

USAID/DFID Kyrgyzstan Parliamentary Strengthening Program

Year Four Work Plan

October 1, 2013 – September 29, 2014

Executive Summary

The Kyrgyzstan Parliamentary Strengthening Program (KPSP) is a three-year technical assistance initiative funded by the United States Agency for International Development (USAID) and the United Kingdom Department for International Development (DFID) and implemented by Development Alternatives, Inc. (DAI). Phase 1 consisted of the completion of a parliamentary assessment, design of a parliamentary strengthening program, and limited implementation of activities during the six-month period from October 1, 2010 through March 31, 2011. Phase 2 was a full-scale parliamentary strengthening program during the 22-month period from April 1, 2011 to January 31, 2013. Phase 3 began on February 1, 2013 after the receipt of additional funding and an expanded scope of work, which has allowed the KPSP to effectively respond to new challenges and needs in 2013-2015 and make a significant contribution to institutional capacity-building for the Kyrgyz Parliament (the Jogorku Kenesh – “JK”).

The KPSP consists of four main components in which it concentrates its programming:

1. Improvement of the legislative process and procedure;
2. Strengthening of parliamentary committees;
3. Improvement of communications and information flow on parliamentary activities between the Parliament, civil society, and the public;
4. Improvement of parliamentary management and leadership, including the human resources management policies of the Parliament’s Administration.

As of August 2013, the KPSP has initiated and assisted in organizing and conducting (with and through JK partners) more than 140 different programmatic events, including: 61 trainings and presentations; 22 public forums; 31 policy seminars; two video conferences, and study tours to the USA, Mongolia, Malaysia, Hungary and Germany. These events have covered a wide variety of topics crucial for parliamentary development and capacity-building or relating to good governance, economic issues, or social problems. They were attended in aggregate by 325 MPs and overall by 6,750 persons, including 2,800 women. Most of the non-MP attendees have been parliamentary committee and department/division staff and MP consultants and assistants.

KPSP Year Four will commence from October 1, 2013. Accordingly, the Work Plan below has been prepared according to which the KPSP will continue utilizing the programmatic approaches it successfully developed and followed during Years One through Three.

Specifically, working with and engaging the JK Speaker and vice-speakers, faction leaders, committee chairs, rank and file MPs, Administration staff, committee staff, and MP consultants and assistants:

- Component 1 – Legislative Process and Procedure will continue its efforts improving communication, coordination, and planning between different bodies involved in the legislative drafting process, including the conducting of trainings and other events. New initiatives for Year Four include the establishment of a Legislative Drafting Institute hosted by a local university, the finalization and promotion of the Russian-Kyrgyz Dictionary of Legislative and Legal Terms and Other Words and Expressions assembled during Year Three, the facilitation of a Legislative Security and Transparency Working Group, and the development of a Legislative Security and Transparency Index;
- Component 2 – Committee Strengthening will continue to strengthen the role and influence of JK committees in the legislative process by supporting their work through events and other initiatives. In Year Four a particular focus will be placed on the committees’ oversight functions and on engagement with communities outside of Bishkek. Other new initiatives for Year Four include the establishment of a Joint Parliamentary Fund to provide committees, factions, and ad hoc groups of MPs with access to outside research and analysis, as well as a renewed focus on establishing and keeping Strategic Plans for each committee, which will define their priorities and guide their work during the legislative session;
- Component 3 – Communication and Information will continue to provide trainings for journalists and members of the Parliament’s Press Service with a particular focus on reaching regional journalists rather than just those based in Bishkek. Component 3 will continue to assist in the production and dissemination of the Parliamentary Brief, with responsibility for the Brief increasingly being turned over to the Press Service. New initiatives for Year Four include the creation of a Press Gallery within the Parliament Building and a National Contest for Journalists to raise awareness of the JK and its functions among the public;
- Component 4 – Parliamentary Management and Leadership will continue providing regular trainings directed at enabling JK employees to better and more effectively do their jobs as well as developing the internal and ongoing professional training and personnel management abilities of the JK. New activities for Year Four include the development of a Human Resources Strategic Plan, English lessons for MPs and Administration department heads, the installation of an electronic entry and exit system

for the Parliament Building, and an increasing focus on female staffer development and capacity-building within the Administration, including (subject to USAID Contracting Officer approval) a planned study tour for active members of the Parliamentary Women's Club founded during Year Three.

The KPSP will also continue¹ and advance its already effective role as a coordinator and facilitator creating synergies and linkages between the JK and other USAID- and USG-funded assistance programs. The KPSP will in addition maintain close communication and cooperation with other international donor programs to improve overall results and avoid duplication of activities, thereby more effectively utilizing limited donor funds. In addition, the KPSP will continue to directly assist USAID and the US Embassy in securing access to the JK Building and setting key meetings with parliamentarians for visitors affiliated with USAID and the USG.

The KPSP will continue to maintain its non-political, non-partisan approach in its programmatic activities and attendant relations with JK factions. This approach has placed the KPSP in a good position to continue producing solid results and achieve Program deliverables while also engendering the uniform professional trust and good will of the Speaker and vice-speakers, faction leaders, committee chairs, and rank-and-file MPs.

The Year Four Work Plan is meant to serve as an overall guide and plan for KPSP programming. It is purposely written in a general manner that preserves the flexibility and adaptability of the KPSP to be responsive in a timely manner to ongoing JK requests, initiatives, and needs. It is this responsiveness and timeliness that sets the KPSP favorably apart from other international donor programs, as well as the fact that many of its programmatic activities in Years One through Three were initiated by the JK itself. JK partners, from the Speaker and vice-speakers to committee chairs and rank-and-file MPs, have unanimously and frequently voiced this positive evaluation and affirmation of the value of KPSP programming in significantly and substantially assisting the JK.

Component 1 - Legislative Process and Procedure

A. Support of the Legislative Security and Transparency Working Group

With the aim of eliminating errors or mistakes in draft legislation and also improving the overall step-by-step legislative process, Component 1 worked on promoting the idea of establishing an interagency Legislative Security and Transparency Working Group. The goal in creating this

¹ The final three paragraphs of this Executive Summary largely also appeared in the Years Two and Three Work Plans. They lay out key and fundamental programmatic approaches implemented by the KPSP, which due to their success will be maintained within the Year Four Work Plan.

Working Group was to ensure concerted efforts by all parties involved in the legislative process to make it more transparent and open.

Established on May 14, 2013 by a joint Resolution of the JK Committee on Human Rights, Constitutional Legislation, and State Structure and the JK Committee on Rules of Procedure and MP Ethics, the Working Group counts nine MPs among its members, joined by key staff involved in the legislative process from the Prime Minister's Office, the Ministry of Justice, the President's Office, and civil society groups. The first meeting of the Working Group was conducted on June 28, 2013; it included a presentation of the Group's goals, objectives and work format, and a presentation of the results of the Qualitative and Quantitative Analysis of Legislative Errors and Contradictions and their Causes, performed by experts contracted by the KPSP during Year Three.

The Working Group members discussed a draft action plan for 2013 – 2014 which includes work on problems relating to the legislative process and makes recommendations to MPs on how to streamline the legislative process, what amendments to make to existing legislation, how to guarantee the concurrence of laws and administrative regulations, and how to avoid Presidential vetoes based on technical errors in drafting legislation. Specifically, the Group plans to elaborate its recommendations on amendments to the Rules of Procedure of the JK, legislation on normative legal acts, and other legislative acts to avoid legislative errors during the drafting process and passage in the Parliament. The Group will also discuss a draft manual on legislative drafting techniques, tailored to new legislation and up-to-date legislative practice. Issues related to the establishment of the Legislative Drafting Institute will also be a topic of discussion and consideration as a tool for improvement of legislative drafting and assessment. As soon as the Russian-Kyrgyz Dictionary of Legislative and Legal Terms and Other Words and Expressions is finished, the Group will hold a meeting to discuss this document and elaborate its recommendations for the Dictionary's further use.

B. Establishment of a Legislative Drafting Institute

Component 1's work with legislative drafting and the legislative process during Phases 1 and 2 focused on strengthening the capacity of MPs, the JK Legal Department, the Legal Analysis Division and committee staff, and MP assistants and consultants in drafting and conducting meaningful analysis of legislation. This assistance helped the JK assert its constitutional prerogative as the main engine for producing and developing legislation to address economic, social, and other important issues in the country.

Component 1's assessments of the legislative process during Phases 1 and 2 underscored that one of the most pressing problems in the legislative drafting practice in Kyrgyzstan is the poor quality of the laws themselves as written, which then leads to ambiguity, confusion, and other problems. One of the main reasons for this poor quality is the low technical capacity of legislative drafters in most state institutions and the need to raise their skill levels in legislative

drafting techniques. This low technical capacity is due to the absence of a specialized training center where trainings can be organized on legislative drafting techniques, legislative assessment, evidence-based lawmaking, and the other skills necessary in an effective lawmaking process. The existence of such a specialized training center would continuously improve the capacity of professionals involved in the legislative drafting process and improve the quality of legislative work as a whole.

With this purpose in mind, during Year Four the Component 1 team will direct its efforts toward the establishment of a Legislative Drafting Institute, hosted by a local university, which will regularly provide targeted trainings on essential legislative drafting skills. During the first stage, after the local host university has been selected and the Institute becomes operationally functional, its staff will develop the training agenda, specialized curriculum, and training modules in close cooperation with the Component 1 team and the STTA Lorna Seitz, Executive Director of International Consortium for Law and Development (ICLAD), a KPSP subcontractor during Phase 3. The curriculum will be tailored to the needs of KPSP's beneficiaries. In parallel with this effort, the Institute will create a roster of potential trainers and conduct trainings for them. The Institute will conduct trainings in accordance with the developed agenda starting from March 2014.

C. Continued Work on Improvement of Communication, Coordination, and Planning in Legislative Drafting

During Year Four, Component 1 will continue its unique and groundbreaking activities to improve communication, coordination, and planning in the process of legislative drafting between the JK and the Prime Minister's Office, the President's Office, and the Ministry of Justice. These state bodies within Kyrgyzstan constitute the main entities involved in legislative drafting. Improved coordination between them will lead to more consistent and coherent legislation.

Within the framework of the Legislative Security and Transparency Working Group, Component 1 will work on implementing the recommendations set forth in the Qualitative and Quantitative Research of Legislative Errors conducted during Year Three. It will also work on recommendations discussed during sessions of the Working Group. Efforts will also continue to bring together the legislative drafters and managers working in the legislative and executive branches; these efforts include workshops on legislative language and the legislative process. In addition to expanding the scale and scope of the current program of targeted trainings on legislative drafting and analysis skills, with additional focus on the interrelationships between laws and administrative regulations, the KPSP will continue its regular consultations and mentorship for the staff of the JK Legal Department and Legal Analysis Division.

D. Developing and Utilizing the Russian-Kyrgyz Dictionary of Legislative and Legal Terms and Other Words and Expressions

Component 1 will complete its work on the comprehensive Russian-Kyrgyz Dictionary of Legislative and Legal Terms and Other Words and Expressions during Year Four. The Dictionary was developed for use in translating bills from Russian and in drafting legislation, conducting legal expertise, and performing other legislative work. Throughout the process of assembling the Dictionary, the KPSP supported and facilitated the work of the Dictionary Working Group created by the JK Committee on Education, Science, Culture, and Sports on November 20, 2012. The Working Group, which comprised representatives of different professions, institutions, and governmental agencies, used its expertise to draft the Dictionary over the course of 15 separate meetings overseen by KPSP staff. In total the Group considered and translated around 15,000 terms, words, and phrases into the Kyrgyz language.

After work on unifying and standardizing legislative terminology had been completed, the Dictionary Working Group tailored and polished the end product. Two linguistics experts and a lawyer hired by the KPSP are currently in the process of editing the Dictionary for overall consistency and clarity. These persons will also draft a manual with operating instructions for a standardized approach in use of the Dictionary. The comprehensive Dictionary will facilitate the process of producing more clearly and definitively drafted legislation.

It is expected that, when completed, the Committee on Education, Science, Culture, and Sports will first approve and then submit the Dictionary to the JK plenary with the recommendation that the JK issue an order making the Dictionary and its use mandatory in the JK and in other state bodies and supplementary institutions involved in the legislative process. The KPSP will work on obtaining official review from relevant state and non-state institutions related to lawmaking and linguistics issues and receiving final confirmation from the JK. The KPSP plans to publish the Dictionary during the first three months of 2014, supplemented with a public presentation to broaden awareness and the dissemination of the finalized Dictionary among different institutions involving in legislative drafting, including academic organizations, universities, NGOs, and legal practitioners.

E. Targeted Trainings to Increase and Improve the Capacity of those Involved in Drafting Legislation and Administrative Regulations both from the JK and from outside the JK

Component 1 during Year Four will continue providing periodic and targeted trainings on legislative drafting, assessment, evidence-based lawmaking, and other topics for parliamentary and non-parliamentary legislative drafters and managers, with the goal of further improving the legislative process and legislative analysis skills. The first round of such trainings will be conducted in October-November 2013 and will cover legislative processes generally, including

legislative initiative (the introduction of a bill), parliamentary procedures relating to committee and plenary debates, the voting system and adoption of a bill, and other related aspects.

Component 1 will also support the ongoing development of a manual of legal drafting norms and standards. The manual will be finalized, published, and distributed in coordination with the Legislative Drafting Institute. Trainings on legislative drafting techniques will include the conceptual basis of legislative techniques and functions (the legal requirements of legislative drafting), substantive rules, legislative logic and the structure of legislative text, accurate legislative terminology, and definitions and stylistic rules.

Regarding the Russian-Kyrgyz Dictionary of Legislative and Legal Terms and Other Words and Expressions, the KPSP will conduct trainings for representatives from the JK, the Offices of the President and Prime Minister, and from other state agencies, non-governmental organizations, civil society organizations, and individual experts to better understand the purpose of the Dictionary and adopt a unified approach in drafting legislation in both Russian and Kyrgyz. These efforts are to ensure the clarity of legislative texts and the accuracy of translations and reduce internal contradictions in the texts and errors in interpretation. During trainings, special attention also will be given to legislative stylistics and terminology.

F. Development of a Legislative Security and Transparency Index

The analysis of errors in draft laws has been part of a broader effort to collect and analyze quantitative and qualitative data to achieve KPSP deliverables. Component 1 will work with international and local experts to develop the Kyrgyzstan Legislative Security and Transparency Index (LSTI). Based on the existing methodology used by the International Budget Project for the highly regarded Open Budget Index, the LSTI will establish approximately 20 indicators that measure different aspects of Kyrgyzstan's legislative process, and ask experts in the process to evaluate performance on those indicators according to a standardized scoring system. The LSTI will also include a survey measuring how the process is perceived by legislative staff and civil society.

Component 1 will complement this process with activities based on the system of expert panels developed by DAI in the Bangladesh PROGATI Project and the Vietnam Provincial Competitive Index. Development of the LSTI and analysis of the results will also be coordinated and shared with the Legislative Security and Transparency Working Group. Activities regarding the LSTI will start during the first three months of 2014. An international expert STTA will be invited to lead the analysis and start drafting the LSTI.

Component 2 - Committee Strengthening

A. Expand KPSP Activities Providing Direct Assistance to Partner Committees

Component 2 during Year One worked with three JK partner committees: the Committee on Budget and Finance; the Committee on Economic Strategy, Investment Policy, and Tourism; and the Committee on Youth Affairs. During Year Two, Component 2 expanded its activity to include the Committee on International Affairs and the Committee on Education, Science, Culture, and Sports, which took over youth affairs after the reorganization of the JK majority coalition in December 2011 and the elimination of the Committee on Youth Affairs. With these JK committees, Component 2 assisted in organizing a myriad of public forums, policy seminars, and hearings both in Bishkek and in other regions of the country. As a result of the success and popularity of these events, the KPSP was inundated with requests from other JK committees to begin providing them with similar assistance.

Component 2 during Year Three continued to provide assistance to the above four JK committees and added four additional JK partner committees: the Committee on Rules of Procedure and MP Ethics; the Committee for Agrarian Policy, Water Resources, Ecology, and Regional Development; the Committee on Human Rights, Constitutional Legislation and State Structure; and the Committee on Judicial and Legal Issues and Rule of Law.

Component 2 during Year Four will again provide assistance and support to the above JK partner committees in organizing large-scale events and attracting public input into policy decision-making. During the first three months of 2014, the KPSP in consultation with USAID will select two additional JK committees with which to work, bringing the total number of partner committees to 10 (out of the total of 13 in the JK).

Committee strengthening assistance during Year Four will take many forms, including:

- Providing committee members with public policy analysis, expertise, and best practices for their consideration. This expertise will be obtained through the KPSP engaging outside international and local STTAs;
- KPSP staff working to improve the in-house capacity of JK committee staff to handle and overcome event-related organizational details and challenges as well as to plan substantive agendas, including contacting and enlisting acknowledged experts from state bodies, academia, and civil society to provide expertise in a given field;
- Providing assistance in organizing and holding public forums, policy seminars, and hearings relating to good governance, economic issues, and social problems;
- Providing procedures and mechanisms that enhance the ability of committee chairs, vice-chairs, and staff to exercise their oversight powers over the content of administrative regulations issued by executive branch bodies;

- Organizing joint events that involve and feature the attendance of MPs from more than one JK committee rather than being limited to MPs from a single committee. Such events held during Years Two and Three have resulted in better inter-committee relationships, communications, and working procedures, particularly in substantive areas where there is jurisdictional overlap between various committees;
- Arranging consultations with MPs by committee strengthening experts.

B. Creation and Maintenance of Strategic Plans for Committees

The approach to committee strengthening in Year Four will ensure that each committee has a meaningful strategic plan that is the basis for its internal reviews and work plans. The strategic plan will guide activities and events, especially committee hearings. While developing this strategic plan, committees will have the opportunity to identify a small number of policy areas that will be prioritized in the coming work period and where research and analysis from outside experts or organizations would be most helpful in their deliberations and legislative activities.

The strategic plan is also the basis for more substantive and frequent engagement by committees with communities outside of Bishkek on the policy issues of greatest importance to them. By promoting sustainable long-term relationships between the JK, these communities, and policy experts from NGOs or academia, this structure encourages longer-term thinking and more focus on the substance of policies.

C. Establishment of a Joint Parliamentary Fund to Procure Outside Expert Research and Analysis on Public Policy Issues

Component 2 in Year Four will begin overseeing a Joint Parliamentary Fund through which committees, factions, and ad hoc groups of MPs can apply for in-kind grants to procure outside expert research and analysis. During Year Three, Component 2 worked with the JK and identified local Kyrgyz think tanks, researchers, academic institutions, civil society organizations, and individuals who have the capacity and interest to provide support to committees in the form of expert policy research and analysis. Together with its partners in the JK, Component 2 established criteria for these organizations and individuals to qualify as committee support providers (CSPs). The criteria to qualify as a CSP include: capacity and interest in providing support to committees in the form of expert policy research and analysis; experience providing similar support to the JK or other state agencies; administrative capacity to manage the procurement, administrative, and reporting requirements established by Component 2 and the JK; and strong communication skills. A database of these CSP has already been prepared, including about three hundred qualified individuals and organizations. A Manual describing the procedures and practices for the work of the Joint Parliamentary Fund has been developed and the Fund will begin to function as soon as USAID Contracting Officer approval for the Manual has been obtained.

Component 2 in Year Four will work with the JK Administration to implement a rigorous process for selection and evaluation of CSPs. The Joint Parliamentary Fund will initially be managed primarily by Component 2, but in the interests of sustainability and long-term capacity-building, the JK Administration will gradually take on a larger role in the management and administration of the Fund and its own relationship to the CSPs. By the end of Year Five the JK will be almost solely responsible for the operation of the Fund. However, for as long as USAID and DFID are providing the majority of the financing for the fund, KPSP will be responsible for the procurement and invoicing process.

The availability of funds for outside support will be a significant incentive for committees to develop and implement their own strategic plans. The outside research and analysis will result in MPs being better informed about policy issues and the policy process, which in turn will encourage MPs to specialize in particular policy sectors and improve the quality of oversight activities, public hearings, and MP participation in public policy discussions and debates. Outside support and better-informed MPs will also improve the quality of oversight and lead to more evidence-based lawmaking.

D. Encourage Increased MP Specialization in Policy Fields and Participation in Policy Discussions and Debates

Increased MP specialization will be encouraged so that MPs will be better informed about the particular fields in which they produce and assess legislation. During Years One, Two, and Three, Component 2 built on a history of successful public policy forums organized in cooperation with the JK and its committees. Component 2 will continue to work with KPSP partner committees during Year 4 to provide support in organizing and holding public policy forums.

The KPSP will also work with its long-term partners NDI and IRI to conduct workshops and training for MPs and Kyrgyz political parties on how to best organize and support MPs to facilitate the development of expertise in one or more policy areas.

E. Improve Committee Oversight Activities and Procedures

Past Component 2 study tours to Mongolia (October 2012) and Malaysia (February 2013) emphasized the successful practices of parliamentary committees in those countries in terms of their oversight functions and the ongoing resolution of public policy issues. These study tours were directed at strengthening committee procedures and oversight, focusing on how committees can oversee the ministries, budgets, and administrative regulations under their jurisdiction, and make effective use of information from outside researchers and civil society. An additional Component 2 study tour is planned for September 2013, which will explore these same topics in the United Kingdom.

Component 2 during Year 4 will also develop and implement a unified curriculum on legislative committees and their oversight functions over relevant executive branch bodies. This curriculum will be based on a series of training modules that Component 2 will develop and use as the basis for trainings and other work with committees. Similarly, Component 2 will apply a standardized approach in its work with partner committees aimed at improving their oversight functions in relation to the state budget, and the training and other activities that support improved oversight.

F. Encourage Committees to More Regularly and Substantively Engage Communities Outside Bishkek and Address their Concerns

Component 2 during Year Four will place particular emphasis on conducting hearings in the regions (i.e. outside the capital city Bishkek).

KPSP partner committees will also identify key organizations and individuals in the regions which wield influence on specific policy issues, and they will develop strategies for engaging those individuals and organizations more actively. Committee strategies will include a media component that highlights how committees and MPs can reach regional media outlets and use parliamentary radio to communicate with citizens. Where appropriate, the KPSP will also work with partner committees and other USAID implementers working on local and regional governance issues to bring regional officials to Bishkek for activities that highlight regional and local concerns.

Partner committees will also be able to engage CSPs in research and analysis related to regional concerns. Committees will also be encouraged to develop technical proposals and research requests that can be implemented by CSPs based outside of Bishkek, when appropriate.

Component 3 – Communication and Information

A. Continued and Expanded Trainings for Target Groups

Component 3 during Year Four will continue to conduct trainings for journalists covering the Parliament in order to improve the quality of coverage and release of political news. In the past, the concentration has been on accredited journalists who work in Bishkek and have regular access to the Parliament building; the Parliament's Press Service already has established productive relationships with these representatives of mass media. However, regional journalists working in other parts of the country also play an important role in how the activities of the Parliament are perceived in the public consciousness, and these journalists usually do not have the contacts or the opportunities for engagement with the Parliament that their colleagues in the capital have. With this issue in mind, and according to recommendations from the Parliament's Press Service, the KPSP is planning to conduct a number of trainings for regional journalists during Year Four, which will increase the knowledge base of regional journalists about

parliamentarism generally, about the specific duties of the Parliament and aspects of its activities, and the roles played by its committees and factions.

Specifically, during Year Four trainings for regional journalists are planned on the topics: “general concepts of parliamentarism;” “functions of the JK and procedures of its work;” “the work of the Parliament’s Press Service;” and “information sources and the use of social networks in information dissemination.” Regional journalists as part of the trainings will also tour the Parliament Building and make contacts with members of the Parliament’s Press Service and MPs.

Other trainings are also planned for Year Four - an international expert STTA is expected in November 2013 to conduct trainings with the Parliament’s Press Service staff and accredited journalists to improve press coverage of the legislative process and procedure.

A School of Parliamentary Journalism is being organized as a joint project between the KPSP and the Parliament’s Press Service; it will be focused on young, future journalists still in the final year of their university studies. These future journalists will have the opportunity to gain skills on preparing and analyzing political news, including the activities of MPs, factions, committees, and the JK as a whole. The curriculum of the School will include: the concept of parliamentarism (structure, functions, and the decision-making processes); methods of collecting information and the work of the Parliament’s Press Service; aspects of analytical coverage of Parliamentary activities; specifics related to the work of journalists in the Parliament; the legal basis for journalistic activity and professional ethics; production for TV and radio; the use of social media and new marketing and networking techniques; and political public relations in mass media. Supplemental meetings will be organized with deputies, representatives of political parties, influential journalists, and experts. Experienced parliamentary journalists will also participate in classes and share their own experiences. The services of the School will be provided to students without charge and the sessions will be conducted in both Kyrgyz and Russian. Certificates will be presented to active participants at the end of the session.

B. Parliamentary Brief

Component 3 will continue its work with the Parliament’s Press Service to regularly produce and disseminate the Parliamentary Brief covering the activity of the Parliament and its MPs. The Brief is a newsletter describing the latest political news in concise, clear, and non-partisan language. It is disseminated twice per week in Kyrgyz, Russian, and English. During the last parliamentary session more than 1,100 individuals were in regular receipt of the Brief, including journalists, academics, members of international organizations, and others who depend on the Brief for its concise, accurate updates. The number of recipients increases with each week as awareness of the Brief continues to spread.

During Year Four special attention will be given to making the Brief more sustainable in the long term by shifting more and more of the responsibility for its preparation from the KPSP to the

Parliamentary Press Service, so that the initiative can continue after KPSP implementation ends in 2015.

C. Parliamentary Radio

Component 3 will continue its previous efforts to strengthen the JK's in-house parliamentary radio with special attention paid to content development. Parliamentary radio will be presented and promoted as a means for access and interaction between the public and MPs. An expert in radio already engaged by the KPSP during the last three months of Year Three will continue her work through to December 2013, developing new radio content and broadcasts for parliamentary radio, including content in Russian (prior to this parliamentary radio has been exclusively in Kyrgyz). This expert will also provide tutorial services to the Parliament's Press Service staff with regard to radio production and content of reporting and broadcasting.

D. National Contest for Journalists

In cooperation with the Parliament's Press Service, Component 3 during the final months of Year 3 announced a national contest for publicizing the development of parliamentarism in the country through mass media outlets and online news agencies. The goal of the contest is to increase: the general public's understanding of parliamentarism and of the development of parliamentary democracy in Kyrgyzstan; its awareness of the activities of the JK, including those of its various committees, factions, and individual MPs; and the publicizing of laws, resolutions, and other normative acts the JK adopts. The final results of the contest are planned to be announced in November 2013. Prizes for winning journalists will consist of gift certificates valued from \$500 to \$1000, good for obtaining technical equipment related to journalism. Prizes will be given for the best material or stories produced in five separate categories: Print Mass Media, Television, Radio, Internet, and Analytics. An independent entry evaluation committee will be organized by Component 3 to study and evaluate the entries received. However, final decisions about prizes and other related issues will be retained by the KPSP.

E. Press Gallery

Component 3 will work during Year Four on the creation of a special office space for journalists inside the Parliament Building. An assessment of the external and internal communications of the Parliament was carried out during Year Three in which experts contracted by the KPSP analyzed the current state of communications of the Parliament by journalists. The assessment recommended designating a special space for journalists inside the Parliament Building with Internet access, computers, and other equipment and services needed by journalists. The KPSP initiative in this matter will consist of helping to arrange the space, including purchasing related equipment and furniture and arranging for Internet access. This initiative will help journalists carry out their work more effectively; the new area will become their workplace while inside the Parliament Building. Journalists, while still at the Parliament Building, will be able to receive

and prepare materials necessary for their work, confer with one another, organize formal and informal meetings with MPs, and conduct other activities.

Component 4 – Parliamentary Management and Leadership

A. Improvement of the Work of the Parliament’s Personnel Department

Component 4 during Year Four will continue its work with the Parliament’s Personnel Department through a number of initiatives. Component 4 will continue its previous work conducting capacity-building trainings for staff in the Personnel Department and the managers of other departments in the Parliament’s Administration, covering contemporary approaches to human resources management and how they can be applied in the civil service of Kyrgyzstan. Topics to be addressed during Year Four include: effective personnel decision-making; professional hiring practices; methodology for training and adapting new hires; attestation and evaluation of staff; articulation of skills; self-management; and means for personal growth. These trainings will improve the work environment among the permanent staff of the Parliament’s Administration and the level of professionalism. Beyond these trainings, mentors and experts will also be hired through Component 4 to work directly with the Personnel Department for set periods of time and provide analysis and advice.

Attention will also be directed towards the Parliament’s Administration’s own ability to conduct internal trainings and make use of its own experienced staff members in the training of other staff and in conducting evaluations of their work. Component 4 will provide support in the creation of a database of expert trainers/lecturers from among the most experienced and qualified Administration staff members. It will also assist the Personnel Department in developing a long-term strategic plan for the education and training of staff, and in the actual implementation of that plan to raise the knowledge, skill levels, and overall qualifications of staff members both new and tenured. These qualifications and skills will be assessed through modern and transparent evaluation practices that Component 4 will encourage throughout the Parliament’s Administration, including the computer testing system it has already helped establish. The database of questions used during these computer evaluations will be expanded during Year Four to make the system more comprehensive.

Component 4 will also establish a library fund for the Personnel Department covering resources related to human resources management issues.

B. Building on Year Three Study Tour

Component 4 during Year Three organized a study tour to the German Bundestag and the National Assembly of Hungary during which participants studied aspects of human resources management in the administration of those parliaments. During Year Four, Component 4 will

continue to provide assistance in better articulating and implementing the recommendations made by the study tour participants based on their experiences in the two parliaments visited.

C. Improvement of English Language Skills

During Years One, Two, and Three, the KPSP was frequently asked to assist MPs and Parliament's Administration staff in improving their English to work more effectively and comfortably with international partners. Individual English lessons with select MPs began on a small scale during Year Three, and toward the end of Year Three three local English teachers were hired to prepare a curriculum, conduct placement examinations, and teach classes for MPs and division heads with various levels of English knowledge and fluency. The classes will be expanded during Year Four and include a discussion club for more advanced students which will be conducted at least once weekly by one of the local teachers and the KPSP's Program Officer as a native English speaker.

D. Development and Strengthening of Cooperation with the JK Speaker

From the beginning of the KPSP special attention has been paid to strengthening cooperation and engagement with the JK Speaker and his Office. In that context and commencing from the onset of KPSP Phase 3, \$30,000 in all has been budgeted from KPSP funds for events conducted on the Speaker's initiative and with his direct participation to institutionally strengthen his work and Office. Component 4 during Year Four will directly and closely work with the Speaker on the most effective design and organization of corresponding and supporting events to achieve this purpose.

E. Promotion of Gender Balance in the Parliament's Administration and Attention on Capacity-Building Activities for More Senior Female Parliamentary Staffers

Gender balance and issues have become an increasingly visible part of Component 4 programming with the founding of a Parliamentary Women's Club during Year Three. Year Four foresees the continued development of the Club into an active and sustainable organization as well as other efforts regarding capacity-building activities for more senior female parliamentary staffers.

Component 4 will continue to provide support for policy seminars addressing gender issues in the Parliament. Trainings are also planned to develop the leadership and management skills of the more senior female staff of the Parliament's Administration. Topics to be addressed include: technology in professional success; political imaging; confidence and behavior; goal-setting and time management; foundations of business relations; negotiations; the art of public speaking; the art of giving presentations; and competence in communications.

The events and initiatives of the Parliamentary Women's Club will continue to receive active support and guidance from Component 4. Subject to USAID Contracting Officer approval, a

study tour will also be planned for the most active six or seven members of the Club to visit one or more Scandinavian countries and study the experiences and best practices of women MPs, leaders, and women's organizations. The overall goal of the Club is the promotion and development of a gender policy within the JK making the institution more gender neutral and friendly.

F. Electronic Entrance System to the Parliament Building

Component 4 began actively working during Year Three on assisting with the installation of an electronic entry and exit system to the Parliament Building. This assistance will continue during Year Four with the purpose being the systematization of the process of providing access to the Parliament. Component 4's activities will encourage the use of contemporary human resource management methods within this system for locating and managing Parliamentary staff. These activities will also encourage structured and systematized rules of access for regular citizens visiting the Parliament Building, in accordance with constitutional norms protecting their rights to participate in the political process and engage with MPs.