and RTC shared their experience of
 - a) Training Project Management
 - b) Training Manuals modification
 - c) Logistical issues
 - d) Roles and Responsibilities of RTC
 - e) Cooperation between RTC/NGO's and municipalities (associations as well)
- 6) Meeting and discussion with USAID Kazakhstan
- 7) Presentation of the Slovak LG and Training system for the participants at the Academy of Civil Service
- 8) Meetings with Mr. Rector and Ms. Vice Rector of the Academy of Civil Service
- 9) Presentation and meeting with representatives of the Agency for Civil Service
- 10) Full involvement on modifications, discussions, group work, facilitation and recommendation of all participants without exception.
- 11) Trainers training skills used – Maira Baimisheva, Mr. Bulat Karibdzhanov and Bakhyt Kairakbai and Baurzhan Burzhumbayev.
- 12) Recommendations for Strategic Planning prepared by the team
- 13) Individual consultancy provided to several participants
- 14) Interview for ICMA Kazakhstan Newsletter
- 15) Discussion and full support for Mr. Raisa Ajazbekova for her New Lexicon and More (Key Words, Terms, Concepts, Theories) using a very good selection of key terms for all levels and parts of social sciences benefiting all recipients, as this unique Glossary is trilingual – English, Kazakh and Russian. This needs still one more comment – the group suggested several times to prepare a glossary for all Training projects that were and will be modified and used in Kazakhstan and also to support Kazakhs language versions.
- 16) The Association of Trainers was set up, with full lead of Kazakh participants – we wish them a lot of successes and great training participants.

Final LGDC recommendations and suggestions:

Based on the results of the two projects done by now, for and with the ICMA Kazakhstan, and especially with great cooperation with Kazakh participants/trainers, LGDC is prepared to work on

- Follow up TOT Draft Proposal for a) Training and Development Specialists
b) Trainers

(preliminary discussion was done in Almaty about Training and Development Specialists for the initial group and Training for Trainers /2 groups of 16 participants each, all for two weeks, September/October 2000)

- Conference and Marketing Ws Proposal (preliminary discussion by representatives of the Agency, the Academy, but participants as well, to join these two efforts – a possible time frame – before or after TOT in fall)
- Slovak/Kazakhstan RTC and Trainers Cooperation Proposal (immediately as RTC's in Kazakhstan will be set up and make concrete formulation of their need)
- General Work Plan based on Multi-Year Training and Development Strategy

Prepared by Dr. Fred Fisher (preliminary discussion with Mr. Duane Beard for this task was May/June 2000 – based also on ICMA Kazakhstan Retreat Meeting results)

II. FINANCIAL REPORT:

See Attachment #1 Financial Report

Organization: Local Government Development Center

Project Title: TOT for Kazakhstan and Kirgistan

Project Grant Number:

Contact Person for Financial Report: LGDC Ms. Luba Vavrova

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