

GOOD GOVERNANCE & PUBLIC ADMINISTRATION STRENGTHENING (GGPAS) PROGRAM

YEAR TWO: ANNUAL REPORT OCTOBER 2014-SEPTEMBER 2015

&

QUARTERLY REPORT N° 4: JULY 1 – SEPTEMBER 30, 2015

October 2015

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ACRONYMS

AIS	Automated Information System
AKF	Aga Khan Foundation
AMG	Activities Management Guide
AO	Assistance Objectives
AO	Aiyl Okmotu
APM	Administrative Procedures Manual
BPA	Business Process Analysis
CEC	Central Election Committee
CDCS	Country Development Cooperation Strategy
CIO	Chief Information Officer
CIS	Commonwealth of Independent States
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
CU	Customs Union
CURR	Civil Union of Reform and Results
D&G	Democracy & Governance
DCSAR	Department for Civil Status Act Registration
DDGS	Direct Distribution of Goods and Services
ECA	Experts of Central Asia
EDCF	Emerging Donors Challenge Fund
EDF	Environmental Documentation Form
EEU	Eurasian Economic Union
eGA	e-Governance Academy
EGRN	Unified State Population Registry
EMMP	Environmental Monitoring and Mitigation Plan
FFPCA	Firm Fixed Price Contracts/Agreements
FGD	Focus Group Discussion
GAMSUMO	State Agency for Local Self-Government and Interethnic Relations under the GoKR
GDP	Gross Domestic Product
GGPAS	Good Governance and Public Administration Strengthening
GORBI	Georgian Opinion Research Business International

GM	Grants Manager
GoKR	Government of the Kyrgyz Republic
GUC	Grants under Contract
HICD	Human and Institutional Capacity Development
HR	Human Resources
HRMS	Human Resources Management System
ICVS	International Crime Victims Survey
IDLO	International Development Law Organization
IEC	International Electrotechnical Commission
IEE	Initial Environmental Examination
IFC	International Finance Corporation
IFDC	International Fertilizer Development Center
IMC	Institute of Management Consultants
INL	[Bureau of] International Narcotics and Law Enforcement Affairs
IRG	International Resources Group
ISC	Independent Settlement Centers
ISPI	International Society for Performance Improvement
IT	Information Technology
JDI	Juvenile Delinquency Inspectors
KNO	Knowledge Needs Opportunity
KPI	Key Performance Indicators
KR	Kyrgyz Republic
LGBT	Lesbian, gay, bisexual, and transgender
LOC	Letter of Collaboration
LSG	Local Self-Government
LSGA	Limited Scope Grant Agreement
LYA	Liberal Youth Alliance
M&E	Monitoring and Evaluation
MoEI	Ministry of Energy and Industry
MoE	Ministry of Economy
MoES	Ministry of Education and Science
MoF	Ministry of Finance
MoH	Ministry of Health
MoSD	Ministry of Social Development
MOU	Memorandum of Understanding
MP	Member of Parliament

MSDSP	Mountain Society Development Support Program
MSU	Union of Local Self-Government
MVD	Ministry of Internal Affairs
NGO	Non-governmental organization
OSCE	Organization for Security and Co-operation in Europe
PAPPD	Public Administration and Personnel Policy Department
PDO	Program Development Officer
PFM	Public Finance Management
PFMS	Public Finance Management System
PIO	Public International Organization
PM	Prime Minister
PME	Performance Monitoring & Evaluation
PMES	Performance Monitoring & Evaluation System
POC	Point of Contact
PPR	Periodical Performance Review
QR	Quarterly Report
QRP	Quality Reading Project
RO	Regional Office
SOW	Scope of Work
SRS	State Registration Service
STS	State Tax Service
STTA	Short-Term Technical Assistance
TAP	Transition Activity Pool
TO	Task Order
TOCOR	Task Order Contracting Officer's Representative
ToT	Training of Trainers
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
USAID/KR	USAID/Kyrgyz Republic
USG	U.S. Government
USPSC	US Personal Services Contractor
ZAGS	State Registry Service Civil Status Registration

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I. PROGRAM DESCRIPTION

The Good Governance and Public Administration Strengthening (GGPAS) program, launched in August 2013 to build on progress achieved during the recent democratic transition in the Kyrgyz Republic (KR), is a flexible, three-year initiative to help strengthen key public and private institutions critical to long-term stability and democratic growth. At the request of the United States Agency for International Development (USAID), International Resources Group (IRG), a wholly owned subsidiary of Engility Corporation, deferred implementation until November. The start-up phase (defined in the task order as Phase 1) ended on January 31, 2014 and the implementation phase, or Phase 2, started on February 1 and will run until May 2016, followed by the closeout phase.

PROGRAM OBJECTIVES

- Strengthen the abilities of key public sector institutions to deliver key services more effectively and efficiently; and
- Help a range of public, private, and civil society partners expand access to and improve the quality of citizen services.

Activities target these two objectives in each focus area. Largely they are subdivided into three main rubrics in the activity database, as a means to organize the activities for the team:

- Supporting Intra-governmental Reform & Oversight; and
- Strengthening Institutions Delivering Touchstone Services

PROGRAM FOCUS AREAS

Supporting Intra-governmental Reform & Oversight

- E-governance
- Local Governance/Decentralization

Strengthening Institutions Delivering Touchstone Services

- Education Sector
- Social Protection & Development
- Healthcare Provision
- Citizen Documents
- Public Safety & Security
- Tax Services & Business Registration Documents
- Energy Sector Reform
- Food Security & Agriculture
- Performance Improvement/Management Consulting

GGPAS APPROACH AND TOOLS

Approach. USAID's Good Governance and Public Administration Strengthening program works to identify public and private sector institutions that are both directly relevant to the "good governance equation" and possess the requisite political will to undertake reforms. During the start-up phase, GGPAS focused on identifying key partner institutions. New political will in the Kyrgyz Republic is emerging, as seen in the National Sustainable Development Strategy, which directly tracks with the USAID/Kyrgyz Republic's (USAID/KR) Country Development Cooperation Strategy (CDCS), and the November 2013 Public Sector Reform Roadmap (PSRR) that was approved by government resolution in May 2014. Through ongoing strategic analysis and iterative programming, GGPAS may shift partners and approaches as necessary. IRG, the GGPAS implementing partner, with guidance from USAID/KR, is able to move funds across components as buy-in/political will from the Government of the Kyrgyz Republic (GoKR) emerges or wanes.

Unique Management. GGPAS offers flexibility, but utilizes a unique USAID management structure to ensure that this flexibility is used strategically, rather than purely in reaction to opportunities. USAID/KR has dedicated a US Personal Services Contractor (USPSC) "Development Transition Specialist" and a seasoned, locally employed "Project Management Specialist," who are co-located with the Implementing Partner in order to provide full-time day-to-day programmatic direction to IRG; assist in activity design, monitoring, and evaluation; and represent the program to partners on behalf of USAID. The USAID Project Management Specialist also acts as Contracting Officer's Representative (COR), responsible for ensuring that administrative processes meet USAID requirements and that approvals are processed in a timely manner. USAID/KR will also make active use of the other technical offices to provide programmatic input and management for relevant project components. During the initial six-month period of implementation, the USAID Acting Deputy Mission Director provided "clearance" on all activities. In July 2014, the program transitioned under the leadership of the USAID Democracy & Governance (D&G) Office Director.

Primary Tools. While the programming is diverse and cross-cutting in nature, a number of main tools and approaches are employed by the program, including:

- *Human and Institutional Capacity Development (HICD) Assessments & Performance Gap Analysis.* When appropriate, GGPAS follows USAID's HICD methodology to assess the institutional capacity of its main service delivery partner. The program pairs international expertise with local research or civil society capacity to help partners conduct analysis of their institution's operating environment and identify performance gaps and solutions. This analysis serves to inform the institution's management reforms and to inform the design of follow-on GGPAS programming.
- *HICD or other Inclusively Defined Solution Sets.* At times, ministries, agencies, or other institutions have undergone their own processes to identify gaps, problems, and solution sets. In some cases, these processes were supported by other donors.
- *Enhancing local management consultant service providers.* GGPAS utilizes a broad variety of consultants to provide technical assistance to partners. When possible, GGPAS strives to magnify the outcome of international expertise by pairing these consultants with local consultants. Not only does this insure international best practice and expertise is provided to partner institutions, but local consultants are then able to reinforce lessons with partners, replicate these approaches with new GGPAS partners with fewer financial resources, and market their skills to other donors and institutions in the future.
- *Supporting innovative initiatives that "model" a break with the status quo.* In addition to supporting policy and management reform at the national level, when appropriate, GGPAS supports tangible

improvements in point-of-service delivery at the municipal and district level linked to the broader national initiatives. These initiatives are selected from the “touchstone” services and cross-cutting issues supported at the national level. Partners are selected based on their potential to “model” new behavior for peer offices, pilot initiatives that have the potential to come to scale in the future, and demonstrate tangible improvements in service delivery, especially in key population centers of Bishkek, Osh, Jalal-Abad, and other potential flashpoints areas to increase popular satisfaction and engagement and to support ethnic reconciliation.

- *Research and Analysis*. GGPAS supports external research and analysis directed at the needs of specific government entities (e.g. ministries, state agencies, municipal governments), civil society organizations or think tanks. GGPAS paired international expertise with local capacity as appropriate, and uses the findings of such research to enable its partner to improve their performance or change policy, and to enhance the organic ability of policy makers on all levels to use evidence-based performance monitoring and measure citizen satisfaction.

II. COUNTRY CONTEXT

The following major events characterized the recently completed year-long reporting period: the termination of the bilateral agreement on technical cooperation between the governments of the Kyrgyz Republic (KR) and the U.S., the official membership of the KR to the Russian-led Eurasian Economic Union (EEU), the resignation of the Prime Minister and other Cabinet changes in early May, the yearlong national campaign on the collection of biometric data of citizens of the KR and preparations for parliamentary elections set for October 4, 2015. Some other key events included continuing disputes over the adoption of the draft law on foreign agents and the fluctuation of prices for energy supplies.

Termination of the Bilateral Agreement between the U.S. and KR. On July 21, Prime Minister Temir Sariyev signed a government resolution terminating the 1993 agreement on cooperation between the governments of the KR and the United States.¹ The agreement is a legal framework facilitating U.S. humanitarian and technical economic assistance to the KR. The U.S. government expressed disappointment at the KR's decision to cancel the treaty, publishing a statement which read in part, "We are studying the technical impact of such a decision, which could put assistance programs that benefit the Kyrgyz people in jeopardy." The termination followed the KR's protest against a U.S. State Department's decision to grant a 2014 Human Rights Defender Award on Azimjon Askarov, an ethnic Uzbek journalist and rights activist currently serving a life sentence on charges of "creating a threat to civil peace and stability in society." He was convicted of inciting ethnic hatred, organizing mass disorder and complicity in the murder of a law-enforcement officer following interethnic clashes in southern Kyrgyzstan in June 2010 when more than 450 people were killed. Kyrgyz Deputy Foreign Minister Emil Kaikiyev stated that "The renouncement of this treaty will directly affect USAID and other organizations working on other projects. After August 20, when the renouncement enters into force, USAID will lose tax and customs privileges, while U.S. nationals involved in aid projects will no longer enjoy immunity and status equal to that of diplomats." On September 8, the Kyrgyz Foreign Minister Erlan Abdyldayev met with the Assistant Secretary of State for South and Central Asian Affairs Nisha Biswal to discuss projects and programs in Kyrgyzstan funded by the U.S. Government and the sides agreed to continue the dialogue.²

Major Government Changes. The year-long reporting period witnessed the replacement of Minister of Internal Affairs in early October 2014,³ as well as the Minister of Education and Science, Minister of Labor, Migration and Youth and Vice Prime Minister for Social Affairs in mid-December 2014.⁴ At the end of January 2015, the President appointed 36-year old Indira Joldubayeva to head the Prosecutor General's Office, just the second woman to ever hold this position.⁵ Later in February, the Minister of Justice stepped down over a conflict with the President's Chief of Staff.⁶ The Prime Minister resigned on April 23 and was replaced in early May by Temir Sariyev, former Minister of Economy.⁷ Several other cabinet changes took place in May, including the Minister of Transport and Communication, the Minister of Finance and the Minister of Economy.⁸

1

http://www.jamestown.org/programs/edm/single?tx_ttnews%5Btt_news%5D=44267&cHash=fc116726e7f7c9634692d7418ddd237a#.Vhx9d_ntmkp

2 http://www.gezitter.org/politic/43285_v_mid_obsudili_voprosyi_sotrudnichestva_kyrgyzystana_i_ssha/

3 http://www.vb.kg/doc/288646_melisa_tyrganbaeva_naznachili_ministrom_vnytrennih_del.html

4 <http://ktrk.kg/ru/novosti/kandidatury-niyazalievoy-i-azyrankulova-odobreny>

5 <http://kloop.kg/blog/2015/01/29/dzholdubaeva-naznachena-generalnym-prokurorom/>

6 http://www.24kg.org/kadry/6740_almambet_shyikmamatov_osvoboiden_ot_doljnosti_ministra_yustitsii_kyrgyzystana/

7 <http://ru.sputnik.kg/politics/20150423/1015225905.html>

8 <http://kyrtag.kg/news/prezident-utverdil-naznachenie-premer-ministra-i-chlenov-pravitelstva-spisok/>

Kyrgyz Republic's Membership to the Eurasian Economic Union (EEU). President Almazbek Atambayev signed a parliamentary agreement to join the EEU on December 23, 2014. He attended the first meeting of the Supreme Eurasian Economic Council on May 8, 2015 in Moscow. On May 20, parliament ratified the agreement of the KR to join the EEU alongside Russia, Kazakhstan, Belarus and Armenia. On August 12, the KR's membership became effective with the ratification of its candidacy approved by the other EEU members.⁹ In the meantime, the number of border crossings increased dramatically with the abolishment of customs control on the border with Kazakhstan. Experts noted unpreparedness of both countries for such an influx of goods and people crossing the border. Authorities of the two countries pledged to dedicate more border posts, equipment and personnel.¹⁰ Meantime, the State Tax Service (STS) of the Kyrgyz Republic issued booklets about the changes in the tax system resulting from the membership in the EEU and launched a column on its website about the EEU tax provisions.

October 4 2015 Parliamentary Elections and Citizen Biometric Data Registration. By September 18, the State Registration Service (SRS) of the Kyrgyz Republic reported that 2,849,542 citizens nationwide had registered their biometric data.¹¹ Launched on August 28, 2014, the national biometrics collection campaign suspended on September 19, when the SRS submitted the final list of voters prepared on the basis of biometric data to the Central Elections Committee (CEC). Authorized to make an accurate voters' list and prepare technical procedures for voter identification at the upcoming elections, the SRS tested the identification process at several precincts during the local council elections held in mid-May. In September, the SRS launched the "Verify Yourself in Voters' List" project and called on citizens to check and introduce themselves to the new model of election system identification on the basis of biometric data prior to Election Day:
<https://shailoo.srs.kg:8443/votingsystempublic/>.¹²

While the SRS worked on finalizing the voters' list and voter identification at the elections, the CEC announced that elections would be held on October 4, 2015. 14 parties formally registered their participation in the elections. The election campaign officially commenced on September 4. A preliminary survey launched on the website of information agency AKIpress from September 7-21 showed that the President's Social Democratic Party (SDPK) was leading, followed by Ata Meken, a socialist party headed by a member and former speaker of parliament, and Onuguu-Progress, a newly founded party headed by the deputy speaker of the current parliament from Respublika faction, respectively.¹³

Energy Sector Situation. In November 2014, the government re-considered the tariff policy for heating and electricity for 2014-2015 and increased the tariffs almost two-fold for consumers using electricity for heating purposes. Additionally, Kyrgyzstan imported electricity from Kazakhstan to cover the expected shortage starting from December 1. Under the new payment policy, the government charged the population 0.7 KGS per kW/h for 700 kW/h of consumed energy. Anything beyond that limit would cost a consumer 2.05 KGS per kW/h.¹⁴ On February 2, the State Agency for Fuel and Power Regulation changed the tariffs again due to a decrease in import volume. Thus, between February 1 and March 31, 2015, the population continued paying 0.7 KGS per kW/h for 700 kW/h of consumed energy. Anything beyond that limit cost consumers 1.82 KGS per kW/h against 2.05 KGS

⁹ http://www.vb.kg/doc/322785_v_eek_oficialno_zaiavili_o_vstyplenii_kyrgyzstana_v_eaes.html

¹⁰ http://www.vb.kg/doc/323403_kyrgyzstan_i_kazahstan_ne_podgotovilis_k_shirokomasshtabnomy_potoky_gryzov.html

¹¹ <http://grs.gov.kg/ru/news/867-V-Kyrgyzstanie-na-16-sientiabria-biometrichiesku/>

¹² <http://grs.gov.kg/ru/news/848-GRS-nachinaiet-aktsiiu-Provier-siebia-v-spiskie-iz/>

¹³ <http://www.ca-portal.ru/article:21814>

¹⁴ http://www.24.kg/ekonomika/2677_v_kyrgyzstane_novye_tarify_na_svet_i_teplo_budut_deystvovat_s_11_dekabrya/

On August 1, 2015, the government again increased the tariffs and set social consumption limitations at 1000 kW/h for mountainous regions from October 1 to May 1. Thus, the population will pay 0.77 KGS within 700 kW/h of consumption, while those exceeding this limit will pay 2.16 KGS. The State Agency noted that further tariff increases will take place periodically.¹⁵

Draft Law on Foreign Agents. In March 2015, a parliamentary committee passed the long disputed draft law on foreign agents. One of the initiators of the draft law, Member of Parliament (MP) Nurkamil Madaliev of the "Ar-Namys" faction, explained that the proposed law would introduce new concepts such as "foreign NGOs" and "NGOs that serve as a foreign agent" in the current law on NGOs.¹⁶ Civil activists expressed alarm against the initiative saying that the suggested amendments contained discriminatory provisions that were contrary to basic democratic principles and, if adopted, would significantly limit the activities of NGOs, including representative offices of foreign NGOs working in the country.¹⁷ Despite such concerns, Parliament passed the draft law in two readings in June. The MPs failed to reach a consensus, however, and decided to table the issue until the fall.¹⁸ Now it is most likely that the issue will be considered by the newly elected MPs after October 4 as the current parliament failed to resume its session in September. The law's supporters argue for the necessity of state control over the activities of NGOs for security of the state. The Ministry of Justice, which would be assigned responsibility for controlling the financial activities of NGOs under the proposed law, said it lacked the capacity to do so with more than 14,000 NGOs registered in the country and 87 employees at its central office.¹⁹

¹⁵ http://24.kg/ekonomika/17046_s_1_avgusta_v_kyrgyzystane_povyishayutsya_tarify_na_elektroenergiyu/

¹⁶ http://www.24.kg/parlament/8522_v_parlamente_povashnyayut_kak_nko_budut_priznavatsya_inostrannymi_agentami_v_kyrgyzystane/

¹⁷ http://www.24.kg/obschestvo/9778_v_kyrgyzystane_prodoljaetsya_sbor_podpisey_protiv_deputatskoy_initsiativyi_o_prinyatii_zakona_ob_inostrannyih_agentah/

¹⁸ http://www.vb.kg/doc/318469_zakonoproekty_ob_inostrannyh_agentah_i_lgbt_parlament_rassmotrit_osenu.html

¹⁹ http://www.24.kg/parlament/15145_u_minyusta_kyrgyzystana_net_vozmojnosti_provodit_ekspertizu_finansovoy_deyatelnosti_nekommerc_heskih_organizatsiy/

III. PROGRAM HIGHLIGHTS

SUMMARY OF MAJOR OUTPUTS TO DATE

Output	Initiated	Completed
Year One Outputs: March 2014-September 2014		
F: # of government entities receiving USG assistance to improve performance	9	9
National Electricity Transmission Company (NESK)		
Ministry of Education and Science (MoES)		
Ministry of Social Development (MoSD)		
Ministry of Health (MoH)		
Government Office: Department of Public Administration & Personnel Policy (PAPPD)		
State Agency for Local Self-Government & Inter-ethnic Relations (GAMSUMO)		
State Personnel Service (SPS)		
State Tax Service (STS)		
Government Office: Department of Information Support (DISGO)		
F: # of civil society organizations (CSOs) receiving USG assistance in engaged in advocacy initiatives	14	14
Association Taza Shailoo		
National Alliance of Business Associations (NABA) + 12 member associations		
F: # of days of U.S. Government (USG) funded technical assistance in private sector capacity provided to counterparts	18	18
Experts of Central Asia LLC (ECA)		
Art Box LLC		
EVA, Educational and Career Development Fund		
Institute of Management Consultants (IMC)		
Center for Training and Consulting		
Institute of Constitutional Policy Public Union		
ISR Consult LLC		
Promotank LLC		
RichResearch LLC		
M-Vektor		
F: # of policies/laws/decrees developed on improved	13	7
F: # of administrative institutional functions developed or improved	30	3

Year Two Outputs October 1, 2014- September 30, 2015	Initiated	Completed
F: # of government entities receiving U.S. Government (USG) assistance to improve performance	29	22
Ministry of Social Development (MoSD) Central Office MOSD: Nookan District Department (Suspended) Ministry of Health (MoH) Central Office MoH Osh Regional Children's Hospital Government Office: Department of Public Administration & Personnel Policy (PAPPD) State Agency for Local Self-Government & Inter-ethnic Relations (GAMSUMO) Six local/municipal governments (Jany-Talap AO of Naryn province, Kara-Bura AO of Talas province, Karakol municipality of Issyk-Kol province, and Kochkor-Ata municipality in Jalalabad province, Kurshab AO of Osh province, and Jany-Jer AO of Batken) State Personnel Service (SPS) State Tax Service (STS): Central Office State Tax Service (STS): Training Center State Tax Service (STS): Dordoi Service Center State Tax Service (STS): Dordoi Service Center #2 State Tax Service (STS): Aravan Service Center State Tax Service (STS): Kara-suu Service Center (Suspended) State Tax Service (STS): Nookan Service Center (Suspended) Government Office: Department of Information Support (DISGO) Ministry of Energy & Industry State Registration Service (SRS) Central Office State Registration Service (SRS) Bishkek Civic Registry Office (ZAGS) State Registration Service (SRS) Kara-Suu Civic Registry Office (ZAGS) Ministry of Internal Affairs: Juvenile Delinquency Unit Ministry of Internal Affairs: Neighborhood Inspectors Unit (Suspended) Ministry of Education and Science of the Kyrgyz Republic MOES: Osh Educational Institute		
F: # of civil society organizations (CSOs) receiving USG assistance in engaged in advocacy initiatives	4	8
Association Taza Shailoo Union of Local Self Government (MSU) Civil Union for Reform & Results (Liberal Youth Alliance) Aga Khan Foundation in the Kyrgyz Republic E-Governance Academy Search for Common Ground Foundation for Tolerance International Mountain Societies Development Support Programme		
F: # of days of USG funded technical assistance in private sector capacity provided to counterparts	198	26
Experts of Central Asia LLC (ECA) Art Box LLC EVA, Educational and Career Development Fund Institute of Management Consultants (IMC) Center for Training and Consulting Institute of Constitutional Policy Public Union ISR Consult LLC Rich Research LLC		
F: # of policies/laws/decrees developed on improved	57	27
F: # of administrative institutional functions developed or improved	109	50
F:# of textbooks and other teaching and learning materials provided with USG assistance	41	0

Other Secondary Outputs	Initiated Expected	Actual to date
# of administrative/institutional functions developed or improved	157	50
# of consultants building skills	189	117
# of consultants contracted: international	33	12
# of consultants contracted: national	261	83
# of days of technical assistance: international	2137	479
# of days of technical assistance: national	6007	3073
# of entities supported: Civil Society organization	65	36
# of entities supported: Government office – Local	1573	0
# of entities supported: Government office – National	121	69
# of entities supported: Private Businesses/Organizations	122	46
# of infrastructure renovated : Government offices	8	2
# of local consultants building management consulting skills	2	0
# of mechanisms supported for government to engage stakeholders/citizens	94	72
# of person days of training received	25671	1248
# of personnel trained – government FEMALE	554	153
# of personnel trained – government MALE	226	113
# of personnel trained – non-governmental FEMALE	215	51
# of personnel trained – non-governmental MALE	236	73
# of policies/laws/decrees developed or improved	57	27
# of public awareness/education campaigns	12	3

SUMMARY OF PROGRAM RESULTS

Public Administration: Improving Local Government Functions

In June 2015, the Union of Local-Self Government (MSU) completed a detailed analysis of local institutional capacity and issued a series of policy recommendations, based on an assessment of the degree to which a sample of six local governments are able to fulfill obligations with regard to the 23 issues of local significance. The Director of Public Administration and Personnel Policy Department (PAPPD) called the work a critical step toward optimizing function and services within local governments. They recommended replicating the approach in other communities. The study was originally conceived by the PAPPD and the State Agency of Local Self-Government and Interethnic Relations (GAMSUMO). In the next quarter, GGPAS will potentially explore ways to build on the data gleaned and improve the quality and accessibility of the analysis.



E-governance: Laying the Foundation for Interoperability

In August, the Government staffed the E-governance Central Coordination Unit (CCU) with ten employees following the appointment of Taalai Baiterekov as CCU Director by the order of the Prime Minister on July 16. In addition, the Government is close to announcing the E-governance Implementation Unit which will serve as an Implementation Operator. With these positive developments, the Estonian e-Governance Academy will be able to further support the Government through equipment provision and trainings to key stakeholders to establish effective data exchange between select government databases and test several pilot e-services. The E-Governance Academy is supported jointly by USAID and the Estonian Ministry of Foreign Affairs. Given that the grant to the non-profit E-Governance Academy does not incur additional VAT after the cancellation of the bilateral, and it involves commitments made with other governments, USAID advised it was possible to continue this activity.

Education: Engaging Young Readers and Building Administrator Skills

Read Together TV Show: In the autumn of 2015, the production team from Balastan TV, the state-owned children's television station, took steps to improve upon the pilot episodes of the *Read Together* television show, growing the young audience and having more impact. During the summer of 2015, 26 new episodes of the TV program were produced, following a revised format that integrates a more team-based approach, includes the participation of celebrities, and integrates puppets and characters from the popular animated series "Adventure to the World of Books". These changes were identified after a USAID-funded television advisor helped the production team to conduct a series of focus groups with young people and educators and introduced to the production crew examples of successful children's television shows from Kazakhstan, Europe and North America. The TV show is an initiative of the Aga Khan Foundation (AKF) and is designed to encourage early-grade reading among children. Support from GGPAS complements the multi-year USAID Quality Reading Program by helping to increase demand among students and parents for high-quality children's books.



Training for School Administrators: Eighty-nine school managers and administrators from Osh, Jalalabad, and Batken have improved their knowledge of recent regulatory and legislative changes

and learned modern techniques on school management. The training was provided by the Osh Education Institute and a team of consultants from the Mountain Societies Development Program (MSDSP), a local NGO. On average, participants demonstrated a 42% increase in knowledge and management skills after participation in the five-day module. A number of participants described ways in which they have used the training in tangible ways

“Congress of Educators”: USAID supported travel costs to allow two hundred school administrators selected from the southern provinces to participate in the Ministry of Education and Science (MOES) back-to-school “Congress of Educators”. The Congress, held on August 26, 2015, provided Minister Elvira Sarieva and other senior officials the opportunity to ensure that 1,100 educators and school administrators from around the country have a clear and common understanding the Ministry’s strategic objectives, priorities, and expectations for the coming year. As a key event for improving the Ministry’s strategic communications, the Congress ensured participants were aware of the results of the 2012-2014 Education Action Plan and had the opportunity to provide input into the revision of the 2015-2017 Action Plan. Finally, based on positive outcomes of the training for school administrators in Osh conducted earlier in the year, the Minister personally requested trainers from the Mountain Societies Development Programme (MSDSP) to deliver an abbreviated version of the training module on contemporary approaches to management for 200 additional educators and school administrators from around the country, during one of the thematic breakout sessions of the Congress. They helped to institutionalize and handover the training module to the Ministry by distributing 1,100 copies of training materials to all participants.

Provision of Children’s Books: In July of 2015, the GGPAS program initiated a project to provide each of the 2,100 primary schools from across the country with a library of approximately 165 high quality reading books. The total in-kind procurement represents an investment by USAID of approximately \$700,000. The books were selected by education experts from the USAID Quality Reading Program, representatives from the Ministry of Education and a variety of other stakeholders focused on improving early grade reading in the Kyrgyz Republic. If completed this project will ensure that 250,000 young readers across the country have access to a supply of engaging and age-appropriate children’s books, which will complement existing investment in improving early-grade reading through the USAID Quality Reading Program and other initiatives working to build a demand for children’s reading books, encouraging out-of-school reading, promote book-related activities in the home and community, and increasing public awareness about the importance of reading for education and life-long success. Unfortunately given the cancellation of the bilateral agreement in August 2015, this project was suspended pending greater clarification on potential tax liability and a number of other issues.

Improving Institutional Financial Management: In April 2015, GGPAS launched an activity to hire “Socium Consult” to conduct a full analysis of financial management within the ministry of Education. At 20% of the budget, Education represents the single highest expenditure of the national budget. This is the first detailed analysis of financial processes within the ministry (budgeting, revenues, and expenditures). The findings would provide solid data and form the foundation on which the ministry could make major reforms in coming years. This activity was suspended following the cancellation of the bilateral. During the reporting period local experts presented and submitted a desk review report which was accepted by GGPAS. This project was suspended pending greater clarification on potential tax liability and a number of other issues.

Healthcare Provision

Improving Patient Experience in Osh: By the end of July 2015, 48 employees of the Osh Regional

Children's Hospital participated in training by representatives of Reverse Group Ltd. about the basics of computer applications. The company has also tested and successfully configured the 1C Enterprise v8.3 software solution in seven selected departments of the Hospital. This software package is a highly flexible and adjustable software system that can be used to automate many of the hospital's administrative processes. From September 2014 to January 2015, GGPAS hired a firm to work with the Osh Regional Children's Hospital to identify a series of solutions to help streamline patient registration process, reduce waiting times, and improve overall daily business processes at the hospital to provide patients with better services. This solution package was presented to hospital administration in June 2014. On July 27, the proposed IT solution received approval from ADS 548 Review team, experts in USAID Chief Information Office. Unfortunately given the cancellation of the bilateral agreement in August 2015, this project was suspended pending greater clarification on potential tax liability that would result from the procurement of necessary IT equipment.

Charting a Course for Strengthening the Ministry of Health: From October 2014 to March 2015 a team of GGPAS-hired consultants helped the Ministry of Health (MoH) to develop a three-year institutional strategic plan for 2014-2017, and conducted on-the-job training for senior and middle managers of the MOH Central office and the Department of Drug Supply and Medical Equipment in critical areas as planning, implementation, monitoring & evaluation, and management. This project helped the MOH chart a clear path toward institutional strengthening within the MOH, while assisting senior and middle managers to improve their capacity to oversee implementation of the plan to more effectively achieve strategic objectives. After a change in the senior leadership, and lackluster follow-through from the State Secretary, the GGPAS program decided to discontinue future activity with the central office of the MoH.

Social Protection and Development: Low-cost Tools for Change Management

Improving Performance in the central office of the MOSD: By the summer 2015, the Ministry of Social Development (MoSD) has realized a number of key milestones along its institutional performance improvement road map. It has established a systemization task force with clear roles, responsibilities, and sufficient authority to effectively manage the systematization process. A GGPAS-supported consulting team from the Experts of Central Asia procured, configured, installed, and installed a low-cost JIRA™ project management solution on the ministry's intranet. This helped the Ministry to dramatically improve the IT Service Desk and the Public Reception functions. Additionally the consulting teams developed a plan to integrate and configured two additional IT software platforms with Jira: the Alfresco Content Management™ system, which will streamline and automate document management; and the Orange HRM Open Source™ human resource management software to improve the employee performance appraisal process. The HRM system includes a variety of modules that can be deployed in the future for other HRM processes like recruiting, hiring, and payroll. Finally, the Human Resource department established revised Scopes of Work (SOWs) with Key Performance Indicators (KPIs) for the documentation, strategic planning, M&E, and public procurement departments, and revised 20 job descriptions with individual KPIs in line with the new SOWs. Implementation of the package of performance solutions was suspended following the government's cancellation of the bilateral agreement. (NOTE: Alfresco is used by KLM airline, NASA, and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker)

Improving Social Services in Nookan District: In July 2015, the GGPAS program initiated a project to develop a model Social Service Center serving 6,000 citizens who access social services and social allowances in Nookan district of Jalalabad. This was to be a replicable model and process for the Ministry to use to improve service delivery and enhance citizen accountability across the country in the future. To accomplish this a team of consultants were to be engaged optimize performance of the Nookat Rayon Social Development Department through improved work-flow and allocation of duties

with key performance indicators, provided on the job training for developing and implementing a citizen communication and outreach plan about key services and how to access them. The program would also equipping and renovating the existing facilities. This project was suspended following the cancellation of the bilateral agreement.

Citizen Documents: Facilitating Greater Automation

Citizen Awareness about the Biometric Process: According to the State Registration Service (SRS), by September 18 more than 75% of the population over 16 years old, more than 2.8 million people, had submitted biometric data. The establishment of a universal biometric registry (EGRN) is one of the government's highest strategic priorities, and is a necessary step to facilitate greater automation of a wide variety of government services. The SRS lacked funds for outreach. From September 2014 to March 2015, GGPAS supported Taza Shailoo, a leading non-governmental organization, to conduct a nationwide campaign to increase citizen understanding and confidence in the biometric registration process. The NGO, working with the SRS, conducted nearly 160 roundtables with 5,800 local officials community leaders from all regions. It launched two information centers in Bishkek and Osh staffed by 30 experts and 90 volunteers, staffed mobile outreach teams distributed 60,000 multi-lingual information leaflets to citizens across the country. SRS representatives confirmed NGO outreach was critical to their ability to meet data collection targets.



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Renovation of ZAGS offices: On June 18 Prime Minister Temir Sariyev allocated 15 million KGS (\$250,000) to complement USAID-funded renovations to upgrade the electricity and heating capacity of two critical SRS Registration of Civil Status Acts (ZAGS) offices. On September 23, the SRS held an initial bidding committee meeting to discuss the renovation of the exterior building of the SRS ZAGS office in Bishkek. The upgrades of these two ZAGS offices -- where citizens register births, adoptions, marriages, divorces, and deaths -- will improve services for 915,700 Bishkek citizens and 348,645 Kara-Suu residents. The existing electrical infrastructure is dangerously outdated and significant upgrades are needed to support the computers required to utilize the new automated information system (AIS) developed by the SRS. This information system will ultimately be integrated with the state's universal biometric registry. The projects were completed in late August. Clients who have used the new AIS in ZAGS confirm that the services have been dramatically improved, and direct payment to officials has been eliminated.

Performance Improvement of the SRS: On July 11-12, the SRS leadership and middle managers began developing institutional goals and priorities to develop a three-year strategic plan of the entire SRS system for 2016-2018. The task force was supported by a team of local consultants led by a Georgian strategic planning consultant, Vakho Gordeladze. Additionally, the SRS developed a set of implementation standards for 22 of their 42 citizen services. This component was supported by Nato Gagnidze, a Georgian civil service consultant. Over the reporting year, GGPAS supported the SRS to develop a detailed plan to optimize operations within its central apparatus through implementation of a performance improvement plan. This plan includes seven recommendations to be implemented over two phases. To date, the SRS completed implementation of three recommendations of Phase 1 and launched initiatives to implement the remaining four recommendations of Phase 1 and 2. These activities were suspended following the cancellation of the bilateral agreement.



Tax Services: Improving Customer Service & Human Resource Management (HRM)

Tax Service Centers: Newly opened Tax Service Centers in Dordoi Bazaar issued eight times the number of patents and nearly 2.5 times more property tax payments when compared with the first quarter last year, and were able to process 4,023 tax declarations, which is 523 more declarations than previous same quarter last year. Similarly, the management of the STS Service center in Aravan reported the average number of entrepreneurs registering increase by six fold per month in the first three months, and the number of patents issued in the first quarter was 57% more than in the first quarter last year. Additionally, they issued these patents and completed their reporting in almost half the time, reflecting a dramatic increase in efficiency. The State Tax Service has also developed a single revised package of materials to more effectively expand its network of nation-wide service centers.

In September GGPAS supported the launch of a second STS Service Center serving the southwest section of Dordoi bazaar. Additionally in June 2015 a project was initiated to launch new STS Service Centers in Kara-Suu bazaar and Nookan District in the south of the country. The projects included renovations, new equipment and provision of targeted training for customer service employees concerning the launching and management of the facility. When finalized these new service centers would improve services for and increase official tax revenues from approximately 5,000 and 8,420 clients, primarily traders and employees from small/medium enterprises working in Dordoi and Kara-suu, and 11,645 taxpayers and entrepreneurs from Nookan district. Implementation of these projects were suspended following the cancellation of the bilateral agreement.

Improving HR Management: On June 1, the Chairman of the STS allocated 100 million KGS (\$1.6 million) to be used, in part, to fund bonuses that will be allocated by a new employee incentive program. According to the head of the HR department, this fund doubles the allocation from previous years. A newly designed performance appraisal system, developed with consultants from GGPAS, will be used to allocate these funds with more transparency and objectivity to the highest performing employees. It has the potential to be a model that could be easily adapted by other ministries and state agencies. Supported by a team from ISR consulting firm, in recent months the HR Department has developed a new recruitment, performance appraisal, and incentive systems. This unique system was rolled out for the HR department itself provides a more objective appraisal of individual performance and will ultimately be expanded to the entirety of the tax service. Additionally they have taken steps to eliminate duplicate functions within the department, revised the functions and set key performance indicators (KPIs) for all ten employees of the HR Department employees. These performance solutions were designed with the support of GGPAS-hired consulting team in 2014, and

were incorporated into the STS's strategy for the coming years. All support to the STS was suspended following the cancellation of the bilateral given the potential for dramatic increases in tax liability.

Public Safety & Security: Assessing Police Performance and Improving Public Outreach

Using Data to Improve Performance: During the summer of 2015, the research firms Georgian Opinion Research Business International (GORBI) and El Pikir conducted data collection for an International Crime Victim Survey (ICVS). This initiative was launched by the Liberal Youth Alliance, a leading civil society actor engaged in security sector reform and a key partner in the Civic Union for Reform and Results (CURR), with the support of the Ministry of Interior (MVD). Victims surveys are a tool used around the world to help governments and other stakeholders gain a more accurate and comprehensive understanding of criminal activity across the country than the picture painted by official crimes statistics alone. More importantly they are used globally by police departments to help validate and/or assess the reliability of their own crime reporting data.

Also this summer, members of the Information Analytical Center and the Central Administration of the MVD began exploring ways to improve their own use of official crime data. Officials attended meetings and presentations by Dr. Giorgi Glonti, a Georgian crime data analyst, concerning modern methods of managing crime-related data and different software platforms that can be used to improve performance in police departments.

Supporting Public Outreach of Police: The MVD Juvenile Inspectors Unit finalized a training curriculum, training manual and pocket handbook for inspectors about how to better engage young people and ultimately prevent crime. The GGPAS program financed the printing of the 730 copies CDs of Handbook, pocket book and curriculum in Russian and Kyrgyz languages. GGPAS launched a program to train nearly 400 Juvenile Inspectors; however, the project was suspended in August 2015.



In parallel, consulting firm Centaura Dev assisted the MVD Neighborhood Inspectors Unit to develop a realistic and sustainable concept for a web-based public communication solution. If implemented, this communication solution will help the MVD to more accurately communicate to the public pertinent identifying information (e.g. name, photo, badge number, and contact information) about the neighborhood inspectors currently assigned to their communities. The project assessed the “as is” situation and was in the process of finalizing the “should be” solution when it was suspended due to the cancellation of the bilateral and the Ministry cutting contacts with the program.

Supporting More Transparent Traffic Police: Consulting firm “IFS” provided the State Registration Service (SRS) with the detailed design of a single automated information system (AIS) that can integrate data about drivers, previous accidents, registered vehicles and owners, and registration plates. More importantly it will facilitate inter-agency data exchange, including with the State Tax Service and the Traffic Police. According to the SRS this is a necessary precondition for the successful launch of the MVD’s “Safe City” initiative. Deputy Chairman of the SRS Dastan Dogoev was awarded with a Medal of the MVD "Sheriktesh" for fruitful interaction and active cooperation with the MVD.

Energy Sector: GGPAS supported the Ministry of Energy and Industry to procure 22 Electro Metering Standards with a certified Russian translation. In June, the standards and their translation were handed over to the Ministry of Economy's Center for Standardization, the responsible state

agency for officially adopting the standards. An international energy expert helped to develop a summary of recommended mandatory requirements for data exchange standards for the energy sector and presented it to key energy sector stakeholders on June 4. These standards are critical to establishment of the independent settlement center, a critical component of the government's plans to improve efficiency and reduce corruption in the sector. This support complements the long-term engagement in the energy sector by the USAID Energy Links program. In addition, GGPAS supported the Department of Information Support of the Government Office (DISGO) to do better strategic communications, including with regard to energy reform, and engaged USAID Energy Links in a burgeoning performance improvement community of practice.

Food Security & Agriculture: GGPAS supported the International Fertilizer Development Center (IFDC) to conclude a fruitful partnership between the governments of the United States and the Kyrgyz Republic under the \$20 million Economic Development Fund. This support enabled IFDC to distribute 400 metric tons of seeds to six regional warehouses for further distribution among 42 seed farms.

BILATERAL AGREEMENT REGARDING USG ASSISTANCE

On July 21, the Government of the Kyrgyz Republic announced its decision to cancel the 1993 bilateral agreement regarding the provision of assistance from the U.S. government, effective August 20. Cancellation of this bilateral effectively meant that all USAID implementing partners would lose exemption from certain taxes and customs duties, including sales and Value Added Tax (VAT), while U.S. nationals involved in aid projects will no longer enjoy immunity and status equal to that of diplomats.

On August 12, the GGPAS program received a letter from the USAID Contracting Officer stating that until there is clarity about the Government of the Kyrgyz Republic's intentions for providing tax exemptions for U.S. foreign assistance moving forward, acquisition of goods and services that may incur large amount of VAT or similar taxes should be minimized. In subsequent weeks, through meetings with the USAID Mission Director, and ongoing interactions with the Contracting Officer's Representative and the GGPAS Program Director, USAID provided verbal guidance, regarding the situation and how the program should respond. Specifically, USAID advised that the program might need to suspend activities that met the following criteria:

- All activities that involved subcontracts/vendor agreements that would incur taxes after the cancellation of the bilateral, and which would not have incurred taxes prior to the cancellation of the bilateral agreement;
- All activities that involved competitive procurements, which had the potential to incur taxes if a VAT-paying firm could have been or might be selected by IRG as the best "value for money"; and
- Any activities that complemented and/or were dependent on a longer-term development assistance effort, the future of which were called into question by the cancellation.

In line with the GGPAS Activity Manual and the GGPAS Task Order, on August 28, 2015, USAID TOCOR requested the GGPAS team to suspend 12 ongoing "cleared" activities and suspend the development of twelve (12) additional planned activities outlined in the GGPAS work plan and listed as "pending" in the database. Following discussion with the USAID/Kyrgyz Republic Mission Director and the USAID Democracy and Governance Office Director, the USAID GGPAS Program Director and USAID GGPAS TOCOR stated that "the recent cancellation of the bilateral agreement reflects uncertainties in the political will of our public sector partners... and feel it is in U.S. foreign policy interests to suspend implementation of these activities until these matters can be clarified."

The table below reflects all the cleared and pending activities in the database that were suspended, their estimated amounts and disbursements. The table shows two estimated deadlines:

- The first column shows the approximate dates that the team would have to cancel or reject the suspended activities in order to reprogram it responsibly in line with revised programming priorities; and
- The second column shows the approximate date by which the existing activities would need to resume in order to be completed within the Phase II Implementation Period of the GGPAS

Task Order.

Focus Area	Status	Estimate Deadline to Reprogram available funds	Deadline to Resume & Complete under GGPAS	Grant Number	Awardee	Est Grant Amount USD	Amount Disbursed USD	Activity Title
Citizen Documents	Cleared	Nov-15	Feb-16	BIS064	State Registration Service (SRS)	\$ 248,918	\$ 79,775	SRS #6: Institutionalizing Strategic Planning across the SRS System
	Cleared	Dec-15	Mar-16	BIS070	State Registration Service (SRS)	\$ 82,437	\$ 110	SRS #7a: Development of Public Relations /Communication Strategy
	Cleared	Oct-15		BIS071	State Registration Service (SRS)	\$ 197,621	\$ 111	SRS #3b: Establishing E-Communication System at the Central Office
	Pending	Oct-15		BIS069	State Registration Service (SRS)	\$ 245,000	\$ -	SRS: Population Service Center in Jalalabad #1
Education	Cleared	Nov-15	same	BIS063	Ministry of Education (MoES)	\$ 129,891	\$ 24,230	Analysis of the MoES Financial Management System
	Cleared	*	1-Mar-16	BIS054	Ministry of Education (MoES)	\$ 685,076	\$ -	MOES: Encouraging Early Grade Reading through Provision of Books for Schools
	Pending	*	Apr-16	BIS055	Ministry of Education (MoES)	\$ 30,000	\$ -	Printing and Distributing Reading Standards to Schools
Health	Cleared	Nov-15	same	OSH007	MOH: Osh Children's Hospital	\$ 169,882	\$ 49,404	Osh Hospital: Automation of Patient Intake & Administrative Processes
Security Sector	Canceled	Reprogrammed	Feb-16	BIS043	MVD, Juvenile Inspectors Unit	\$ 88,353	\$ -	MVD: Improving Engagement of Juvenile Unit: Training #1
	Cleared	Oct-15	same	BIS040	MVD, Neighborhood Inspectors Unit	\$ 72,082	\$ 25,887	MVD: Designing "Your Neighborhood Inspector" Web page and Management Processes
	Rejected	Reprogrammed	same	BIS078	MVD, Neighborhood Inspectors Unit	\$ 150,000	\$ -	MVD: Implementing "Your Neighborhood Inspector" Web page and Processes
	Rejected	Reprogrammed	same	BIS058	MVD, Traffic Police	\$ 100,000	\$ -	Supporting Competitive Recruitment within Traffic Police
	Rejected	Reprogrammed	same	BIS052	MVD, Traffic Police	\$ 100,000	\$ -	Improving Traffic Police Engagement with Youth and Children on Traffic Safety
	Rejected	Reprogrammed	same	OSH010	MVD Nookat District	\$ 150,000	\$ -	Optimizing Citizen Complaint Process at Nookat District Police Department
Social Protection	Cleared	Dec-15	Feb-16	BIS068	Ministry of Social Development (MoSD)	\$ 204,681	\$ 75,286	MoSD Phase 3 & 4: Building Organizational Structure & Embedding Systems
	Cleared	Oct-15	same	OSH009	MoSD: Nookan Department	\$ 151,890	\$ 134	MoSD Nookan District: Modeling Improved Social Service Delivery
	Pending	Dec-15	42370	BIS074	Ministry of Social Development (MoSD)	\$ 50,000	\$ -	MoSD: Phase 5 Communication Strategy
Tax Service	Cleared	Nov-15	Jan-16	OSH012	State Tax Service (STS)	\$ 58,685	\$ 31,899	Launch of STS Service Center in Dordoi Bazaar #2
	Cleared	Nov-15	Jan-16	OSH008	State Tax Service (STS)	\$ 161,347	\$ 133	Launch of STS Service Center in Kara-suu Bazaar and Nookan District
	Pending	Nov-15	Jan-16	BIS075	State Tax Service (STS)	\$ 120,000	\$ -	STS: #3b & #4b Installing e-HRM and Coaching
	Pending	Oct-15	Jan-16	OSH014	State Tax Service (STS)	\$ 55,000	\$ -	Launch of STS Service Center in Osh City
Agriculture	Rejected	Reprogrammed		BIS076	Ministry of Agriculture (MoAA)	\$ 83,500	\$ -	MoAA: Optimization of the Ministry
Energy Sector	rejected	Reprogrammed		BIS077	Osh/Jalalabad Electro	\$ 213,000	\$ -	Industrial Efficiency & HICD
						\$3,547,363.80	\$286,970.05	
						\$3,260,393.75		To reprogram

AVAILABLE FUNDING PER FOCUS AREA & TARGETS

Prior to the suspension of activities the GGPAS program had identified 17 activities totaling approximately \$1,500,000, which were marked as “pending” and set to be “cleared” in the coming five months. The targets were to “clear” \$295,786 worth of activities in the coming five months. Given the cancellation of the bilateral, the team suspended the development of 12 of these “pending” activities, and suspended 12 cleared activities and issued stop-orders on the related subcontracts. If there is no change in the status quo, then these suspended activities will be “cancelled” within 90 days of the stop-order. These two factors, plus a potential \$50,000 more TAP in operational savings, will translate a total remaining TAP of \$3,492,828 to “clear” and fully implement by the end of May 2016. To accomplish this, the team will need to set a clearance target of \$698,566 each month from August-December 2015.

PROGRAMMING PIVOT & USAID PROGRAMMING GUIDANCE

Beginning in September 2015, the GGPAS team began taking steps to explore ways to re-program the available funds in the remaining nine months of the GGPAS Phase II: Implementation Period (September 2015-May 2016). By early September, there was approximately \$1,478,934 in pending activities; \$50,000 from non-TAP cost savings; and approximately \$1,963,894 that would potentially be de-obligated from existing activities should the program be forced to “cancel” the 12 suspended activities in the database.

The June 2015 PPR identified: “The program has found ways to work around the lack of political will or to supplement the efforts of GOKR efforts through working with civil society. The support to Taza Shailoo and Liberal Youth Alliance are good example of this approach.” These examples will become the model that the team determined would guide the program moving forward. In the remaining nine months of Phase 2: Implementation phase of the Task Order, the GGPAS program will explore opportunities to partner with the non-governmental sector (civil society and private sector) in ways that will help to achieve objective #2: expand access to and improve the quality of citizen services. Implicit/Included in this objective is the third objectives suggested by the 2015 PPR team: “Empower non-GOKR institutions to pressure, support and oversee service delivery.”

This programmatic pivot, in response to recent contextual changes, will dramatically increase the program’s focus on civil society, largely NGOs that focus on the key “touchstone” service sectors. An initial list of potential partners on transparency, government performance monitoring, public service scorecards, Open Data initiatives, freedom of information etc., Developing partnerships/public advisory work, repairing for social procurement, advocacy, anti-corruption work, etc.

USAID Program Guidance/Criteria for New GGPAS Activities

- The preference is to continue existing programming, to the extent possible.
- Identify projects in-line with the existing programming approach of GGPAS.
- GGPAS should minimize the incurring of VAT and other taxes that would not have been incurred prior to the cancellation of the bilateral.
- To the extent possible, in an effort to maximize the results of our spending to date, we should

continue to build on the existing body of knowledge & learning developed under GGPAS program.

- To the extent possible, we should continue to exploit the comparative advantage of the GGPAS team.
- The team should develop activities by identifying the leading non-governmental actors in each of the prioritized focus areas; learn about their priorities, ongoing programs, and existing gaps; and highlight where these priorities/gaps overlap the GGPAS programming.

IV. PROGRAM BUDGET

The total ceiling of the task order is \$28,029,960, and obligation to date is \$12,927,495.

Budget Summary	Total Cost	%
Program Costs	10,336,710	80%
Operations Costs (Indirect, Fees & HQ support)	2,590,785	20%
TOTAL	12,927,495	100%
Total TAP Costs	6,860,000	53%
Total Non-TAP Costs	6,067,495	47%
TOTAL	12,927,495	100%
SWIFT III CLINS Summary		
CLIN 1: Operations and US Support	5,616,292	43%
CLIN 2: Fixed Fee on Operations and US Support	190,528	1%
CLIN 3: Grants Under Contract (GUC)	1,060,056	8%
CLIN 4: Fixed Fee on GUC	24,767	0%
CLIN 5: Non-GUC TAP	5,799,944	45%
CLIN 6: Fixed Fee on Non-GUC TAP	235,909	2%
TOTAL	12,927,495	100%

Transition Activities Pool (TAP) by Obligation/Funding Source

Obligations	TAP	Tap %	Non-TAP	non-TAP%	Total
Obligation #1: Task Order					
A035: Public Sector Executive	\$390 572	38,8%	\$615 056	61,2%	\$1 005 628
A044: Civil Participation	\$162 644	55,5%	\$130 356	44,5%	\$293 000
A069: Modern Energy Services	\$284 234	42,6%	\$382 982	57,4%	\$667 216
A074: Agricultural Sector	\$93 422	42,6%	\$125 878	57,4%	\$219 300
A077: Private Sector Capacity	\$756 619	42,6%	\$1 019 481	57,4%	\$1 776 100
Obligation #2: Mod 2					
A035: Public Sector Executive	\$11 129	42,6%	\$14 995	57,4%	\$26 124
Obligation #3: Mod 4					
A035: Public Sector Executive	\$1 715 844	44,2%	\$2 166 156	55,8%	\$3 882 000
Obligation #4: Mod 5					
A013 Law Enforcement, etc.	\$1 244 276	45,5%	\$1 492 171	54,5%	\$2 736 447
Obligation #5: Mod 6					
A035: PSE: e-Governance	\$400 000	100,0%	\$0	0,0%	\$400 000
A055: Basic Education	\$821 680	89,2%	\$100 000	10,8%	\$921 680
Obligation #6: Mod 7					
A035: Public Sector Executive	\$979,580	98,0%	\$20 420	2,0%	\$1 000 000
Total	\$6,860,000	53%	\$6,067,076	47%	\$12 927 495

Based on the most recent budget submission by IRG, the GGPAS program is expected to dedicate 80% of funds to program costs and 20% of funds to operations costs.

The estimated/projected TAP – or “Transition Activity Pool” as named in the SWIFT III IQC – is the amount of funding that is allocated to directly fund activities through Grants under Contract (GUC), Direct Distribution of Goods and Services (DDGS), Short-Term Technical Assistance, and Training mechanisms. This ratio is used for management purposes in the Activity Database and should not be confused with the traditional programs/operations breakdown identified in the budget and highlighted above.

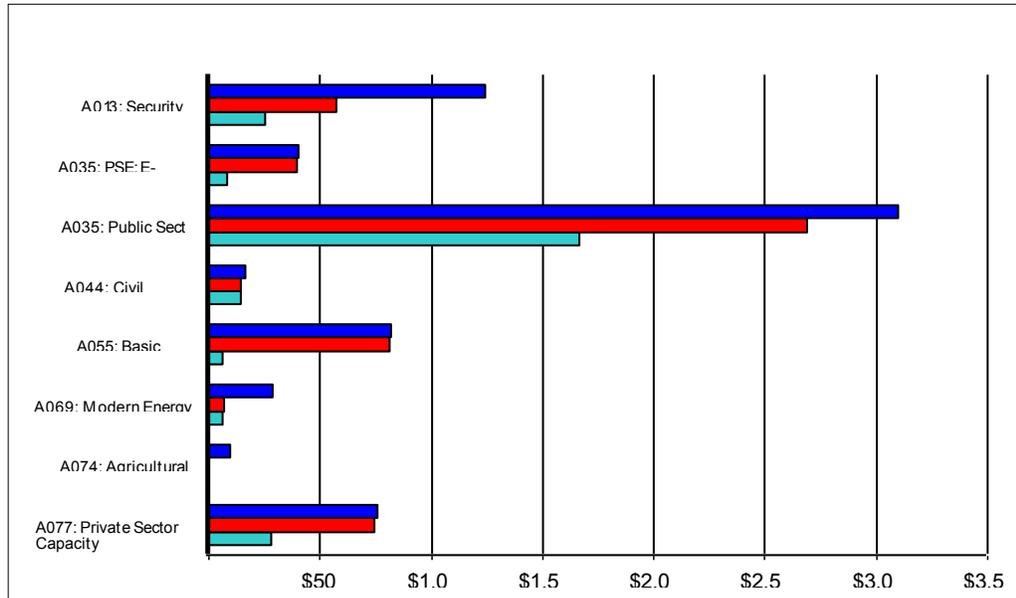
The estimates/targets above are notional, and are used for planning/financial management purposes in the work plan and activity database. They were established based on the most recent detailed budget submitted by IRG at the end of June 2015.

USAID GGPAS TOCOR sent a letter of request to exercise pipeline with additional \$ 1,000,000 on June 11th, 2015. During Quarter III FY 2015, USAID Regional Office for Assistance and Acquisition (OAA) sent a letter of modification # 07 dated June 26, 2015, providing incremental funding action of \$ 1,000,000 FY 2014 Public Sector Executive Funds. IRG submitted pipelines to the COR on July 15 and August 24; on October 6 the COR provided his approval to one of the August 24 versions of the budget, corresponding to a TAP of \$6,860,000.

ACTIVITY COMMITMENT & DISBURSEMENT RATES

Between July1 and September 30, 2015 GGPAS funded eight (8) new activities totaling \$1,506,335. The table below shows status by fund source as of September 30, 2015 (*Source: Activity Database Program Funds Control Sheet March Budget numbers*).

Funding Source	Funds Available (1)	Committed Grants (2)	Disbursements (3)	Uncommitted Balance (1-2)	Undisbursed Balance (2-3)
A013: Security Sector	\$1,244,276	\$572,184	\$250,479	\$672,092	\$321,704
A035: PSE: E-Governance	\$400,000	\$395,399	\$83,644	\$4,601	\$311,755
A035: Public Sector Exec	\$3,097,125	\$2,686,254	\$1,668,069	\$410,871	\$1,018,185
A044: Civil Participation	\$162,644	\$145,497	\$145,497	\$17,147	\$0
A055: Basic Education	\$821,680	\$814,962	\$59,719	\$6,718	\$755,243
A069: Modern Energy Service	\$284,234	\$70,977	\$64,342	\$213,257	\$6,635
A074: Agricultural Sector	\$93,422	\$9,792	\$9,792	\$83,630	\$0
A077: Private Sector Capacity	\$756,619	\$746,573	\$279,500	\$10,046	\$467,073
TOTALS	\$6,860,000	\$5,441,638	\$2,561,043	\$1,418,362	\$2,880,595



Total Activity Funds ■
 Activity Funds Committed ■
 Activity Funds Disbursed ■

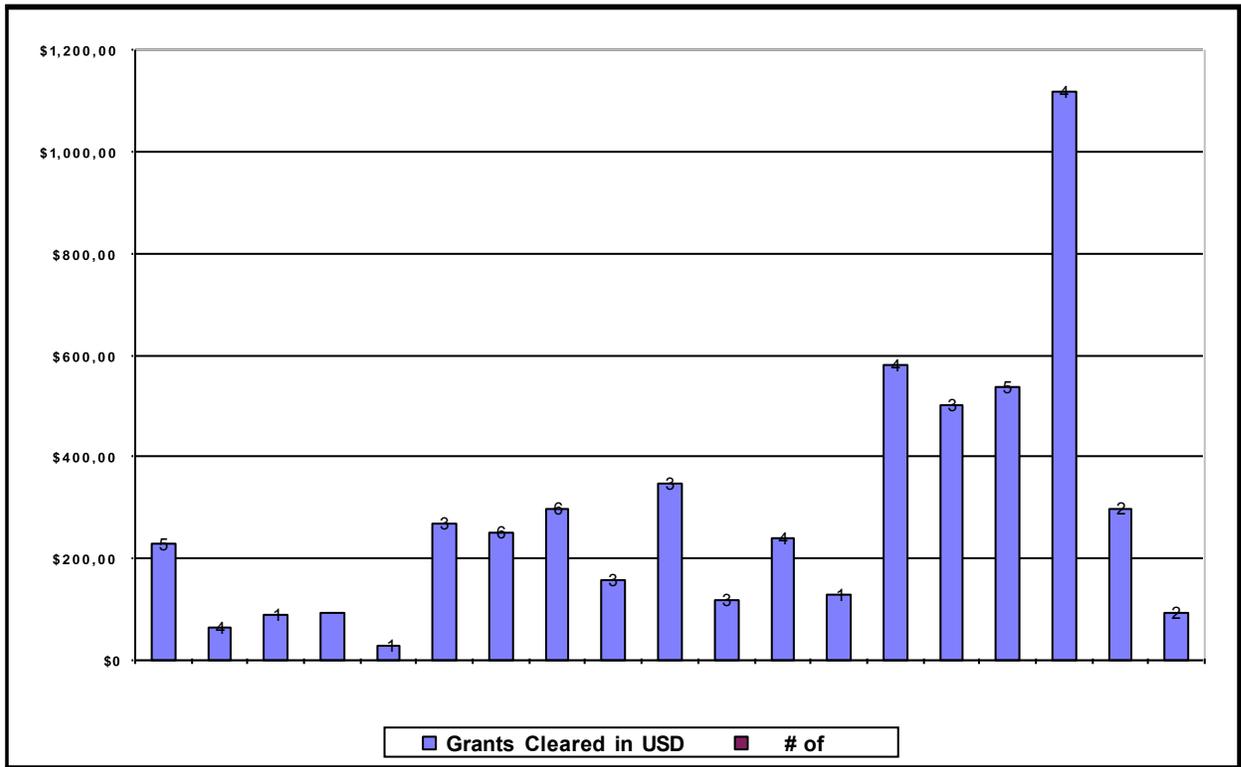
CLEARANCE PROJECTIONS VERSUS ACTUALS

Revised Monthly Activity Clearance Target: At the end of September 2015, the team has committed \$5,609,028 of total TAP funding, with \$1,221,391 remaining to be committed during the life of the program. The team intends to commit all TAP funding within the coming seven months—by the end of January 2016—to allow ample time for implementation and commitment of any de-obligated activity TAP funds in the first five months of calendar year 2016.

The revised clearance projection is \$305,347 funds to be “cleared” per month for the next four months through January 2016. This number is dependent on resuming all suspended, cleared and pending activities.

As the milestones for resumption of suspended activities are not met, activities will need to be canceled and reprogrammed as necessary. If GGPAS were to reprogram all remaining funds from suspended, cleared and pending activities, then the program will have to achieve an approximate target of \$637,553 of newly designed and cleared activities for the next four months through January 2016.

Activity Commitment Rates per Month



Original				To Reprogram Suspended Activities			
Month	Projected Target	#	Actual \$	Month	Projected Target	#	Actual \$
Sep-13				Sep-13			
Oct-13				Oct-13			
Nov-13				Nov-13			
Dec-13				Dec-13			
Jan-14				Jan-14			
Feb-14	\$249,475	0	\$0	Feb-14	\$249,475	0	\$0
Mar-14	\$249,475	5	\$228,784	Mar-14	\$249,475	5	\$228,784
Apr-14	\$249,475	4	\$64,303	Apr-14	\$249,475	4	\$64,303
May-14	\$249,475	1	\$90,219	May-14	\$249,475	1	\$90,219
Jun-14	\$249,475	2	\$91,382	Jun-14	\$249,475	2	\$91,382
Jul-14	\$249,475	1	\$28,461	Jul-14	\$249,475	1	\$28,461
Aug-14	\$249,475	3	\$284,941	Aug-14	\$249,475	3	\$284,941
Sep-14	\$249,475	6	\$251,857	Sep-14	\$249,475	6	\$251,857
Oct-14	\$284,174	6	\$306,771	Oct-14	\$284,174	6	\$306,771
Nov-14	\$284,174	3	\$188,084	Nov-14	\$284,174	3	\$188,084
Dec-14	\$284,174	3	\$351,089	Dec-14	\$284,174	3	\$351,089
Jan-15	\$229,110	3	\$181,894	Jan-15	\$229,110	3	\$181,894
Feb-15	\$259,217	3	\$292,563	Feb-15	\$259,217	3	\$292,563
Mar-15	\$259,217	1	\$129,886	Mar-15	\$259,217	1	\$129,886
Apr-15	\$270,279	4	\$568,234	Apr-15	\$270,279	4	\$568,234
May-15	\$270,279	3	\$505,927	May-15	\$270,279	3	\$505,927
Jun-15	\$270,279	5	\$538,036	Jun-15	\$270,279	5	\$538,036
Jul-15	\$400,402	4	\$1,117,024	Jul-15	\$400,402	4	\$1,117,024
Aug-15	\$286,450	2	\$295,889	Aug-15	\$286,450	2	\$295,889
Sep-15	\$295,786	2	\$93,682	Sep-15	\$286,450	2	\$93,682
Oct-15	\$305,347			Oct-15	\$637,553		
Nov-15	\$305,347			Nov-15	\$637,553		
Dec-15	\$305,347			Dec-15	\$637,553		
Jan-16	\$305,347			Jan-16	\$637,553		
Feb-16	Deobs			Feb-16	Deobs		
Mar-16	Deobs			Mar-16	Deobs		
Apr-16	Deobs			Apr-16	Deobs		
May-16	Deobs			May-16	Deobs		
Jun-16				Jun-16			
Jul-16				Jul-16			
Aug-16				Aug-16			
TOTAL							

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Source: Activity Database Activity Commitment by Month Report

* "As per USAID guidance, the \$685,085.54 for Children's books will not be reprogrammed as per the programming criteria. USAID instructed that we will either procure the books or not procure the books, pending resolution of the current tax issues."

DETAILED IMPLEMENTATION BY FOCUS AREA

This annual report of the Good Governance and Public Administration Strengthening (GGPAS) Program covers the period of October 1, 2014-September 30, 2015, which is the second year of implementation.

In the 19 months of active implementation since the start of the project, GGPAS has cleared 62 activities totaling \$5,441,638. Of these activities, the project has 22 ongoing, 10 completed, and 30 closed activities.

Oversight & Coordination of Reform

Public Sector Reform Roadmap: GGPAS partnered with the Public Administration and Personnel Policy Department (PAPPD), headed by Kubanychbek Shadybekov, to hire a local consultant to assist with coordination, reporting, monitoring, and communication of progress toward achieving objectives outlined in the Public Sector Reform Roadmap (PSRR). The PSRR, developed with support of the World Bank, outlined seven priority sub-sectors for strategic reform – anti-corruption, judicial and legal, public financial management, civil service, public administration, and public policy reforms in the electricity and mining sector. Under each sector, the PSRR identified a finite set of 66 prioritized short, medium, and long-term actions to be completed prior to December 2016. According to the consultant’s final report, by the end of December 2014 the ministries and agencies of the Kyrgyz Republic implemented 28 short-term actions of the Roadmap, including the adoption of 18 normative legal acts. Four were implemented prior to the stated deadline; three of these were medium-term actions. In January, the World Bank and DFID mobilized resources to fund a six-person secretariat to continue and expand the work achieved by the GGPAS-funded consultant and intended on integrating him within their team to maximize continuity. According to the partner, based on the experience and learning gleaned from this partnership, they planned to use the experience, reconvene key stakeholders within the government, and revise the PSRR and prioritized activities in the Roadmap.

Strategic Communication: In a related activity, GGPAS mobilized an international consultant and a local organization to support the Department of Information Support of the Government Office (DISGO) to improve processes and products that they use to communicate with constituents. This support culminated in development of a 71-page government review portfolio, which highlights the initiatives and achievements through much of 2014. Additionally, this progress report for the government highlighted key global index ranking improvements in market-oriented, trade barrier, and tax reforms. Much of the reporting completed on the PSRR was used by the DISGO to highlight progress in key strategic sub-sectors. The then Prime Minister Joomart Otorbayev presented this government review portfolio to the President and the Speaker of the Parliament; the Prime Minister introduced the review portfolio in an address to all 120 members of Parliament, seven oblast Governors, the Mayors of Bishkek and Osh, and the 40 rayon Governors. Furthermore, the Department of the Government Apparatus also presented the review portfolio to all 453 *Aiy! Okmotu*.

E-governance: In February, GGPAS received a new tranche of Public Sector Executive funding, specifically allocated from the “Emerging Donors Challenge Fund (EDCF)” to support the Estonian non-profit e-Governance Academy in its efforts to help partners in the Kyrgyz Republic more effectively promote e-Governance initiatives. The EDCF funding was allocated to complement resources provided by the Estonian Ministry of Foreign Affairs to the eGovernance Academy (eGA).

At a meeting of the Council on Information and Communication Technologies (ICT) under the GoKR, held on February 16, 2015, the government announced its intention to fund the Central Coordination

Unit (CCU) for all e-Governance, two preconditions for eGA to initiate its work and identified a senior focal point for it. On February 24, the eGA signed a grant with GGPAS to launch Phase One of what is expected to be a two-phased initiative.

In March, representatives of e-GA held a series of meetings with relevant government and non-government representatives and international organizations in Bishkek to discuss and identify potential local partners and priority action points. Until the CCU commenced officially, eGA coordinated its work with the Ministry of Economy (MoE), the de facto responsible counterpart for e-government legislation and for development of e-services, and other relevant partners. They organized a seminar for the MoE and representatives of other relevant ministries and agencies and held parallel discussions with lawyers working on e-government provisions to prepare recommendations about the tasks of the CCU and a description of the CIO profile. Additionally, eGA prepared recommendations for CIO profile, tasks and duties of the CCU, and tasks and job descriptions of the CCU staff. Relevant Estonian legal acts to prepare draft legal acts for the Kyrgyz Republic were translated and circulated among the stakeholders.

Despite these efforts, the government's delay in recruiting a central CIO and staffing the CCU, have delayed the implementation of Phase One, and the lack of an identified "Operator" delayed the planned start date of Phase Two. In discussions with USAID, it was decided that the activity timelines for both phases would be reconfigured to ensure completion of both phases by June 2016.

On May 6, 2015, the government passed necessary regulations on the creation of the CCU and appointed Taalai Baiterekov, former Deputy Director of State Enterprise "Infocom" under the SRS, as Head of the CCU by the order of the Prime Minister dated July 15. In August, the Government staffed the CCU with ten personnel who already started working. In addition, the Government will soon announce the Implementation Unit (Operator). To support this nomination process, the eGA prepared description of tasks, responsibilities and technical requirements of the Operator. According to eGA, two operators may be selected in the end if no consensus is reached: one to be a direct developer and the other to be responsible for the infrastructure.

With these developments, GGPAS launched Phase Two of the initiative at the end of August to further support eGA launch the interoperability solution through technical assistance and mentorship provided to the CCU members and other key stakeholders. The goal of Phase Two is to connect three to four databases and create test versions of four to six e-services. In a ten-month activity, the eGA will procure necessary equipment and mentor technical personnel of the Operator and the ministries providing e-services. Separate trainings will be conducted for developers of the e-services.

During its September visit, eGA met with the CCU Head who expressed willingness to examine the Estonian e-government system and the sides agreed that he and a government lawyer visit Tallinn at the end of September. According to Baiterekov, the CCU is analyzing the e-government situation and will soon submit their agenda and proposals on amendments to the Action Plan approved on November 17 2014 to the Government. The CCU has also drafted the list of ministries and agencies to participate in the project. eGA handed over the project plan and proposed the first trainings for about 10-15 decision-makers and specialists to be held in Tallinn on 26-31 October, 2015. They agreed to formalize the partnership between the eGA and the CCU with a Memorandum of Cooperation. Additionally, the ICT Council expected to be held in Bishkek in October includes a presentation by the eGA about the project activities in its agenda. The presentation will be delivered by Tattu Mambetalieva, Director of Public Fund "Civil Initiative for Internet Policy". Furthermore, the eGA prepared a short description of the activity for the Estonian Foreign Ministry for a meeting of the Ministers of Foreign Affairs of the Kyrgyz Republic and Estonia recently held in New York.

With this, the eGA has pointed out several risks for successful implementation of the project; the biggest risk is associated with the October 4th parliamentary elections and whether the new Government will support the project further. Another major risk is related to the capacity of local partners and their political support. Moreover, the equipment procurement component of the project might be re-considered by USAID due to possible VAT implications.

As a next step, the eGA will continue providing technical assistance and training to the CCU and other key stakeholders as they develop a number of key components of the framework including personal data protection, digital information security, interoperability management system and data exchange, entity identification eID, portals, etc., and support the drafting of an Action Plan. The eGA will also, if approved, procure equipment on behalf of the CCU. By the end of activity in June 2016, it is expected that an effective data exchange between three to four government databases will be established and four to six pilot e-services will be tested to ensure establishment of e-Government architecture on which future e-services can be developed and provided.

Local Governance/Decentralization: During the second year of implementation, the GGPAS program continued to implement a series of activities with the Personnel Policy Department (PAPPD), the State Agency of Local Self-Government and Inter-ethnic Relations (GAMSUMO), and the Union of Local Self-Government (MSU). GGPAS helped six local governments assess their own performance towards implementing 23 so-called “issues of local significance.” . According to Mr. Shadybekov, the head of the PAPPD, this is the first time that such in-depth research and analysis has been completed. He has recommended that it be replicated, and will be a critical step toward optimizing function and services at the local level. On June 22, the Union of Local Self-Government (MSU), supported by two GGPAS-hired consultants on business process analysis, finalized and presented the final analytical report with recommendations. The analysis includes a comprehensive study with regard to normative/legal basis, business-process analysis, financial resources, HR issues, and IT systems and capacity.

The analysis of external legal framework for Local Self-Government has shown the following:

- Lack of clear scope, limits and functions of LSGs allows the state agencies to impose additional functions and responsibilities on them.
- There is no authority to determine the organizational structure and the staff size of LSGs, which hinders their effective implementation of issues of local governance.
- Of the 23 issues of local significance more than 150 conventional functions contained in sectoral legislation can be derived.
- External regulatory and legal acts do not define the mission, goals and objectives of the LSG, but allow LSGs to define them.

The analysis of internal regulatory framework indicates that:

- Charters of local communities do not contain clear objectives and tasks for implementation of the issues of local significance.
- Lack of an internal regulatory framework (guidelines, regulations, provisions, etc.) leads to unsystematic implementation and make it difficult to assess the implementation of issues of local significance
- LSGs are guided primarily by the external regulatory framework. Internal regulations governing the issues of local significance are partially developed in Karakol and Kochkor-Ata cities.

The business process analysis conducted in six pilot local self-governments revealed the following findings:

- Business processes for implementation of the issues of local significance are not aligned; results of the work are not always recorded and documented. Procedures for implementation of business processes within the municipalities generally not regulated, fixed obligations of staff in the job descriptions do not always reflect the actual responsibilities. The management process in the municipalities is not systematically organized.
- Most of the identified business processes directly fall under or are linked to performance of the first three issues of local significance:
 - Ensure economic development of the territory and attraction of investments and grants;
 - Management of municipal property;
 - The formation, approval and execution of local budgets.
- At certain stages of some of the identified business processes, decision-making processes do not always depend on the LSGs, but usually depend on the state organizations and their divisions.
- Some of the issues of local significance are not implemented by the LSGs. For example, funeral services are almost entirely handled by the private sector.

The analysis of human resource management and information systems showed the following:

- The LSGs were delegated the functions that were earlier distributed between several bodies that existed during the Soviet era.
- There is no Human Resource Management (HRM) unit in the LSGs due to existing regulatory environment and established traditions.
- The LSGs suffer from a lack of capacity building and professional development for staff; resources are instead diverted to infrastructure enhancements.
- The LSGs are not able to balance between development and functioning. Even if they develop a strategy, it is not implemented as planned.
- Internal corporate network simplifies the process of exchange of information, and provides shared access to common information base, but due to weak level of computer literacy these possibilities are not used.
- There is no access and use of government information resources, databases, information systems and public electronic portals.

The analysis of financial resources showed the following:

- The applied methodology for development of strategic plans does not provide spending authority associated with the method of program budgeting. A managerial cycle through a logical chain "problem - purpose - task - event" is not performed.
- Due to a lack of master plans, resources and inventories of municipal facilities are not systematized. The organizational structure and existing staff do not provide functions, job descriptions for operation, or maintenance of municipal property.
- The LSGs do not effectively use and maintain municipal facilities reducing the LSG's revenue potential. For maintenance and servicing of public facilities more than 20% of the income of local budget is allocated.

- The LSG's local revenues are not forecast; planned indicators are determined by state ministries and agencies.

The Union of Local Self-Government (MSU) presented the recommendations in the final report on LSGs' improvement, organizational structure, resource provision, staff capacity building, and information systems.

These recommendations include:

- To develop a unified register of LSG functions;
- To develop an organizational structure model of LSGs, including work positions which provide the description of mandatory functions;
- To determine the list and develop a model of LSG's regulatory documents;
- To revise the job descriptions for LSG's personnel;
- To adjust the charters of six selected LSG's in line with the Law of KR N 101 "On Local Self-Government" dated July 15, 2011;
- To conduct complex and legal assessment of all internal normative legal documents of LSG;
- To consider the feasibility of transmission of some issues of local significance;
- To develop a system of indicators, assessing the issues of local significance;
- To ensure gradual transition to program budgeting;
- To consider the possibility of a phased increase of income tax splitting share to local budgets;
- To develop a training plan for staff on management of municipal property, land and civil legislation issues, the use of information computer technologies and other modern technologies in management;
- To determine a minimum mandatory list of processes.

During the implementation of this activity, GGPAS faced several obstacles. Prior to realization of this activity Mr. Shadybekov insisted on conducting the analysis of the 23 issues of local significance, not including the 18 questions delegated by the ministries and agencies to local government bodies.

Mr. Shadybekov also recommended involving Union of Local Self-Government (MSU) in realization of this activity, explaining that the project would train and prepare a team of experts to continue to work with local government bodies, but GGPAS informed Mr. Shadybekov that the capacity of the Union would not afford to implement this activity and prepare a final report in a high professional manner.

Despite numerous meetings with the Union and other interested parties, there continued to be an inconsistent understanding and agreement among the various government partners, as to the approach, scope, and outcomes of this project. While the PAPPD possessed the initial vision behind this project, they handed over responsibilities as the Point of Contact to GAMSUMO. Midway through implementation, GAMSUMO wanted to substantially change the Scope of Work. While these misunderstandings and shifting expectations resulted in delays, Mr. Shadybekov from PAPPD re-engaged and clarified expectations for all parties.

The activity was extended several times, due to the lack of a common understanding of the BPA methodology between the government partner, MSU and the consultants. As a result, the consultants had to conduct a number of meetings with the MSU to explain the methodology and the role of MSU. GGPAS was heavily involved in all these meetings and presentations in order to assist the activity stakeholders to identify a compromise that would enable the activity to move forward as per the agreed upon objectives, while ensuring the government partner's expectations are met. Both local consultants voiced concern that the partner tried to pressure them to carry out the responsibilities of the MSU's. Also two consultants were involved to the field trips jointly with the Union.

Analysis of 23 issues of local significance has caused some difficulties to the Union; as a result, after several meetings with stakeholders and comments, the Union prepared the final report.

Mr. Shadybekov supposed that the Union of Local Self-Government (MSU) would use the survey's results "Informing process improvement through public opinion" which was conducted by "SIAR" company. This survey was conducted in order to provide key stakeholders (PAPPD, GAMSUMO, MSU, and others) with a detailed and actionable analysis of the inconsistencies, anomalies, unfunded mandates, and other obstacles to the effective delivery of municipal services, including recommendations for possible service performance.

Mr. Shadybekov noted that the content and layout of the Union's final report was not instructive and unprofessional. Presented analysis in the report was faulty, data in charts was not accurate.

Next steps: GGPAS is going to launch an activity by assisting NGO "ABAD", a southern-based civil society organization, to train 180 active citizens from 30 separate Ayil Okmotus (AOs) to utilize a community service scorecard—a process which includes conducting focus groups to identifying citizen priorities, evaluating at least two (2) of the highest prioritized municipal services, hold public hearings to present survey findings, and discuss its implications and recommendations as part of the upcoming local budgeting process; in parallel this activity will fund a performance improvement consultant to assist ABAD to conduct in organizational context analysis, and develop an organizational plan to increase efficiencies and strengthen the network of citizens and local governments they have developed across the south. The implementation of this activity will support the citizen groups in 30 communities across the south to collect and use data to inform their participation and support their recommendations in the upcoming local budgeting process set to complete in April 2016; to improve and model a set of existing tools that can be replicated in other communities; and to increase Abad's organizational capacity to utilize a network of citizens and local governments in the most efficient way that maximizes effectiveness of their organization. As a result of this activity, it is expected to improve the services, responsiveness, transparency, and accountability of local self-government in southern Kyrgyzstan through inclusive budgeting, prioritization and decision-making as well as strengthen civil society's and communities' role in local decision-making processes.

Critical Touchstone Services

Education Sector:

During the second year of implementation, GGPAS completed an activity to provide the Osh Education Institute with a tested needs-based training module on contemporary management in the education sector (OSH004). Using the module, while working with a team of consultants from the Mountain Societies Development Program (MSDSP), the partner successfully trained 89 head teachers, school coordinators, and principals from Osh, Jalalabad, and Batken provinces, increasing their management knowledge and skills. Positive feedback from participants affirm its impact and significance.

According to the analysis of the pre- and post -tests prepared by MSDSP KG, the average test scores at the pre-test made 36,37%, whereas the number of correct answers of the post-test reached 77, 66%. Needs- based assessment conducted before development of the training module helped to identify key issues and problems of school administrators, which was noted by the interviewees, especially in the regions with limited access to various information and facilities in the field. Also, the interview findings showed that the training participants were able to use their new knowledge gained during the training successfully in practice. For example, the training helped school directors to improve their managing skills in different aspects.

Elmira Tirdikbaeva, a school director from Kochkor-Ata said that she tested her new knowledge in practice while organizing a regional workshop in Kochkor-Ata on “The role of local council in school management”. Before the training, she used to simply instruct the head teacher to conduct school events demanding only the results. She didn’t care if she had enough capability and skills to implement the task. Consequently, the results were not satisfactory every time. After attending the trainings, she changed her approach and conducted a meeting with the school teachers to share ideas and thoughts to successfully organize the upcoming event together. As a result, she managed to effectively arrange the program and logistics of the regional workshop for which her school was responsible. She also noted that she learned to listen to others, be tolerant to different ideas and managed to create friendly atmosphere in her team.”

Zainabu Chokoeva, another school director from Kara-Kulja district, said that she learnt about the laws and provisions regulating the routine activities of school administration. Also, the training helped her to bring all the paper work and documentation to an order in accordance with the school requirements. In addition, she revised and updated all strategic documents and action plans together with the team. This helped her to easily pass the evaluation conducted regularly by the district education department.” Through this activity, the Osh Education Institute has begun the process of upgrading its managerial expertise regarding school administration, a critical step towards increasing effectiveness, efficiency and transparency of education management in the south of Kyrgyzstan.

Additionally, based on the positive feedback, MSDSP, an Aga Khan supported NGO, has plans to incorporate this curriculum into their future work to support the education sector. This unintended result will magnify the relatively small USAID investment into this sector. Finally, the project results were presented to the Minister of Education in June of this year. She subsequently requested that GGPAS develop and support the delivery of a scaled-down version of this training to more than 1,000 school administrators from around the country, during a back-to-school meeting held in August 2015. The GGPAS team has begun to develop an activity that responds to this request and will plan on implementing it next quarter.

Despite lukewarm success at the ministerial level during the first year of programming, the appointment of Elvira Sariyeva as Minister and other leadership changes in the Ministry of Education & Science (MoES) in recent months, opened new opportunities for GGPAS to re-engage in the reform process. That said, the remaining timeline for implementation and limited availability of resources would create obstacles to substantive results at this point. Nevertheless, the PPR team was supportive of GGPAS re-engagement with the Ministry at the central level despite these obstacles, based on the far-reaching importance of the education services, positive experiences with the new Minister, and the potential of other donors to build on initial performance improvement processes initiated with support from GGPAS.

During this year, the program responded to a direct request by the Minister to conduct a functional analysis of financial management of the central office (BIS063). This initiative is one of the three primary objectives of the Education Strategy for 2012-2020. This technical review of the accounting processes, internal audit and budget policy departments will identify current problems in the financial management system of the MoES and identify appropriate solutions to address the gaps in order to optimize the Ministry’s financial management system. During the fourth quarter, GGPAS has hired local company "Socium Consult" which won the tender proposed best methodology and approach to implement the RFP terms and proposed nine (9) months for implementation instead of planned seven (7). Therefore, this activity was extended till May 23, 2016. During the reporting period Local experts presented Desk Review report.

This quarter GGPAS provided a cash grant to NGO Mountain Society Development Programme

(MSDSP) to cover the transportation costs for 200 school administrators from the southern provinces to participate in the Ministry of Education and Science (MOES) back-to-school “Congress of Educators”. The trainers from the Mountain Societies Development Program (MSDSP) conducted training module for 200 educators and school administrators, printed and distributed 1,100 copies of training materials on contemporary management skills. The participants of the section were teachers, school principals, specialists and experts in the education sphere, specialists of the Ministry of Education and Science and specialists of the district / municipal education departments. All manuals and presentations were printed in Kyrgyz and Russian. The participants were trained on management issues, planning, organization, management and control, how to conduct control in education institutions, main differences between the leader and the manager, what activities should carry out in the management process. In addition to presentations and discussions, participants worked in small groups. As a result, of the practical tasks the participants of the Congress will be able to make suggestions and comments to further collaboration.

Director of Lenin school in Batken town said that he has been working as a school principal for many years, but this information session helped him to systemize his knowledge. He saw how to work in consecutive order starting from the planning and ending up with the evaluation using feedback mechanism. Also, he learned a weak point of his managing style. He knew, that to make a fair decision/or warning during conflict or sensitive situation with staff members, he need to be guided by the law, legal documents, Job description first but not with emotions.

Director of school in Cholpon –Ata told that he had 34 years of experience in working at school and he was sure that he knew everything. But even in this case, the information session helped him to confirm that some things he was doing right and refresh his mind in other things. We looked through information materials and found them very useful, especially for the new school administrators. From logos he understood that USAID helped in development of these materials. But this short information session was not enough. Many young school administrators need this information in places. Would be helpful if two or more day trainings would be conducted in Cholpon-Ata for young school directors.

Another participant Platckarova Nadejda, school principal of the Nookat school said that she liked that the training was conducted in interactive manner. Handouts contained useful and intensional information. All participants could expresses their point of view, and no one would say that you're wrong.

This activity supported the Ministry’s efforts to improve strategic communication across this important sector, facilitated continued progress to implement its Education Strategy for 2012-2020, and helped to upgrade managerial expertise of school administrators, all of which are critical steps to increasing effectiveness, efficiency and transparency within the education sector.

During the second quarter of FY 2015 USAID obligated \$921,680 of Basic Education funds, in order to complement the work of the USAID Quality Reading Project (QRP) “Reading Together,” a four-year initiative to improve the reading and critical thinking skills of children in first through fourth grades. Early on, the USAID GGPAS team engaged with the QRP “Reading Together” to identify a number of projects that would help to increase both the demand for reading among and access to books for young readers. The identified projects included providing a grant to Aga Khan Foundation to support the Reading Together television show and mobile application, supporting a large-scale procurement of reading books on behalf of the Ministry of Education to be distributed to school libraries around the country, and support the printing and distribution of revised reading standards to all relevant teachers nation-wide.

Reading Together Television Show: At the recommendation of the USAID QRP and Education office, on March 20, the GGPAS program provided both in-kind assistance and a cash grant to the Aga Khan Foundation (AKF)'s "Read Together" television show to support qualitative target audience research on the initial pilot episodes of the television show, implement improvements based on audience feedback, and cover the cost of production for 26 improved weekly episodes. Additionally the grant will cover the development of a new expanded version (2.0) of an innovative multilingual (Russian and Kyrgyz) mobile application/game developed by AKF, that will include free digital access to 15 additional children's books, adding to the 10 available books and activities on the beta version of the game. This project is designed to complement existing investment in improving early-grade reading through the USAID Quality Reading Program and other initiatives, by building demand for children's reading books, encouraging out-of-school reading, promoting book-related activities in the home and community, and increasing public awareness about the importance of reading for education and life-long success.

During third quarter, GGPAS hired a local research company, ISR, and Graeme Moreland, an international media strategy consultant with experience in the Kyrgyz Republic, to lead a series of focus groups on the initial pilot episodes. Six focus groups were conducted in the Republican Library with participation from children of different age groups (7-12), parents and education experts. Pediatric psychologist Aida Kurenkeeva assisted Graeme Moreland during the FGs. Based on this qualitative research, Mr. Moreland provided a series of recommendations to the production team from Balastan TV and the Aga Khan project manager on how to improve the content of the TV program and ensure it better achieves its intended results. Based on the detailed findings, recommendations, and examples of similar TV Shows from around the world, the AKF program manager and Balastan agreed to include the following changes to the television show:

- Introduce a team-based approach, whereby participants will be divided into two teams of three children and three parents each. The parents will not directly participate in the different games or tasks that will take place during the show, but will rather support children in case they cannot fulfill a task or answer a question. Also, parents will intervene at the request of the host. Moreover, each team will be awarded with different prizes which will help to bring a sense of achievement for all children participating;
- Well-known Kyrgyz personalities (athletes, artists, singers, writers, etc.) will be invited to participate in a 30-40-second interview included in each program under the rubric "Stars' favorite books". During the show, he or she will read some extracts of the books on which children compete, in addition to interacting with children. This will serve as an additional approach to inspire children to read;
- With the objective to make the introduction of the show more dynamic and lively, a short biography of each participating child will be added at the introduction of the stage. Also, the main heroes from the popular animated TV show "Adventure to the World of Books" cartoon will intervene during the show to collect remarks and encourage reactions from the audience. In addition, a hand-puppet hero will be added as a partner of the host to bring more humor. Finally, at the end of each episode, key highlights of the show will be presented;
- In order to make the show more activity-based and include more creative and imaginative tasks for participants, the host will invite each team to introduce the tasks to be performed, and additional interactive games will be integrated. These interactive components will also aim at promoting further reading, knowledge and learning;
- The host will wear more informal and colorful clothes appealing to children use humor to create a friendly atmosphere for children and build communication with them to encourage and motivate the participants.

On 24 June, a meeting with the working group (WG) was held at the AKF office. The representatives from QRP, UNICEF and National Writers Union of the Kyrgyz Republic participated, while other members of the group could not attend because of other professional engagements. During the meeting, the recommendations from the international consultant and proposed changes were presented and discussed. Participants also made the following additional recommendations:

- Because the new 13 episodes will include additional competition games, it would be good if the members of the winning team are awarded with medals;
- Include elements of best practices in family reading in order to demonstrate to parents how to read effectively with their children;
- Children with disabilities could be invited to participate in future series of program.

It was also agreed that all WG members would be invited to attend the shooting of the first episode of the TV show. This approach will allow the members to observe the changes made, and inform directly the production team about possible additional adjustments that can be made. Furthermore, once the first episode is finalized, the WG members will be invited to a viewing session and provide additional feedback. The inputs received will be then integrated in the production of the 25 remaining programs.

Additionally during third quarter, representatives from the technology firm Avisa Web Solutions demonstrated the beta version of the mobile application game to representatives of USAID and the USAID Quality Reading program. Both were impressed by the game, supportive of the expansion, and anxious to integrate it into their programming. It is anticipated that the beta version of the mobile application, developed by AKF resources alone, will be ready by August and will be launched for free, ensuring wide accessibility all over the country. The USAID-supported version 2, with 15 additional books and greater functionality will be launched between Sept-Dec 2015.

This quarter, Balastan studio has started the shooting of the first episode of the TV program “Read Together” from overall 26 episodes. Burulai Aitikulova, author of this programme and the main Point Of Contact from AKF, was present during the shooting process and actively coordinated the production process and demonstrated a sense of ownership for the TV program. USAID QRP project representative Chinara Djumagulova (a member of the working group) attended to the first shooting of the programme.

GGPAS team also participated to the shooting process from the beginning to the very end and checked the availability of items that were bought under the grant like new microphones, stand for the host, seats for the children, etc. GGPAS team with Chinara made some comments to Burulai Aitikulova, in order to create a more interesting and dynamic atmosphere in the studio to grasp viewer’s attention.

Some suggestions were made like, for example:

- Seats of the participants of one team should be arranged closer so that participants are able to discuss and prepare answers to the questions in a circle in order to create a more competing atmosphere, initially the seats were put far away from each other.
- The speech of a puppet hero should be re-shoot separately, because the woman who managed the puppet could not produce an appropriate voice.

In general the production team of the Balastan Studio and Burulai were collaborative, listened to comments, tried to incorporate them into the shooting immediately and asked feedback on the way some of the processes should be done. Because the format of the program has changed after STTA’s recommendations, the first shooting was difficult to make and lasted about four and a half hours. As

Burulai pointed out, as the production team will get used to the new format, next episodes will be easier to shoot. Burulai also commented that the dynamics of the episodes also depend on participants and that some children were passive and some were very active and make the program more interesting. She said that after the first episode is edited, she will share the edited video version with the working group of the TV program to collect final feedback for approval or incorporate some comments for shooting the next 25 episodes.

During the second shooting of Read Together program, Balastan studio was shooting two episodes per day from the beginning as indicated in the media plan, however, until August 31, it was decided to shoot up to four episodes per day, to complete shootings before September 1, due to academic year start on September 1. So, the media plan has changed. Also, they seem to have issues with having the children and parents from the regions, some of them failed to come, some cancelled their travels on the day of the shooting, so they had to look for replacement in Bishkek not to disrupt the process. Balastan studio producer mentioned about the changes in the format of the program. She mentioned now the teams are made of three families instead of an individual family as in the previous episodes, they invite local stars to the program, etc.

Burulai Aitkulova and Balastan's studio team took into account all recommendations from STTA and adopted them during the shooting process. New version of the programs have already started to demonstrate on TV.

Viewers noted that they really like the new format of the program "Reading together", it became more active and interactive, children smiled at the program, music stars attended to the program and the participation of the cartoon's hero-bee was awesome. It is expected that the first draft of the mobile android application will be presented in next quarter.

Children's Book Procurement On June 9, USAID GGPAS met with the head of the children's book department of the MoES. During the meeting, the parties finalized the list of books from the suggested list provided by the USAID Quality Reading Program. USAID approved the list of 165 books and 1,295 schools. A total of 213,675 books will be procured at an estimated cost of \$685,075. A clearance packaged was developed by GGPAS and has been submitted to the USAID Contracting Officer for approval. It is expected that implementation of this activity would improve the capacity of about 1295 schools across the country, dramatically increasing the access to books for thousands of families with school aged children. The Ministry agreed to support the "last mile" distribution of the books from the provincial centers.

Due to denunciation of bilateral agreement by the Government of the Kyrgyz Republic, guidance from USAID is that: Given that the \$685,075 GGPAS book procurement using Basic Education funds was designed to complement the long-term Quality Reading Program and fill an identified critical gap in the accessibility of children's books in communities, this project has been suspended pending a sufficient signal from the government of the will to continue this long-term partnership in the education sector. As discussed, the USAID will confirm if and when GGPAS should resume this project.

Also given the importance of this procurement and the technical nature of the Basic Education funding, the USAID communicated that it was not in USAID's interest for the GGPAS team to reprogram the entirety of these funds; but rather hold onto this procurement as long as possible.

The GGPAS procurement team said they would need a minimum of three months to complete the procurement and delivery after CO approval. USAID supposed that GGPAS can wait until early March before a final go, or no-go decision is made on the projects as is. The caveat the GGPAS team will not have sufficient time nor sector expertise to responsibly reprogram all of these funds in a sustainable way. (i.e. If USAID decides not to move forward, the remaining Basic Education funds will not be spent by the implementing partner by the end of the Task Order. USAID discussed that early in

2016, if there is not sufficient progress, we could discuss alternative delivery/handover approaches (e.g. through American Corners? Youth Centers? Local Government-supported libraries, etc) but that discussion is for down the road.

Reading Standards

Another project identified together with the QRP during third quarter is that the GGPAS program initiated an activity on Printing and Distributing Reading Standards to Schools on behalf of the Ministry of education and science. GGPAS program is waiting for guidance from USAID similar to the book procurement.

Due to denunciation of the bilateral agreement, GGPAS had to suspend following activities (BIS054) “Encouraging Early Grade Reading through Provision of Books for Schools” and (BIS063) Analysis of the MoES Financial Management System.

Social Protection and Development:

During the first quarter of FY 2015, under activity BIS039 GGPAS hired one international consultant and a local consulting firm to provide formal training and on-the-job coaching for key units of the Ministry of Social Development (MoSD), supporting them to implement the initial phases of the five-phased systemization program outlined in the initial Performance Gap Analysis, and further articulated in their institutional Strategic Plan 2015-2017. This support broadly includes establishing a Systemization Task Force, building the institutional foundation for systemization, and supporting the HRM unit through optimizing performance of four (4) departments critical to subsequent stages, specifically the IT, Legal, Documentation and Human Resource Management departments.

First, in line with “Phase 1: Prerequisite Steps”, the consulting team helped coach the MoSD as they created a systematization taskforce, under the leadership of the State Secretary and including representatives of top and middle management layers, employee representatives from HRM, PME, IT, Budget Planning & Finance (BP&F) and Communication units. The consultants helped the task force to identify roles and responsibilities for each member, develop a joint activity implementation plan, and draft an internal Ministerial decree on the operation of the Task Force (TF). In an effort to create an effective TF, the Minister included a number of the MoSD’s staff from regional offices in the TF and subsequently approved the establishment of the TF by his decree #4 on February 20, 2015. Additionally, the consulting team completed a series of workshops focused on project management, institutionalizing strategic planning, monitoring/evaluation functions, developing key performance indicators (KPIs), team work, internal communications, etc. Realizing the importance of delivering extra trainings, the consulting team went beyond their scopes of work and facilitated additional workshops focused on effective project management instruments, SWOT analysis, strategic analysis and M&E.

As a subsequent step, the consulting team successfully assisted the MoSD in completing “Phase 2: Build the Foundation for Systematization”, a “preparatory period” during which key systems outlined in the roadmap (HRMS, PMES/ITS) were initiated with the support of subject matter experts.

During this phase, the consulting team and the task force was to install and launch an IT “Service Desk” and “Job Tracker” tool. To accomplish this task, the team procured, configured, and installed the JIRA software platform as a project management and tracking solution on the server of the MoSD central office. JIRA is a proprietary product, developed by Atlassian, which provides issue tracking and project management functions across the central office. According to the manufacture, JIRA is used by more than 25,000 customers in 122 countries around the globe. Ninety-six (96) MoSD personnel were

registered as users, and their computers configured to access the server via Mozilla Firefox. The solution was tested to better manage two key institutional functions, namely Public Reception and the IT Service Desk, which are described in detail below. Additionally the team conducted a series of workshops on how the solution can be used to monitor ongoing implementation of the Institutional Strategic Plan. The workshops transferred the requisite skills and knowledge to the Task Force members that will ensure they will be able to effectively manage the realization of the tasks outlined in the performance improvement roadmap.

The “Public Reception Function” refers to the Ministry’s registration of citizens’ appeals, transmission of documents for execution to structural departments after receiving the ministry’s resolution, and preparing a response to requests & letters. To use JIRA to improve this function, the consulting team provided training for 15 users engaged in fulfilling this function, drawn from the departments of Social Welfare, Child Protection, State Benefits/Monetary Compensation, and Persons with Disabilities. The testing phase helped to demonstrate the utility of the software in reducing time for preparation response to citizens’ appeals. To date, it has helped the managers identify which department/employees are receiving and responding to specific citizen complaints/requests. It has helped the Ministry to better identify what competencies Public Reception employees should possess, and will help them to increase the percentage of closure appeals and letters by Public Reception. Additionally, this program allows for the inclusion of categories on citizen problems and complaints, helps managers to better understand the knowledge base required to formulate these responses, and helps them to focus on building this knowledge-based among those formulating responses. All of this information will be critical in helping the Ministry to ensure that the responses are within the standard 14 days. This is very important because it directly relates to the "citizen experience". Overall, using the JIRA project management tool is helping to better monitor individual employee workloads, timeliness of task completion, and identifying and targeting problems and the knowledge that is necessary for employees.

Additionally, the JIRA platform was used to test the IT Service Desk Function. The IT Service Desk Function refers to the technical support that the IT Department provides to other Ministry employees. The consulting team provided on-the-job training on the system for five employees within the IT Department, as well as the 25 members of the Systemization Task Force. To date the system has been successfully tested and now it is easier for the manager of the IT Department to monitor the workload of the team and allocate tasks among the team, conduct analyses of functional duties and the effectiveness of the unit’s troubleshooting and problem solving. The IT Department/management has identified that the IT task software has the potential of being used to track performance of units/individuals, and intends to incorporate it into their performance appraisal process, and use it to facilitate internal communications. It is a low-cost solution to a variety of problems. This is a unique tool to facilitate "change management".

The consultants conducted targeted training for relevant staff members responsible for monitoring and reporting on the implementation of the KR Social Development Strategy (SDS) 2015-2017 and the MoSD’s own Institutional Strategic Plan 2015-2017. In total the consulting team conducted three (day) trainings and eight (8) one (1) day workshops for 25 members of the Task Force, designed to familiarize them with and teach them about conducting strategic analysis, functional analysis, M&E, implementation and reporting, etc. As a result of the training, the Ministry’s employees have gained the necessary knowledge and skills, to more effectively implement and monitor progress related to the Ministry’s Strategic Plan. As a result this system will play a key role in the overall performance management and evaluation (PMES) work of the Ministry.

As a part of the final achievements under phase 2, the consultants provided on-the-job training on developing the Job Description system, Job evaluations and civil service positions ranking, and

learned lot to use the JIRA IT Solutions with key members of the HRM, IT project management team, and the communication team -- three units that are critical to subsequent phases in the performance improvement roadmap. The training prepared the team members to undertake subsequent phases of the Systematization Program. The consulting team developed and submitted for Ministry consideration a concept for an e-HRM that will also be integrated and/or connected to the JIRA project management solution.

Third and finally, under this activity (BIS039), the team completed a number of preliminary steps highlighted under. "Phase 3: Build an Organizational Structure Able to implement the new Social Development Strategy (SDS)". This phase outlines an entire set of activities to support the Human Resource Management (HRM) unit to build and ensure that the different institutional units have an optimum organizational structure, SOWs, and the personnel necessary to implement the national Social Development Strategy for 2015-2017.

Prior to embarking on this work, and independent of USAID and the GGPAS-funded consulting team, the MoSD achieved a critical milestone, by deciding to maintain its current organizational structure of CO, while expressing its intention to consider changing the structure in the future. In its turn, the consulting team assisted the members of the Legal and Human Resource Management units/departments to develop a package of documents on changing the MoSD CO's structure, should the Minister decide to move forward.

Meanwhile, the consulting team supported the HRM unit through an experiential learning process to optimize performance in IT, Legal, Documentation and HRM departments/units. This "performance optimization" included developing specific revised scopes of work (SOWs) and Key Performance Indicators (KPIs) for each of the units. Next it involved developing a questionnaire and conducting interviews with all relevant staff members related to the 20 relevant positions, which were used to inform the development of specific Job Descriptions and KPIs for each of the 20 positions, with revised qualifications as necessary. Finally, in addition to developing the relevant processes to implement a motivational system and a system for needs assessment and professional development, the consulting team designed and tested a system for performance appraisal to be used which complies with recent Government Decree #383, which establishes new rules for performance appraisal across institutions. Simultaneously the consulting team provided formal training to the HRM unit on developing an annual HRM action plan and internal HRM policies. Building a strong HRM foundation and completing this overhaul in these four units/departments was a critical and necessary precursor, given the leading role that these units will play in the subsequent phases of the road map.

With the completion of BIS039 in April 2015, the MoSD Systematization Task Force assessed the degree to which all the phases were successfully completed. They identified and confirmed the realization of a number of key milestones:

- The Systematization Task Force is established, with clear roles, responsibilities, and sufficient authority to effectively manage the systematization process.
- The JIRA system has been successfully procured, configured, installed, tested, and the team is successfully using it to more effectively perform the IT Service Desk Function and the Public Reception Functions.
- The team has a revised performance appraisal tool that will be integrated into the JIRA project management software platform.
- The team has developed and submitted for approval, a concept for a revised e-HRM system to more effectively manage and perform the required HRM functions. And the HRM unit has finalized all optimization tasks, including new SOWs and KPIs for itself, including

documentation, strategic planning, monitoring and evaluation and public procurements departments/units/sectors, and 20 job descriptions for 20 staff units and 20 position based job descriptions.

In line with the expected outcomes of this activity, by May 2015, the MoSD was equipped with a Systematization Task Force with sufficient tools and authority to manage the five-phase 18-month systematization enhancement program. The ministry's central office has already realized operational efficiencies through the launch of the JIRA project management software solution specifically with regard to public reception and IT help desk. Finally, the HRM unit has optimized functions/positions in four (4) critical departments, and the HRM unit is now capable of creating and/or revising unit SOWs, KPIs, and job descriptions for the entire central office of the Ministry.

The consulting team and representatives of the Systemization task force presented the above results and all contracted deliverables to the Ministry on May 21, 2015. The Ministry accepted the developed products and is satisfied with the work performed by the consultants. Based on continued engagement and demonstrated achievements from the Ministry and, the Ministry's positive response, GGPAS began developing a follow-on activity to implement phases three and four of the Systematization Program at the MoSD.

Similarly, this year GGPAS has started Implementing Phase 3 & Phase 4 of the Systemic Improvement at the MoSD. Under this activity, it is expected to hire one international Human Resource Management (HRM) consultant and a local consulting firm, under the supervision of the Systemization Task Force, to continue implementation of a performance improvement roadmap, specifically completing phase three (3) to support the Human Resource Management (HRM) unit to build and ensure that the different institutional units have an optimal organizational structure, SOWs, and personnel to implement the Social Development Strategy for 2015-2017; and implement phase four (4), during which the team provides targeted coaching and material support to ensure that new HRM, PME, and IT systems are fully institutionalized and embedded within the organization.

During fourth quarter, ECA company and STTA Giorgi Dzdziguri presented a Performance Management & Evaluation System (PMES) concept and architecture. After conducting analyses of the JIRA system, ECA company proposed to create PMES which would consist from three main components:

- **JIRA Atlassian** During the realization activity BIS039, the consulting team and the task force installed and launched an IT "Service Desk" and "Job Tracker" tool. To accomplish this task, the team procured, configured, and installed the JIRA software platform as a project management and tracking solution on the server of the MoSD central office. JIRA is a proprietary product, developed by Atlassian, which provides issue tracking and project management functions across central office. Main functions of the system are service desk for IT department, monitoring of the strategic plan and branch-wise program implementation; monitoring of the implementation of the department's plans and employee's individual plans according to the Government Decree # 383.

- **Alfresco** allows conducting control on implementation and documents circulation, to create electronic archive of documents. It offers a wide range of functions and tools for easy search and access documents, edit the file and data sharing. This is one of the most affordable mobile solutions, offering a powerful security, which will cover the most important data of the Ministry. KLM Royal Dutch Airlines is a worldwide airline company uses Alfresco, because it offered a complete document management system and repository based on modern, open source technology. With Alfresco, KLM

was able to cost effectively implement a much needed enterprise-wide document management solution for its 30,000 employees.

The success of the Alfresco solution has lead KLM to look at expanding the implementation. KLM will be adding in more workflow and project templates to the system to help in the creation and review process of new documentation.

• **Orange HRM Open Source** - free HR management system, which offers a variety of modules to meet the needs of the Ministry of HRM. This widely used system versatile, intuitive and provides a significant platform personnel management along with free documentation and access to a wide range of users. Orange HRM will contain Employees database, staff assessment, job descriptions. Orange HRM is used by leading companies as: Lufthansa is one of the Europe's most successful airlines and one of the largest in the world, with more than 100,000 employees , Sandals, Red Hat, Stanley Black & Decker and many other companies, Orange HRM calls itself "the world's most popular HR software." It comes in open source, professional or enterprise versions.

The tracking system works (JIRA) and workflow system (Alfresco) provides data about the performance of departments and individual employees in order to perform the evaluation. However, data provided by both systems are advanced and cannot be used as a final evaluation. The procedure for evaluation of the current legislation requires the consideration, analysis and discussion of performance reports before determining the final assessment. In the evaluation process, the data from the tracking systems work and the document will be used by the relevant managers or members of the Commission to provide an objective evaluation of employees or departments.

To ensure a comfortable and simple user interface for the user rating system (Orange HRM) provides direct links to the various reports on the performance of both systems and JIRA Alfresco. These links will directly open the performance reports for the employee being evaluated in the Orange HRM.

The introduction of the proposed system will provide the following advantages such as (Simplifying the user experience with IT systems; Simplifying the administration and maintenance of IT systems for the department; Better functional separation and the possibility of development and adaptation to the new functional systems. The presence of a platform for the implementation of the EDS and e-HRM in the future). All users will have single login and password, so it will be easy to enter to the system.

This, and possibly subsequent activities outlined within the five-phased systemization program, will improve systematization within the Ministry of Social Development to dramatically reduce a set of cross-cutting institutional inefficiencies, and enable it to successfully realize the goal/objectives identified in the draft of the national Social Development Strategy for 2015-2017, namely to deliver the state constitutional provisions on social guarantees for citizens, as well as compliance with international obligations to ensure the social rights of citizens of the Kyrgyz Republic.

After the denunciation of the bilateral agreement by Government of the Kyrgyz Republic, USAID's projects have to pay VAT, but the Ministry of Social Development informed GGPAS that the Ministry had some individual cases and practice to consider certain type of assistance as "Humanitarian Assistance" and proposed GGPAS to consider this type of assistance during the procurement of the technical equipment (4 scanners) under the activity BIS068.

Model Social Development in Nookan District During the fourth quarter the GGPAS launched an activity to support Nookan Rayon Social Development Department of the MoSD to develop a model Social Service Center, by hiring a team of consultants to help optimize performance through improved

work-flow and allocation of duties with key performance indicators, provided on the job training for developing and implementing a citizen communication and outreach plan about key services and how to access them, and equipping and renovating the existing facilities. Public Fund Abad expert local company and LLC Ai Tor selected as a vendor for rehabilitation work in Nookan Social development office.

This activity will help the Ministry of Social Development realize the ambitious goals and objectives of the Social Development Strategy to solve the social problems of the most vulnerable citizens in Kyrgyzstan, particularly developing a sustainable social protection system to provide quality services and guarantee equal opportunities for citizens of the Kyrgyz Republic, will improve key social services including preparation of paper work and payment of social allowances for the 6,000 citizens who utilize the Social Development Department services in Nookan district of Jalal-Abad province; and equip the Ministry with a replicable model and process that they can use to improve service delivery and enhance citizen accountability across the sector in the future.

On September 2, 2015 Osh GGPAS office invited vendors who are implementing the contracts or won a tender in order to inform them about suspension of all ongoing activities and to provide with stop order letter that will allow to hold on active contracts.

Under social protection focus area, following activities BIS068 and OSH009 were suspended.

Healthcare Provision

Improving Patient Registration and Document Flow Process: Within this project initiated during year one designed to improve healthcare at the level where “services meet citizens,” GGPAS hired a Bishkek-based consulting company “Center for Training and Consulting” (CTNC) to analyze the current workflow processes and work with the Osh Regional Children’s Hospital management to identify performance gaps and design two solution models to optimize the reception operations with cost estimates. On December 1, 2014, CTNC delivered a presentation outlining the results of the assessment to local government and health care system representatives and provided two sets of potential performance improvement recommendations to optimize patient intake processes.

- **Alternate solution 1:** Automation of all working process operations in Osh Regional Children’s Hospital, connected with servicing of patients. This solution would link all departments of the hospital through local network and transferring to electronic document flow. 6 months required for this process. **Total Estimated Cost: \$119,000**
- **Alternate solution 2:** Automation of the working processes from patient arrival until admission into the hospital (includes only clinical/diagnostics department and laboratory, traumatology, surgery department and reception department. **Total Estimated Cost: \$52,000**

In line with the Solution 1, the program initiated a new activity in partnership with the Osh Regional Children’s Hospital to reduce the time for patient registration in an effort to tangibly improve service delivery; supported by a detailed, inclusive institutional strategic planning process. The team identified the following four-phase performance solution for implementation:

- Phase I - Development of a Medical Practice Management (MPM) Software
- Phase II - Live-Testing of the MPM Software (web application)
- Phase III - Partial Automation of the Hospital
- Phase IV - Procurement of IT equipment

On June 25, GGPAS hired local company “Reverse Group Ltd.” presented the demo version of the medical practice management (MPM) software to the hospital managers. According to them, the suggested “1C Enterprise 8.3” is a highly flexible and adjustable software package which supports

variety of databases and can be installed on Windows and Linux operating systems on the server and client parts.

At phase two, the company set two objectives for performance: to mentor the hospital staff for basics of computer application and identify weaknesses and strengths of the existing functional, that is, the "1C Enterprise 8.3", of the developed software in seven selected departments.

Under objective one, the company held a series of activities described below:

- Set up a training room in the hospital for computer classes and equipped the room with 11 computers, multimedia projector and other necessary technical means.
- Developed educational materials and tests to improve computer skills.
- Five groups consisting of ten people were formed as training participants from seven departments.
- Pre-tests conducted among 48 employees to determine the level of knowledge and based the results, training methods developed. The company used interactive way with an emphasis on practical exercises and use of simple terms and concepts, including examples from medical practice. Trainings were conducted in Russian, Kyrgyz and Uzbek.
- By August 1, the company planned to complete trainings for all 48 people.

Under objective two, the following was done:

- The company produced a study for development of the network architecture; locations of workplaces identified; 250m power cable installed to secure uninterruptible power for network equipment; outdoor 300m network cable installed to connect the server and five switchboards; five iron boxes installed for network equipment with uninterruptible power supply (UPS) to prevent unauthorized access. Total 590m network cable for all seven departments extended. Reverse Group Ltd. acquired ten new PCs and a server for implementation of phase two of the project. The hospital administration allocated a server room that meets the requirements of security, and the server was installed there, connected to an uninterruptible power supply (UPS), and the latter is connected to the central power grid. The server has been also connected to the internal network. All ten PCs are connected and configured with the internal computer network and installed at workplaces.
- Necessary software has been installed on the server and ten workstations.
- Initial meetings with staff of departments held and paper versions of used medical documents received. Upon completion of all preparatory work, two or more patients will go through the entire workflow process to test the system in real work.

Reverse Group Ltd. provided a detailed description of the existing functional software which is designed to automate key business processes at medical organizations providing medical care to patients in outpatient and inpatient settings. The program also allows automating complex medical activities such as:

- Patient flow management;
- Planning and accounting of medical service provision;
- Maintenance of medical document flow;
- Maintenance of electronic patient records;
- Payment system.

Weaknesses in the developed software were identified as a result of measures taken during the second phase, in particular, a lack of samples of electronic medical documents, functional and individual modules. It is worth to note that all the developed samples of electronic medical documents,

forms, reports have already been approved or under approval by the Ministry of Health, normative legal acts, the legislation of the Kyrgyz Republic at the national and regional level and internal documents of the Osh Regional Children's Hospital. For legal examination and legalization of unapproved forms the company planned to involve a legal consultant.

These developments took place before USAID issued a stop order and GGPAS suspended the activity as of September 3. If this decision is reconsidered, the support will include IT equipment procurement which was pending USAID's formal approval and the company will finalize the suggested software, test it and introduce this system in pilot departments of the hospital. They will launch an automated system for patient intake; establish an intranet, a secure server and data storage system. Successful implementation of the activity will help the Osh Regional Children's Hospital to automate and streamline its patient intake process, reduce waiting times, optimize hospital workflow processes and provide better customer service that can be replicated elsewhere in the national healthcare system.

Strategic Planning at the Ministry of Health: In quarter two of the reporting year, GGPAS engaged a Georgian consultant and a local consulting firm, Artbox, to help the MoH develop a three-year institutional strategic plan for 2014-2017, and conduct on-the-job training for senior and middle managers of the MoH Central office and the Department of Drug Supply and Medical Equipment in critical areas including planning, implementation, monitoring & evaluation, and management. This strategic plan helped to chart a clear path toward institutional strengthening within the MoH, while assisting senior and middle managers to improve their capacity to oversee implementation of the plan to more effectively achieve strategic objectives.

The three-year institutional strategic developed by Artbox, jointly with the Georgian consultant, outlined the following institutional goals:

1. To improve the personnel management system in Central Office MOH
2. To improve the system of planning of activity in CO MOH
3. To improve the system of internal and external communications of MOH
4. To design and implement an effective system of M&E for the activities of MOH
5. To create a unified system of informational technologies within MOH

Each institutional goal had a detailed list of objectives under each goal. To support this strategy, the consulting team also worked with responsible units to develop a detailed one-year action plan on implementation of the strategy. The document, more than 100 pages in length, included a detailed action plan on how to achieve these, including a time frame and a responsible party. The team of Artbox consultants also conducted separate trainings for middle managers of the MoH and the Department of Drug Supply and Medical Equipment on such topics as general management, strategic planning, monitoring & evaluation, performance improvement, program budgeting process, and time management.

Unfortunately, given the lack of leadership engagement, GGPAS decided to discontinue support moving forward. As such, the MoH has been encouraged to use the strategy and action plans to solicit additional donor support or to integrate them into existing support from Sector-Wide Approach Partners (SWAP).

Next steps: GGPAS plans to partner with the Public Fund "Ergene", one of KRTI's successful partners in the past, to support the organization conduct a public outreach campaign on the rights of cancer patients with regard to oncological services and provide technical coaching on public outreach to improve its external communication. As a result of the activity, it is expected that the PF "Ergene" will be empowered with communication tools to help cancer patients assert their rights and resist

corruption while receiving treatment, and improve its organizational capacity to design effective public outreach campaigns.

Citizen Document Services:

Over the reporting year GGPAS continued parallel support in this focus area by supporting institutional strengthening within the central apparatus of the State Registration Service (SRS) and also helping to expand access and quality to citizen services.

Institutional Strengthening: From October 2014 to February 2015, supported by GGPAS, the SRS developed a detailed plan to optimize operations within its central apparatus through implementation of a performance improvement plan. This plan includes seven recommendations to be implemented in two phases:

Phase 1:

1. Undertake functional optimization of the structural units of SRS central apparatus. To support this, the consulting team helped to develop goals, objectives, and detailed functions of each structural unit.
2. Develop job descriptions for each staff member of the central apparatus according to the new objectives, functions, and responsibilities of the structural units.
3. Develop effective information management and sharing system within the central apparatus as well as optimize information exchange with the sub-agencies and territorial units.
4. Institutionalize optimized business processes in the central apparatus.
5. Establish permanent collegial councils to improve decision-making process.

Phase 2:

6. Institutionalize institutional strategic planning and M&E functions within the central apparatus and standardize SRS services.
7. Establish effective communication and feedback mechanisms.

In the second quarter of the reporting year, the SRS finalized revised regulations and provisions of the SRS central apparatus and its 13 structural units to remove duplicated functions and developed position descriptions for six positions, and individual job descriptions for 74 employees per revised functions and responsibilities with support of GGPAS hired team of national consultants led by Ia Tsulaia, a Georgian HRM specialist, in line with the recommendation #1& #2. The SRS adopted the new provisions and submitted the finalized position descriptions and individual job descriptions to the State Personnel Service which approved them on June 26. On July 28, the SRS submitted revised structure of its central office increasing the number of employees at the central office from 74 to 94 and developed job descriptions for the new positions based on the sample job description forms developed by the experts. The SRS is expected to translate these documents into the Kyrgyz language and endorse them by its internal decree in the coming months.

Under recommendation #3 of the performance improvement plan, an initiative launched in January, the SRS developed a detailed concept for an IT solution with the help of Zaza Javelidze, a Georgian ICT expert, to identify functional and technical requirements for introduction of an e-communication and information management system, including the hardware/software requirements and parameters, and determine the architecture of the system. This was accomplished through a comprehensive series of meetings with sub agencies and departments of the SRS as well as meetings with four territorial departments of the SRS in Osh city. Additionally, Mr. Javelidze was introduced to the

technical capabilities of the staff and the current IT equipment capacity to gain an understanding of what e-communication system is most suitable for the SRS. This resulted in development of a report “Final Assessment on Identified Functional & Technical Requirements for Introducing the E-communication System at the State Registration Service (SRS) Central Office (CO) & 6 Sub Agencies.”

Within this report, Mr. Javelidze presented two solutions for consideration. In discussions with the SRS, it was identified that solution #1 is optimal in meeting their requirements. The SRS followed up by providing GGPAS with comments to Mr. Javelidze’s final report and a draft budget for implementing solution #1. The SRS had a different view with regard to the equipment specifications on the basis of their future needs, whereas Mr. Javelidze focused on the SRS’s current needs. To meet the partner’s requirements and consider their feedback, Mr. Javelidze partially revised his report, which was accepted by the partner in mid-June.

Solution #1 included a series of recommendations on system users’ and administrators’ manuals, relevant policy documents, and other internal procedural documents necessary to institutionalize the suggested e-communication and information management solution. It also includes a detailed implementation plan.

Additionally, in May, GGPAS launched an activity to help the SRS to implement recommendation #6 of Phase 2, to develop a holistic vision to more effectively manage its system consisting of 13 structural units within the central office, six sub agencies, and 251 territorial offices, institutionalize strategic planning and program budget processes, outline actions to change the personnel management system (PMS) to human resources management system (HRMS) and standardize the services throughout the SRS system.

In June, local consultants and a Georgian strategic planning expert as a team leader conducted stakeholder meetings and customer focus groups to make a comprehensive analysis and assessment of the existing structure and legal framework. On July 11-12, these findings were presented to the SRS senior and middle managers at a two-day strategic planning workshop. The workshop was attended by the SRS leadership, including the Chair, State Secretary, three Vice Chairs and Heads of six subordinate agencies of the SRS. Participants were introduced to the concept of strategic planning, as well as basic tools and methodologies that help organizations develop, monitor and evaluate implementation of strategic plans. After the presentations, they were able to formulate the SRS vision, mission, objectives and medium-term corporate value services. In addition, institutional priorities were developed for the next medium-term strategic objectives and program results. The second international consultant in civil service joined the workshop to present the Georgian example of Citizen Service Centers.

Further, the consultants worked closely with the SRS management to draft the three-year institutional development plan for 2016-2018 and presented the document at two half-day workshops for the SRS senior and middle managers on July 16 and July 22. First set of key performance indicators (KPI) developed on the basis of discussions was also presented and discussed.

In parallel, a local financial and program budgeting consultant collected and analyzed information on financial and accounting system of the SRS in close collaboration with financial and economic units of the central office. This information was partially used to describe the financial system in the assessment of external and internal environment.

During his first visit, Vakhtang Gordeladze, the strategic planning consultant, developed an action plan for local consultants to implement for phase two and a template for 2016-2018 Institutional Development Strategic Plan of the SRS with KPIs.

Nato Gagnidze, the second international consultant in civil service, developed a standardized public services package for the SRS and prepared a presentation “Concept Paper for Pilot Population Service Centre of Jalal-Abad City” describing the structure and service design of the pilot Citizen Service Center (CSC) which consists of customer area (front office) and operational area (back office). The SRS intended to deliver this presentation to Jalalabad City Mayor’s Office and negotiate allocation of a land plot for potential construction of a CSC there. GGPAS planned to support the renovation of this CSC, however, suspended the activity which was pending at development stage. This initiative will most likely be rejected due to time limitation as an activity requiring at least up to six months for full implementation.

During the last quarter of the reporting year, GGPAS initiated two activities with the SRS to develop a three year internal and external communications strategy for 2016-2018, recommendation #7 of Phase 2, and improve information exchange and management through e-communication system in the central office of the SRS, a second stage of recommendation #3 of Phase 1. However, these two activities have been also suspended till the end of November until further notice from USAID. The partner has been informed about the suspension and stop order for the grants have been formalized and signed by GGPAS. Additionally, cancellation of the bilateral agreement compelled GGPAS suspend another pending activity to support the SRS develop a concept for anti-corruption council under recommendation #5 of Phase 1.

The SRS being one of the successful and committed partners of GGPAS demonstrated less participation in project activities starting from mid-July. This was related to its workload with the upcoming parliamentary elections in early October by which the SRS should complete biometric registration of citizens, improve and finalize voters’ list and be prepared to citizen identification on the basis of biometric data at the elections. GGPAS program team and the international consultants had difficulties with meeting, in particular, the POC Dastan Dogoev, the SRS Vice Chair, and receiving timely responses to e-mails. However, the SRS Chair Alina Shaikova was more available for meetings and inquiries all this time. At the meeting of GGPAS to announce about the suspension decision of USAID held on September 2, she noted the unfortunate circumstances adding the SRS was greatly benefiting from GGPAS projects, particularly with respect to strategic planning of the SRS, e-communication and the service centers. She also expressed interest in completing the ongoing activities that were held on. The Chair added that on September 3, 2015 the local council members of Jalal-Abad city will discuss the issue of allocation of a land plot for the SRS CSC in Jalal-Abad City.

Quality and Accessibility: In 2014, the government authorized the SRS to establish the Unified State Register of Population (EGRN). This registry of biometric data – including all 10 fingerprints, a digital photograph of the face, and handwritten signature – will use personal identification numbers (PINs) to streamline and integrate a variety of government datasets, and eventually facilitate the production of biometric passports. The government allocated 250 million KGS (nearly \$5 million) to support this government priority to prevent corruption and forgery, reduce bureaucracy and simplify important processes of registration and documentation. According to the SRS, under the initial stage, the basic model of EGRN will be based on the citizen PIN used to be issued by the Social Fund of the Kyrgyz Republic, and include a unified information environment that integrates the following systems and databases: Registry of civil status acts; Database of issued passports; Biometric population database; and Registration system of residential addresses.

From September 2014 to March 2015, GGPAS supported a local non-governmental organization (NGO) Taza Shailoo in its nationwide campaign to increase citizen understanding and confidence in

the national unified citizen biometric registry process. Taza Shailoo conducted nearly 160 roundtables and community meetings with more than 5,800 local government officials, community leaders, and ordinary citizens across the country. It launched two information centers in Bishkek and Osh with 30 trained experts and 90 volunteers, and printed 60,000 copies of information materials in Russian, Kyrgyz, and Uzbek languages for distribution. It also produced a monitoring report with results and findings about the biometric data collection process presented to the government representatives in Bishkek. On their own initiative, Taza Shailoo conducted flash mobs, additional information sessions and round tables in Bishkek, Chui and Osh provinces per requests from the local authorities and the government.

According to the SRS, as of September 18, 2015 about 2,849,542 million people, representing 75.51% of the total number of population over 16 years old submitted their biometric data. Despite pessimistic prognosis for collecting biometric data in a short time and disputes over the mandatory nature of the procedure, the overall results show that more than half of citizens provided their biometric data. The SRS noted the role of the information campaign conducted by Taza Shailoo throughout the major collection process, since the government failed to allocate sufficient funds for this purpose. The SRS Vice Chair Dastan Dogoev said that the limited information brochures printed with their resources was insufficient for the entire country and the information resource centers in Bishkek and Osh served as a great resource to increasing public access to reliable information about the process.

Residents of rural communities and ethnic minorities especially needed accessible information about biometric registration in a simple language because the notion of biometrics was new and lack of understanding caused uncertainty and doubts. Taza Shailoo filled a critical gap in knowledge for citizens and *aiyl okmotu* officials responsible for collecting the data. Talant Ismailov, Head of Jalalabad city administration (round table in Jalal-Abad city, October 2, 2015) said, “We did not fully understand why the government needed this database. Now we know how to provide guidance to our departments and local activists.”

ZAGS Renovation: Additionally, in April, GGPAS initiated an activity to upgrade the existing heating and electricity capacity of two critical SRS Registration of Civil Status Acts (ZAGS) offices in Bishkek City and Kara-Suu District. According to the SRS, the primary component of the EGRN will be an automated registry of civil status acts (e.g. birth, adoption, marriage, divorce, and death). Currently this registry is maintained and documents/services are provided by a number of Civil Status Registration Offices (ZAGS) across the country. Until recently the registration of civil status acts has been maintained and archived by hand on paper by the ZAGS department. Currently SRS is testing an automated information system in ZAGS (AIS) that has been already introduced in 59 district ZAGS facilities throughout the country. This system will be a web-based application to enable online registration of citizens' status and to serve a unified state registry of population (EGRN), and will provide a shared access of all stakeholder state bodies of the Kyrgyz Republic for accessing accurate personal data on registration of civil status acts. Following the results of a pilot introduction and testing in Bishkek and Sokuluk region in September, which was conducted in 2014, the ZAGS AIS system will be rolled out in stages across the country. Representatives of the SRS have pointed out that the existing electrical infrastructure of most ZAGS offices initially installed decades ago cannot support the electrical requirements of the computers and office equipment needed to implement the modern electronic systems. Many of the ZAGS offices will require significant capital expenditures in the coming years for needed building improvements and upgrades to the utility/supports systems (e.g. telephone and internet communications, electricity supply, illumination, fire and security system, etc.). Not investing in this can have disastrous results, similar to a fire in September 2014 in the SRS Citizen Service Center in Osh.

The renovations of two key ZAGS offices, completed at the end of August, will help improve services for 915,700 citizens of Bishkek and 348,645 citizens of Kara-Suu district by ensuring they have sufficient facilities to successfully introduce a single AIS for all civil registration acts that will ultimately be integrated with the universal biometric registry (EGRN). Complementing this support, the leadership of the SRS requested additional funds from the government for major renovation of the exterior building of the ZAGS office in Bishkek. At the presentation of automated information system “AIS ZAGS” on June 18, Prime Minister Temir Sariyev supported allocation of 15 million KGS to the renovations. On September 23, the SRS held first round of the tender committee meeting for the required works.

Next steps: GGPAS is developing an activity with the Association Taza Shailoo to help citizens in target communities assess and rate the effectiveness of 22 services provided by the SRS using a variety of tools, and develop a prioritized list of leading perceived corruption schemes employed by citizens and employees or leading bureaucratic obstacles to accessing these services. The activity will involve an international M&E consultant to assist Taza Shailoo monitor and evaluate 22 SRS services. As a result, leading civil society advocates and the SRS Public Advisory Board representatives should be informed and empowered with data and specific recommendations to constructively engage with the SRS to prioritize interventions for improved service delivery and potential solutions in line with citizen priorities.

Additionally, GGPAS is exploring the recent government initiative on public participation in monitoring and evaluation of public services. This initiative is supported by UNDP’s “Capacity Development Facility” project and implemented by Center for Public Policy (CPP). As part of the project, the CPP will update a methodology to monitor public services for quality compliance with the standards of public services listed in the Unified Registry of Public Services and will monitor selected standards of public services. The methodology was developed under CDF in 2014 as a part of standardization process of public services. On September 22, initiators presented the methodology, which according to the initiators, should become a proven tool to improve service quality under project plans in early 2016, and be widely used by public organizations and active citizens. They plan to test the methodology on nine public services in school education, healthcare, social support and documentation. GGPAS program team reached out to UNDP for project details and attended the presentation to learn about the methodology, and if relevant, to encourage its partners to use it.

Public Safety and Security

During the second year of the implementation, GGPAS continued to implement and launch projects using the specific 1207 funding dedicated to supporting law enforcement reform. The areas of intervention are focused on a number of key areas identified early in the program: using external/internal data to assess and improve institutional performance, improving outreach and community engagement with target demographics, and providing targeted support to the traffic police. This quarter the program has begun looking at potential ways to improve processes at the local level including modeling performance improvement in local crime prevention centers and in district police stations.

Using Data to Assess and Improve Institutional Performance: During second quarter GGPAS launched an initiative to help the Liberal Youth Alliance, a leading civil society actor engaged in security sector reform and key partner in the Civic Union for Reform and Results (CURR), to conduct the International Crime Victim Survey (ICVS). Victims Surveys are a tool used around the world to help government and other stakeholders gain a more accurate and comprehensive understanding of criminal activity across the country than the picture painted by official crimes statistics alone. More importantly, victim surveys are used globally by police departments to help validate and/or assess the reliability of their own crime

reporting data. As prioritized in the Ministry of Internal Affairs' (MVD) own Action Plan for reform, external third-party data like the ICVS can be a highly effective tool to assess citizen perception of performance and a highly valuable management tool across the institution.

To conduct the International Crime Victim Survey (ICVS) and to ensure the research methodology and questionnaire is in-line with established best practice and provide review of the final analysis, GGPAS, on behalf of LYA/CURR, contracted an international research firm Georgian Opinion Research Business International (GORBI) as well as professor Jan Van Dijk, one of the European criminologists, who originally developed the ICVS. During third quarter the professor and the team from Gorbi worked together with the partner to tailor the ICVS methodology and questionnaire to the context in the Kyrgyz Republic. The sensitive ICVS-based questions on sexual violence and domestic violence for female respondents were put in a self-administered paper questionnaire. Questions about livestock theft, racketeering by peers (to young respondents only), concerns about the power of organized crime groups and worry about bride stealing of daughters were included. The team developed a number of new follow up questions: mode of reporting to the police (by phone or in person), did they accept your written statement, losses after burglary and possible compensation, reporting of bribe seeking to special commission, additional details of violent incidents (on bystander intervention and alcohol involvement), and the answer category of checking ID/passport as reason to be stopped by the police. The final version of the questionnaires is a high quality research tool and will produce sound and comparative data on feelings of safety, experiences with crime and the police as well as data reflecting some unique aspects of the safety situation in Kyrgyzstan.

In the reporting period, Professor Van Dijk and representatives from Gorbi also participated in meetings between the LYA and the Deputy Head of the Department on Security of the Governmental Office, Damir Sagynbaev and a meeting with Mirlan Keneshbekovich Karachalov, Head of the Department on police reform of Mol, where they discussed the methodology and timeline of the survey and the data of the public release of the final report. It is important to note that with regard to the ICVS project, the Ministry of Internal Affairs has requested that the questions regarding ethnicity be dropped in the questionnaire as well as questions about the ownership of firearms. They also requested that the public dissemination of the ICVS findings be delayed until after the elections, and a draft report is shared with state agencies for comment prior to publishing. With USAID, it was determined that the programmatic costs to complying with these requests were outweighed by the potential benefits of a successful ICVS survey being complete. Other comments and suggestions of government partners were incorporated into the methodology.

During the reporting period, local research firm, El Pikir was trained on the methodology. Fields work started with a sample size of 3,500 respondents, including a booster sample of 1,000 respondents in Bishkek metropolitan area and 1,200 in Osh region. Totally 3500 questionnaires were completed by El Pikir (local company) on the field.

The Liberal Youth Alliance as observer, monitored the process of data collection:(checked the documents and questionnaires, which must pass the interviewers; checked when database and code entry; checked when calling to interviewers based on GPS control and telephone calls to respondents on Controller's application. LYA cannot make an observation during the interview of respondents based on ICVS methodology and keeping confidentiality. LYA has carried out monitoring of trainings for supervisors and interviewers three times during the project activity. The team has concluded that interviewers and supervisors involved in the research process received basic knowledge on ICVS methodology; efficiency of some of the materials was limited by remote communication with the main coordinator of GORBI through Skype. Based on the monitoring, LYA came to the following conclusions:

- It was impossible to reliably judge the quality of the survey due to limited monitoring available only at El Pikir's office which did not include field phase;

Based on the provided information by EI Pikir staff, the organization used advanced, complementary methods for monitoring of interviewers;

- According to EI Pikir, 13% of questionnaires were discarded due to lack of proper performance of individual interviewers, after which other fieldworkers held additional interviews in the disputed areas.

Although there were doubts about the credibility of the research data, LYA/CURR to date had no reliable facts that could disapprove the quality of the "fields".

This quarter GORBI has started data cleaning and preparation for analysis, envisaged several issues with the data quality. All measures were employed to make sure that the final data meets all standards. It was preliminary decided with Jan Van Dijk- STTA, Gorbi- international research firm and LYA- Civic Union for Reform and Results "For reform and results" to set up October 8-10, 2015 as days for presentation of ICVS results in Bishkek. On October 8, 2015 will be the presentation for LYA and GGPAS (1 working day) and on October 9-10, 2015 for MVD staff and maybe for other stakeholders in Bishkek to be discussed after presentation for MVD. On October, Professor Jan Van Dijk presented analysis which was based on ICVS data.

- In an international perspective the crime problem in Kyrgyzstan (Bishkek) is characterized by a high level of burglary, moderately high levels of other types of theft (vehicle theft and pickpocketing), a modest level of street robberies and low levels of threats/assaults.
- In an international perspective bribe giving is relatively common; consumer fraud is not more common than elsewhere.
- In many respects, the problems of crime and corruption in Bishkek resemble those in Eastern European capitals, except that there is less violent crime.
- Willingness to report crimes to the police is somewhat below the world average, especially in the rural areas. Sexual incidents and bride stealing are almost never reported.
- Assessment of police performance by the public is reasonably good in international perspective (better than in Eastern Europe)
- In an international perspective victim satisfaction is low.

During third quarter, to complement the ICVS activity, GGPAS initiated a new activity (BIS034) to encourage the Ministry of Internal Affairs (MVD) Central Administration and the Information Analytical Centre to consider initiating improvements to the current way they collect crime-related data using new tools and methods, analyze the data with statistical software, and identify ways to use the data for more effective planning and public reporting in line with international best practice. To initiate this project, GGPAS hired Dr. Georgi Glonti, a Georgian crime data analyst who is part of the GORBI ICVS team, to conduct a series of presentations to the Information Analytical Center and the Central Administration of the Ministry of Internal Affairs (MVD) with an introduction to the use of modern methods and software platforms to collect and analyze crime-related data.

During his trip, Dr. Glonti met with the Head of the MVD Central Administration Mr. Abdyjaliev, Deputy Head of the Main Informational Center, Mr. Ismailov, and Deputy Head of the Department for Police reform, Mr. Dolosbaev, to discuss the current situation on the collection and management of information on crimes. Dr. Glonti also met with the Head of the Main Informational Centre Mr. Boobekov and his Deputy Mr. Ismailov. Based on these meetings and discussions Dr. Glonti developed a presentation on international best practice with regard to the collection, management, and analysis of crime-related data and provided examples of how law enforcement agencies in comparable environments ensure data integrity, manage and analyze data, and use the analysis to assess performance of individual departments/units, identify appropriate management responses, and share the presentation to the wider public. This presentation was presented to the 25 participants

represented by the Central Administration and the Main Information Center, formerly the Information Analytical Center.

During the presentation, Dr. Glonti explained the benefits of using automated data management systems, and gave examples of systems that contain all information about citizens and cars and explained how they could be used effectively to shut down the trade in stolen vehicles. He also explained potential positive results such as -- reducing the time for processing passports, certificates and various documents, reducing the incidence of accidents, improving the quality of services from the patrol officers, and establishing various databases after installing the automated system in other countries. Such an automated system would allow them to obtain statistics on the types of crimes committed and analyze the data.

Following the presentation, Dr. Glonti developed a set of recommendations including a number of potential initial steps/initiatives that the MVD – IAC and CA, may take to help them improve the way that they collect data, ensure its integrity, analyze it, use it to assess performance and inform management decisions (planning, formulating budgets, and allocating human resources), and report it to the public. He carefully studied information on the activities of the Ministry of Internal Affairs, the legislation of the Kyrgyz Republic, crime related data, reports from NGOs, and various analytical documents related to the security sector.

During debrief with the GGPAS team and the USG senior law enforcement advisor, Mark Paresi, Mr. Paresi commented that the reception of the MVD to Glonti was un-precedented. He stated that it was “Absolutely amazing movement on the part of the MVD...Dr. Glonti will be a great asset for the ICVS.” He also said that if implemented, some of the project ideas could be a "game-changer" that other development partners could really build on.

During the reporting period Dr. Georgi Glonti was involved as an analyst to ICVS data. In October, Dr. Georgi Glonti conducted series of presentation on ICVS results for GGPAS, US Embassy, Government of the Kyrgyz Republic and the Ministry of Internal Affairs.

Improving Outreach to Target Demographics: The MVD Reform Action Plan prioritizes increasing the professional capacity of the MVD staff to better engage communities and identifies specific activities to achieve this objective including: developing basic curricula, training manuals, and practical guides on effective community engagement; and organizing targeted study-tours to learn about international experience and best practice on curriculum development. Focusing on developing positive practices with these relatively young police inspectors early on, has the potential for magnifying effects in the future.

During third quarter GGPAS continued the implementation of the activity (BIS035) to support the Juvenile Delinquency Unit under the Main Department of the MVD to improve the ways that Inspectors engage at-risk youth about crime prevention and other relevant topics. Using the designed Handbook/Manual and Pocket-Size book, the consultants conducted two pilot trainings for 20 Juvenile Delinquency Inspectors (JDIs) in Bishkek and Osh. The training focused on the following themes: psychological issues to prevent crimes among juveniles: age-related development of children, specific features of juvenile development and psychological features of children with deviant activities; effective communication; conflict prevention and mediation; and, crime prevention among juveniles, including international practice. The main aim was to receive feedback on the content of the Handbook/Manual. Based on feedback from the pilot trainings the working group together with corrector and graphic designer worked on editing and designing the Handbook, Manual and Pocket-size reference book. During fourth quarter, the GGPAS program's financed the printing of the 730 copies CDs of Handbook, pocket book and curriculum in Russian and Kyrgyz languages.

As a follow-up to this activity, following positive feedback from the PPR team, during third quarter GGPAS launched an activity to expand on the above activity. Under BIS043, GGPAS will help the Juvenile Delinquency Unit at the Ministry of Internal Affairs (MVD) to train 700 Inspectors on the new curriculum and manual. This activity was divided into two phases. In the first phase, 317 Inspectors of the Unit from Bishkek, Chui, Osh city, Osh oblast and Jalal-Abad will be educated on tools to better engage at-risk youth about crime prevention and other relevant topics through a two-day training session based on a developed Handbook for Juvenile Delinquency Inspectors. In the second phase of the activity, and based on positive results from the first phase, 383 additional Inspectors will be trained. It is expected that this activity will be implemented by NGO.

Additionally, under BIS040, GGPAS continued to work with the Neighborhood Inspectors on an activity that will provide the unit with a realistic and sustainable concept for a web-based public communication solution, including the required internal business processes and estimated costs/equipment that, if implemented, will help them to more accurately communicate to the public pertinent identifying information (e.g. name, photo, badge number, and contact information) about the neighborhood inspectors currently assigned to their communities.

During third quarter, GGPAS contracted a local company -- composed of a team of business process analysts and IT consultants, along with specialists on security issues -- to work closely with the MVD Main Department for Public Security, relevant departments (HR and IT), and a selection of municipal police departments, to assess the current capacity and map the relevant existing ("as is") business processes for how relevant staffing information is compiled, shared, updated and communicated publicly. As part of the process, and in close collaboration with stakeholders, including civil society and communities, they will identify the specific information important to achieve the transparency objectives in the action plan. The assessment will be conducted in the northern cities of Naryn and Karakol, as well as in the southern municipalities of Kyzyl-Kyia, Osh, and Jalalabad cities by two teams of consultants. From this assessment they will develop two possible solutions with "should be" processes and cost estimates/equipment specifications that will enable the Department to develop and maintain an improved and reliable "Your Neighborhood Inspectors" web-based platform on the existing MVD website, with desired public information. If one of the two proposed solutions is feasible and the partnership continues to be fruitful, GGPAS will consider expanding the partnership to implement the solution through a subsequent activity. If the selected proposal is implemented, the solution could be a key step in improving transparency, accountability and public confidence in local police forces.

During the reporting period, Centaura-Dev company worked on questionnaire (previously approved by USAID/GGPAS) with the regional police departments, on July 13, 2015 they visited Naryn oblast and met with representatives of At-Bashy and Kochkor police departments; on July 14, 2015, they visited Issyk-Kul oblast and met with representatives of Santash and Tamchy regional police departments; on July 15, 2015 - they visited Osh oblast and Batken oblast, where they met with representatives of Nariman police department and Kyzyl-Kyia police department; on July 16, 2015 - they visited Jalal-Abad oblast and met with representatives of Oktaybr and Uzgen regional police departments. After completion of field works, Centaura-Dev company presented final assessment report including "As Is" business processes and draft version of the report including "Should Be" business processes maps with two recommended solutions and detailed cost calculation, description of proposed IT system architecture and IT equipment specifications, as well as requirements for training of relevant personnel to ensure system is operational and maintainable by MVD employees. GGPAS recommended Centaura-Dev update the content of the assessment report including "Should Be" business processes maps with two recommended solutions and adjust English version of the report.

During the assessment of the Ministry of Internal Affairs and regional offices, following results were obtained:

- Requirements for the Web page "Your district inspector" were formed
- An audit of Ministry's IT infrastructure was conducted
- "Maturity" assessment and the readiness of the organization to the implementation of IT projects were conducted
- Assessment of HR processes in the Ministry's HR department and regional offices was conducted
- The assessment of aspects of conducting works of the Juvenile Unit Inspectors in the Northern and Southern regions of Kyrgyzstan was conducted.

Targeted Support for More Effective Traffic Police: During third quarter, GGPAS completed implementation of the activity with the SRS to support the design of an automated information system (AIS) that will integrate and exchange data among a variety of databases with information about driver and vehicle registration. The designed AIS solution will be a single automated and integrated system that exchanges data among a variety of databases containing relevant information about driver, vehicle registration and data on registered previous traffic infractions including both at the central and territorial offices. It will enable the collection, storage, update and analysis of data on vehicles, equipment, registration plates, as well as their legal owners, and facilitate the provision of this information to relevant authorities of the Kyrgyz Republic and other eligible persons in electronic format, including the Ministry of Internal Affairs (MVD), Traffic Police.

A local company "IFS" designed technical specifications /architecture of software system of the State Registration Service (SRS) and provided a solution for the development of the automated information system (AIS) on the registration of vehicles and drivers through submission of cost estimation and a test manual for its implementation. The AIS Concept with two phases of implementation and its budget with equipment has been designed and approved.

It is important to note that SRS management and some structural units (Department of Vehicle and Driver Registration and the State Institution "Specialized Centre for Information Services") have approved an AIS Concept that was developed in line with SRS objectives and expectations. SRS was provided with detailed technical design of an automated information system (AIS) for the vehicle and driver registries, which when installed will enable automated responses to traffic police (DPS) requests for driver and vehicle information foreseen under the "Safe City" project, or such a project to be re-launched by the government. Formation of a single-date database of vehicles and drivers will provide opportunities for integration with other public bodies, which are authorized to obtain relevant information from the database of transport and drivers. Implementation of the designed AIS Concept will start the process of improvement and optimization of business processes, standardization of procedures and services in the field of vehicle and registration of drivers through the use of new technologies and automated data processing. The Concept identifies a centralized approach to implementing the ambitious task of creating an automated system.

On June 1, 2015, the Prime Minister Temir Sariyev called a meeting with the Anti-Corruption Working Group of the Defense Council at which the SRS updated the Working Group on progress of development and implementation of AIS necessary to enable the "Safe City" project. At the meeting, the SRS highlighted USAID's support to develop the detailed design of the AIS system architecture and a phased plan for its implementation. Additionally, given the recent obstacles to "Safe City" implementation, the SRS presented its vision of how a scaled-down "abbreviated Safe City" project could be piloted in a small city like Karakol in Issyk-Kul province. Also, the SRS developed and shared a full year concept for the creation of the AIS for driver and vehicle data to support the overall reform efforts of the MVD and, in particular the traffic police (DPS), consisting of four phases: Design,

Development & Testing, Installation, and Training. At this meeting, USAID was asked to commit to providing follow-on support to implementation of the AIS. While, USAID is supportive of efforts to reduce opportunities for corruption among the traffic police, and more broadly to use technology in feasible ways to improve government service delivery, unfortunately, the meeting showed that the SRS lacked constructive communication with the MVD and they had different visions on implementation of the AIS. Therefore, USAID decided not to support this SRS led initiative until the MVD and the SRS had a specific and unified concept of the AIS implementation.

GGPAS continues to engage with the traffic police, exploring opportunities to help them realize their stated objectives with regard to more transparent and more diverse recruitment. This quarter, GGPAS launched an activity “Advancing Crime Prevention Work through LCPCs”, by providing a grant to the Foundation for Tolerance International (FTI), a leading non-governmental organization, and hire a national consultant in institutional performance improvement to conduct an institutional context assessment for Local Crime Preventions Centers (LCPCs) generally and specifically consider the existing procedures/business processes in four active LCPCs considering four active LCPCs in the south of the country, develop an Administrative Manual & Resource Toolkit that can be used by LCPCs nation-wide, conduct training on the manual and facilitate the development of four unique and realistic one-year Crime Prevention Operational Plans with the four target LCPS. This activity will support four Local Crime Prevention Centers’ - Sulaiman Too LCPC in Osh City, Batken town LCPC, Kara-Kuldja LCPC in Osh province, and Bazar-Korgon LCPC in Jalalabad province -- improve administrative performance, and set realistic one-year crime prevention objectives and corresponding tasks to target priority issues in their communities, while developing a replicable model for better administration and planning to be used by LCPCs and other stakeholders across the country. As a result Local Crime Prevention Centers across the country will better achieve the legislated purpose of preventing crimes in their communities, improving awareness of laws and rights among the population, and increasing public participation in maintaining public order in order to improving safety and security in communities; while contributing to broader public safety and security objectives in the MVD Reform Action Plan and the National Sustainable Development Strategy.

Given the recent cancellation of the bilateral agreement, in line with GGPAS Activity Manual and the GGPAS Task Order, on August 28, 2015, USAID requested the GGPAS team to suspend the ongoing activities and suspend the development of the planned activities outlined in the GGPAS workplan and listed as “pending” in the database.

During fourth quarter, following activities BIS040 MVD: Designing "Your Neighborhood Inspector" Web page and Management Processes and BIS043 MVD: Improving Engagement of Juvenile Unit: Training #1 were suspended. Also, this quarter, following activities BIS058 Supporting Competitive Recruitment within Traffic Police, OSH010 Optimizing Citizen Complaint Process at Nookat District Police Department were rejected.

Due to the denunciation of the bilateral agreement and taking to an account the recommendations, which were given by PPR team, the GGPAS program will explore opportunities to partner with the non-governmental sector (civil society and private sector) in ways that will help to achieve objective #2: expand access to and improve the quality of citizen services. Implicit/Included in this objective is the third objectives suggested by the 2015 PPR team: “Empower non-GOKR institutions to pressure, support and oversee service delivery. “

During the second year of the program implementation GGPAS faced with MVD bureaucracy and their closed communication on approving/concurrence for proposed activities. USAID and GGPAS

conducted several meetings, proposed the realization of the considerable projects for MVD, but still from the MVD side there are no decisive steps towards the implementation of projects.

Next steps: This quarter, GGPAS has conducted several program meetings and meetings with NGOs, and in line with USAID's Program Guidance/Criteria for New Activities started the process to draft Concept Note for five Security Sector Activities:

- **BIS073** Under this activity GGPAS is going to provide a grant to LYA to analyze the existing stakeholders and their roles and achievements in development and reforms through designing a visual map of stakeholders and preparing an analytical report—both of which will be accessible for stakeholders to update as necessary. The implementation of this activity will allow to identify linkages between stakeholders, common priorities, existing and planned activities as well as gaps through a visual map of stakeholders, and provide a deeper understanding of the key issues to better coordinate and improve the effectiveness and efficiency of civil society input into ongoing law enforcement reform. As a result, in line with the Ministry of Internal Affairs (MVD) Measures and Action Plan for reform, this project will help to strengthen cooperation between police and communities in ensuring public safety, particularly on monitoring the implementation of institutional reforms;
- **BIS079** “Institutionalizing ICVS through increasing awareness, availability and utility of ICVS data among key stakeholders”. This activity will support the leading civil society stakeholders engaged in security sector reform through building their capacity to manage and utilize international comparable crime-victimization data. Under this activity, Liberal Youth Alliance/Civic Union for Reform and Results (LYA/CURR) will hire experienced criminologist to conduct advanced workshop on Crime Statistical Analysis (possibly Russian speaking Criminologist with Statistical background);
- **BIS084** “Improving engagement of local communities in Juvenile Delinquency prevention”. This activity will help PF “Generation Insan” to equip social workers from schools, parents associations and representatives of local authorities on youth affairs and NGO representatives related to the Juvenile Delinquency issues and NGO representatives related to the Juvenile Delinquency issues with new knowledge and tools to better engage at-risk youth about crime prevention and other relevant topics; to present the results of training to Oversight Security Sector Council, Ministry of Education and Science, and Donors Community. Under this activity, the “Generation Insan” will conduct series of trainings based on developed Handbook and training Manual to focus audience as social workers from schools, parents associations and representatives of local authorities on youth affairs. “Generation Insan” will collaborate with existing commission on children’s affairs at AO to facilitate training process among focus audience. The training will be focused on the following themes: psychological issues to prevent crimes among juveniles: age-related development of children, specific features of juveniles’ development and psychological features of children with deviant activities; effective communication; conflict prevention and mediation; and, crime prevention among juveniles, including international practice;
- **BIS085** “Increasing awareness of drivers about traffic rules and safety with youth engagement” This activity will support PF “Urban Initiatives” to engage active youth -volunteers to conduct Interactive Research on the road with partnership with Traffic Police. This activity will be accompanied with mobile media campaign about Driver’s Ethics and Traffic Rules. PF “Urban Initiatives” will select volunteers from schools and together with youth conduct an Interactive Research “Testing drivers” on the road. Creative youth will stand on the road along with Traffic

Police, stop drivers and ask 10 questions related to traffic rules. Drivers, who pass the “test” successfully, will get a positive sticker. It helps to identify a level of driver’s knowledge in traffic rules and attract public attention to traffic problems (lack of knowledge of Traffic Rules, interaction between participants on the road: a driver, a pedestrian and Traffic Police. Also the activity will be supported by mobile media campaign (TV, radio and social networks discussions) about Driver’s Ethics and Traffic Rules. This activity will have opportunity to provide drivers to get knowledge about traffic rules, youth will be actively involved in the discussions, project will have public resonance in Mass Media, Interaction research will figured out specific problems in Traffic Rules knowledge. Besides will be developed recommendations and provided to Traffic Police, auto schools, taxi services, Urban Transportation Department, educational agencies: Universities, schools and kindergartens. Besides, PF “Urban Initiatives” will improve their capacity on traffic issues and conducting national level media campaign;

- **BIS086** “Increasing awareness among children on traffic safety and traffic rules”. This activity will help NGO “Dorojnaya Bezopasnost” to enable the local communities (parent associations and schools) in improving its engagement with youth and children on traffic safety through traffic playgrounds, joint actions and activities that will allow to raise knowledge and skills of youth and children on traffic security and reduce number of traffic accidents among children. Under this activity NGO “Dorojnaya Bezopasnost” will introduce a model of mobile traffic playground in cooperation with Parents Teachers Associations (PTAs) at schools in Bishkek novostroikas to support existing “Young traffic police officer” program. Additionally, playgrounds will be used by parents associations and schools in their joint actions and activities aimed to reduce the number of traffic accidents among children.

Tax Service and Business Documentation:

During the second year of the program implementation, GGPAS continued its ongoing partnership with the State Tax Service focused on improving customer experience/customer service in select tax service centers, and improving human resource management within the central office.

Institutional Strengthening: Human Resource Management: On May 27, 2015 STS and IFC presented the approved STS strategy for 2015 - 2017. This Strategy was developed in accordance with the objectives defined by the National Sustainable Development Strategy for the KR for the period 2015-2017 and approved by the Resolution of the Government of the KR # 265 of April 29, 2015. The Strategy included four main priority areas in STS activities:

1. Improving STS functions and business processes;
2. Enhancing STS human resource capacity;
3. Developing taxpayer motivation;
4. Increasing tax collection capacity.

Taking into account the necessity of enhancing STS human resource capacity, this quarter, the STS continued to make progress on their phased plan to transform their personnel unit into a modern human resource management unit, capable of ensuring qualified and productive human resources necessary to deliver on the strategic objectives for the institutions.

During third quarter, the STS established an HRM Task Force to support an experiential capacity development process for the HR Department of the Central Office (HRD CO) and to design concepts

for an electronic HRM System. The local vendor and international HRM expert, who previously provided support under the related BIS010 activity, engaged with the HRM Task Force to implement the STS HRM Strategy and Action Plan. The STS put forward the State Secretary as the primary focal point to ensure full engagement. This successful collaborative effort has led to initial results. This quarter under this activity the HRM Task Force worked out a concept for an eHRM system, a recruitment system and a motivation system for the HR Department of the CO, regulation on the HR Department of the CO, Job descriptions for 10 staff units of the HRM Department, conducted detailed analysis of the work processes of each HRM staff member of CO STS and Legal Analysis, and ToT provided by an international HRM expert to the HRM Task Force.

Improved Customer Service: In 2014, the USAID GGPAS program worked with the STS training center to revise and finalize a set of materials to function as a “Service Center” in-a-box and increase the institution’s ability to more effectively and systematically expand the network of Service Centers in key locations in the future. In parallel GGPAS helped to renovate and equip two strategically-located centers in the Alkan section of Dordoi Bazaar in Bishkek and in Aravan district in Osh province, which serve approximately 7,000 traders and 25,000 taxpayers respectively. Additionally, the program provided resources to pilot training on the use of the revised Service Center guidance with employees of both locations. Since the opening of these facilities, the STS have reported significant increases in services provided and a perceived reduction in corruption among tax payers using these facilities.

The STS reported in the local press that following support from USAID GGPAS, the Tax Service Center in Dordoi issued eight times more patents and received nearly 2.5 times more property tax payments when compared with the first quarter last year. (Jan-Mar 2015 compared with Jan-March 2014: 29,232 from 3,479 patents; and 5,525 from 1,282 property tax payments) Lastly, the STS reported that they received and were able to process 4,023 tax declarations, which is 523 more declarations than the same quarter (January – March) last year.

Similarly, in follow-up monitoring visits with the management of the STS Service center in Aravan, the management has observed that the average number of entrepreneurs registering has increased by six fold per month in the first three months (average of 703 new entrepreneurs per month compared with a steady 100 per month prior to the service center). Mr. Kubanychbek, who oversees registration of entrepreneurs said, “Before we registered 100 new entrepreneurs each month and it was a stable figure. Now, we are overloaded. Approximately 600-800 new entrepreneurs have been registering every month.” Since opening the center, the number of patents issued in the first quarter was 57% more than in the first quarter last year. Additionally, they issued these patents and completed their reporting in almost half the time, reflecting a dramatic increase in efficiency.

During a monitoring visit by USAID conducted in May 2015, out of a small sample of randomly selected traders in Alkan Bazaar in Dordoi, 80% confirmed having accessed services by the new facility in recent months, and reported that it was both more convenient and reduced opportunities for corruption.

The Development Strategy of the State Tax Service for 2015-2017, launched in April 2015, includes among its four priorities the goal of increasing taxpayer motivation. One of the key tasks contributing to this priority is: “Task 8: Expanding Services for Taxpayers” and “Measure 8.1: Increasing the number of service points/service centers rendering one-stop shop services with the introduction of video surveillance system”.

In line with this strategic priority and building on the initial joint investment, in early 2015, the STS requested the USAID GGPAS program to consider providing support for them to launch four additional

Tax Service Centers to serve Osh city, Kara-Suu Bazaar, the Nookan district of Jalal-Abad province in the south, and a second Service Center in Dordoi Bazaar. According to the STS, poor facilities and ineffective tax administration negatively affects the quality and accessibility of services currently provided. State Tax Service authorities have expressed their desire and tentatively agreed to collocate representatives of the Social Fund and the National Statistics Committee, within the STS “Service Center”.

Based on prior investment, this quarter GGPAS launched an activity(OSH012), to support launch of a second STS Service Center serving Dordoi Bazaar, this activity will improve access to services provided by the State Tax Service to approximately 5,000 additional clients, primarily traders and employees from small/medium enterprises working in the southeastern sector of Dordoi Bazaar, increase official tax revenues, and reduce perceptions of corruption among the clientele using these facilities. The second Dordoi Service Center will allow for the collocation of representatives of the Social Fund, and the National Statistics Committee further streamlining access to services across the government. Through these and other efforts, the State Tax Service is expanding services for taxpayers, taking tangible steps to formalize members of the informal economy and increase state revenues, and in general, supporting a more enabling environment for small and medium businesses in Kyrgyzstan.

Also this quarter GGPAS continued support of the STS by launching an activity (OSH008) STS Service Centers serving Kara-Suu Bazaar & Nookan.

Kara-Suu district of Osh province has a multi-ethnic population of 343,729 people. Kara-Suu Bazaar is the second largest market in Kyrgyzstan after Dordoi. Kara-Suu STS currently has a small office located in the market, which currently serves 3,720 traders and laborers working in the Bazaar. According to STS counterparts, opening a service center here will provide better quality services to these clients, but likely attract an additional 4,700 clients from surrounding neighborhoods, as these facilities will be more accessible than the main STS tax office located in Kara-suu city. Nookan district of Jalal-Abad province is a multi-ethnic area with a population of 26,518 people. Nookan STS currently serves 11,645 taxpayers among which 1,190 are patent based small businesses, 120 physical entities, 55 state agencies and 280 juridical entities as well as 10,000 land tax payers.

This activity will improve access to services provided by the State Tax Service for approximately 8,420 clients living and working in the area surrounding Kara-Suu Bazaar, and 11,645 taxpayers and entrepreneurs from Nookan district. Additionally this activity will help to increase official tax revenues collected by these facilities, and reduce perceptions of corruption among those that use the facilities. This activity will also provide material support to help the Training Center train the employees using the “Service Center” manual and curriculum (developed under OSH002). The STS will pilot an M&E process using qualitative and quantitative indicators developed and described in the Employee manual to assess the Service Centers’ services provided to taxpayers. Establishing these Service Centers will allow for the collocation of representatives of the Social Fund and the National Statistics Committee, further streamlining access to government services. Through these and other efforts, the State Tax Service is expanding services for taxpayers, taking tangible steps to formalize members of the informal economy and increase state revenues, and in general, supporting a more enabling environment for small and medium businesses in Kyrgyzstan.

Due to denunciation of the bilateral agreement by the Government of the Kyrgyz Republic, GGPAS had to suspend the implementation of the following projects: OSH008 “Launch of STS Service Center in Kara-suu Bazaar and Nookan District” and OSH012 “Launch of STS Service Center in Dordoi Bazaar #2”.

Next steps: In second quarter, GGPAS conducted several meetings and phone calls with the Osh STS management to continue support by launching of STS Service Center in Osh City. It was agreed that Osh STS will install containers, which will be rehabilitated into a new Service Center by GGPAS. To date, STS did not buy and install these containers, the reason for delays is change of management due to rotation process.

Energy Sector Reform:

GGPAS supported the Ministry of Energy and Industry to procure 22 Electro Metering Standards with a certified Russian translation. In July, the standards and their translation were handed over to the Ministry of Economy's Center for Standardization, the responsible state agency for officially adopting the standards. An international energy expert helped to develop a summary of recommended mandatory requirements for data exchange standards for the energy sector and presented it to key energy sector stakeholders on June 4. These standards are critical to establishment of the independent settlement center, a main component of the government's plans to improve efficiency and reduce corruption in the sector. This support complemented the long-term engagement in the energy sector by the USAID Energy Links program.

In the second quarter of the reporting year, GGPAS engaged USAID Energy Links in a burgeoning performance improvement community of practice. This engagement led GGPAS to develop a plan to initially help inform key stakeholders within the energy sector. In coordination with Energy Links, two potential targets for enhanced performance improvement – notably Osh and Jalalabad Electricity distribution companies – were identified. GGPAS engaged KNO Worldwide to develop a summary of similar work conducted in Georgia, and have proposed to bring representatives from a Georgian firm and PMCG Consulting from Tbilisi to Bishkek to illustrate the potential of performance improvement within this sector and reform initiatives in Georgia and the tangible improvements they have witnessed firsthand.

Next steps: GGPAS explored ways to engage with a civil society organization in this focus area to spend the remaining part of funding and complete potential activity implementation by June 2016. In early September, GGPAS program team held meetings with Unison, a leading civil society organization in energy sector, and is developing an initiative to support with development, implementation and M&E of a one-year communication strategy for Unison. The activity will empower citizens with practical solution to overcome possible energy shortages during the coming winter, resist corruption practices and reduce consumption by knowing their consumer rights and responsibilities. As an organization, Unison will increase its capacity to conduct effective public outreach campaigns.

Food Security & Agriculture:

At the start of the reporting period, GGPAS implemented a grant with the International Fertilizer Development Center (IFDC) to help ensure successful conclusion of a fruitful partnership between the governments of the United States and the Kyrgyz Republic under the \$20 million Economic Development Fund, while increasing availability of improved wheat seed for the fall 2014 planting season for 42 seed farms across seven oblasts prior to the 2015 planting season. The project covered the costs of 15 staff members for a period of two weeks, office rental, and transportation costs necessary to manage the distribution of 400 metric tons of seed to six regional warehouses for further distribution among 42 seed farms.

Additionally, GGPAS continued to engage USAID Agro Horizons project to determine how GGPAS could complement their efforts within the Ministry of Agriculture through leveraging HICD methodology

and performance improvement tools within this sector. The Agro-Horizons team proposed two potential initiatives:

- First, the government has called on an “optimization committee” to determine a new structure for the Ministry of Agriculture, which is expected by the end of May. Once this structure is proposed, GGPAS will explore the potential of conducting a functional analysis that could use HICD tools to outline a performance improvement plan that USAID Agro-Horizon could help to implement.
- Second, GGPAS could employ HICD tools/processes to conduct a management review and outline for processes and procedures for Inter-Agency Agriculture/Food Security Working Group.

On July 13, the Optimization Expert working group provided restructuring recommendations according to the revision of the organizational structure of the Ministry of Agriculture (MoALR) at the presentation on “Functional analysis of the state administration system in the agricultural sector”. GGPAS was planning on initiating an activity (BIS076) in August, however, suspended the design in July after the cancellation of the bilateral agreement.

Next steps:

Currently, GGPAS is developing a project in partnership with Helvetas, an international network of independent affiliate member organizations working in the field of development cooperation and emergency response, to complement their ongoing irrigation governance project (SEP II). These funds will be used to support the stakeholder identification and implementation of renovations to three critical irrigation canal systems -- Pravaya Vetka in Nookan and Bazar Korgon districts of Jalalabad, and Saparbaev and Kyrgyz Ata canal systems in Nookat district of Osh provinces. These three separate irrigation water canal-systems are used by 22,420 member households of 16 Water Users' Associations (WUA), to irrigate approximately 27,111 hectares of arable land. As a result, these households will increase access to and have equitable distribution of irrigation water while also modeling good governance practices among targeted WUAs.

Performance Improvement Management Consulting Services:

In February, an international capacity development consultant organized a two-day training for 35 local consultants and a half-day workshop for 25 public sector managers on key topics and best practices for institutional strengthening. The trainings and workshop were based on a capacity-building needs assessment with local consulting firms, which are engaged in performance improvement with the public sector.

During third quarter GGPAS launched an activity, to provide local consulting companies and non-governmental organizations the opportunity to increase their understanding of fundamental principles of human and institutional performance, learn innovative performance improvement approaches and tools, and to network and expand relationships with their international peers. Ultimately this will enhance the capacity of local management consultants and non-governmental organization representatives as service providers, help them to grow their business and public service opportunities, and reduce the overall cost to local and national institutions of utilizing them to undertake participatory HICD performance gap analyses and subsequent performance solutions.

During the reporting period GGPAS funded travel costs for approximately 7 local consultants from both private and non-profit sectors focused on institutional performance improvement, utilizing the

Human and Institutional Capacity Development (HICD) and institutional performance improvement methodology, and 10 GGPAS employees, that participated in a regional workshop “Focus on People and Performance: Beyond Training to Organization Results” organized in Istanbul, Turkey, by the International Society For Performance Improvement (ISPI).

Three days conference started with pre-conference session “From Assessment to Institutional Performance Improvement – Public Sector Context of the Kyrgyz Republic, which was conducted by Maia Gogoladze, USAID GGPAS Chief of party and Uran Bolush- GGPAS Program Development Officer. Also, GGPAS’s three local experts facilitated the following group sessions:

- “From Personnel Management System to Human Resources Management System” - Vladimir Shiryayev
- “E-Project Management Solution” - Felix Shapiro
- “Strategic Planning tool as a process of long-term institutional & human performance improvement”- Suiunbek Syrdybaev

ISPI President Dr. Klaus Wittkuhn and other professors and international consultants conducted sessions on Performance Improvement (PI), PI’s tools/processes/methods, PI analysis.

One of the key speaker Dr. Temel Kotil, CEO of Turkish Airlines made a presentation and told about Turkish Airlines performance development. As of February 2015, Turkish Airlines operates scheduled services to 280 destinations in Europe, Asia, Africa, and the Americas, making it the fourth-largest carrier in the world by number of destinations. Turkish Airlines is also the operator that flies to most countries.

Turkish Airlines is one of the best companies, which is permanently working on performance improvement.

Also, Istanbul Electricity, Tramway and Tunnel General Directorate (IETT) which is Public Bus Transportation Authority, presented information about the company, services, customer satisfaction survey. IETT is a government agency providing public transit services for people live in, working in/or visiting Istanbul. Participants of the ISPI conference were split in five groups and prepared simulation for IETT. The simulation was designed to give conference participants the opportunity to respond to an actual request for consulting support from the Istanbul Public Bus Transportation Authority.

Participation at the HICD conference for GGPAS team was useful, they learned new tools/processes/methods, which are going to use to improve their own performance and help to maximize program outcomes of the GGPAS program. Participants added that following tools/processes/methods are applicable for GGPAS program as: balanced scorecards, performance system mapping, system thinking, SOAR as performance management tool, strategic framework.

Additionally, during third quarter GGPAS initiated an activity, to engage a number of international and national performance improvement consulting companies to implement a year-long capacity building program for fifty (50) private sector performance improvement consultants that maximizes demand-driven relevant knowledge transfer and identifies institutional options for similar capacity-building support in the future. The implementation of this activity will enhance the capacity of private sector management consultants that provide performance improvement consulting services to public sector institutions helping to expand their business opportunities and increase client satisfaction. As a secondary benefit, six (6) public sector institutional practicum participants will receive targeted consulting services to improve their own performance. GGPAS hired KNO Worldwide company to conduct a yearlong training, During the reporting period STTA, Mari Novak worked closely with local consultant and presented Local Consultant Capacity Building Program, which included: Training program goals and objectives, Criteria for Evaluation, Selection Criteria for Participants, Report on identified partner/host institutions with short justification, Program Session Modules for Local

Consultants (LC), Training session reports, Practicum selection criteria for targeted organizations and Practicum management process steps.

GGPAS Local Consultant Capacity Building Program will include 6 sessions (Principles of Performance Consulting, Principles, Part 2 Solution Set Interventions, Project Management, Monitoring and Evaluation, Communications, Lessons Learned and Preparation for Practicum) and practicum.

Taking into account a uniqueness of this activity, USAID's Business Growth Initiative Program, AgroHorizon Program and Collaborative Governance Program express interest in participation and potential involvement in the Year Long Professional Development Training. Three candidates from these programs will take participation at these training. GGPAS has sent 130 invitations for potential participants and received 51 expressions of interest. According to the selection criteria, GGPAS selected 43 participants. It is expected, that two sessions will be conducted in October 2015.

V. Management updates

PROGRAM MONITORING & EVALUATION HIGHLIGHTS

Completed Program M&E Milestones

- November 2013: TO Startup Meeting
- March 2014: Phase 2 Initiation Meeting
- May 2014: Year one PPR
- June 2014: Semi-Annual Work plan Review
- October 2014: USAID Portfolio Review
- March 2015: Annual Program and Workplan Review
- May 2015: Year two PPR
- September 2015: Suspension of the projects

Second-year Program M&E Milestones

GGPAS Annual Program & Workplan Review

While the Annual Workplan Review (Strategy Review Session outlined in the Task Order) was completed in March 2015, during this quarter the SMT finalized the memo and action points.

Action Points:

- **Employee Committee:** GGPAS SMT will encourage the team to form an Employee Committee, whereby the various teams elect/select 2 or 3 of colleagues to represent staff concerns to the SMT on key issues. The USAID COR is willing to share the experience of the Embassy FSN committee including how they operate as a feedback loop to the embassy management, including their procedural rules, confidentiality, etc. If formed, the SMT will allow staff representatives to periodically participate in the SMT meeting to provide any feedback or raise any concerns, if any.
- **Task Forces:** The GGPAS SMT will encourage the team to establish a number of task forces comprised of various team members and reflect the program's functional diversity and individual employees' leadership qualities. At least one task force member should be present for part of an SMT meeting every fortnight or month. These task forces could focus on various issues include the following.

Steps taken

GGPAS staff has been introduced with ideas/recommendations on possibility of the creating of the Employee Committee and Task Forces. GGPAS senior management and USAID encouraged staff to take advantage on implementing these concepts that could promote better collaboration between staff members and team building spirit.

- Process analysis and documentation redundancies: Tackle redundant steps, documentation and processes from the perspective of compliance and not historical precedent. Eliminate all that do not have a basis in law, government regulations or international best practice. The task force

should be prepared to offer answers to the question WHY when making decisions to keep or discard documentation or parts of processes. Specific requirements that were questioned included: the activity timeline, use of multiple "Checklists", the requirement of a final evaluation form, and closeout memos for projects under budget in lieu of an activity note with Adjustment button.

Steps taken

GGPAS senior management in close collaboration with GGPAS Units Managers has been worked out and updated manuals, business workflow and related documents.

- **Human Resource Management:** Under the guidance of the HR Manager, the task force will review the notes from the Gilbert Behavioural Model exercise and explore ways to identify tangible recommendations about ways the team can improve human resource management. The team could explore improved processes like including 360 feedback in performance appraisal, putting together professional development plans related to their jobs, establishing a training committee, etc. These plans would help to spearhead some of the planned professional development that will likely be instituted during the final year of GGPAS in preparation for closeout.

Steps taken

GGPAS senior management closely works with HR Manager to improve HR process, to set up internal processes for HR management, to conduct HR trainings. For example, on October 8, 2015 GGPAS management conducted Ethics and Team moral Training. Annual Written Performance Evaluation Form fills up for each employee, besides GGPAS COP takes advantage to discuss performance issues on individual cases with individual staff members.

Additionally, the Senior Management Team will explore the various recommendations:

- **Provide More Feedback:** Based on feedback from employee committee and task forces, the management team will disseminate more frequent updates to communicate progress and follow-up, with action items, dates and responsible parties clearly delineated.

Steps taken

GGPAS conducted staff meetings, where USAID and senior management disseminate updates, program progress, follow up actions, identify responsible persons, ask feedback (suggestions) from the staff.

- **Institute an Orientation:** SMT to develop and deliver a "canned" new staff programmatic orientation to GGPAS, with USAID focusing on the programmatic side and IRG focused on the operational side. Once again, different team members can develop and own different modules so that the burden is spread more equitably amongst management and staff.

Steps taken

USAID Program Director conducted orientation for new employees (Program Development Officer and Grant Manager) in Osh office, Grant Manager conducted orientation for newly selected Grant Manager in Bishkek office. During Program meeting USAID and GGPAS

COP introduced to the staff changes in program development (USAID Program Guidance/Criteria for New Activities) and implementation.

- **Travel more often to Osh:** Commit to a regular management visitation schedule for Osh. Ensure that the SMT de-briefs as a group after each visit so that the next visitor can follow up and management speaks with one voice amongst Osh staff. The SMT pledges to institute a visit by one SMT member per month, which would spread the travel burden equally and ensure that Osh staff have the leadership they crave.

Steps taken

USAID Program Director, USAID COR, GGPAS COP, program and info team conducted several business trips to Osh during period April-September 2015. Totally-9 business trips (13 days).

- **Organize Regular Program Meetings:** On a programme where most staff members did not know programme content or achievements 18 months into its life, this is critical to overall GGPAS ownership and success. The SMT will work with the M&E and Info team to institute regular monthly programme meetings. Each meeting will cover only 2-4 Programmatic Focus Areas so each area is covered each quarter. The relevant PDOs & GMs prepare for the meeting, and initiate the discussion and will identify the following, which tracks with the structure of the quarterly report:
 - Relevant contextual changes
 - Programmatic outcomes, achievements, possible Success Stories
 - Obstacles & lessons learned
 - Next Steps in the coming quarter

These meetings will provide USAID the opportunity to help the team better understand the programming approach, help articulate programmatic outcomes.

Steps taken

During third quarter, GGPAS conducted two program meetings, on May 22 and June 16, 2015.

The following questions were discussed at these meetings. Discussion of the results and recommendations of the USAID Program Performance Review (PPR) team, the Summary of Achievements under each focus area for quarter 3, 2015 and GGPAS Work plan review. Conducting the program meetings will help the program team to better understand:

- *Contextual Awareness/Political Economy Analysis;*
- *Understanding of the GGPAS big-picture/ USAID programming guidance;*
- *How to capture program outcomes/results/impact and improve the reporting/success stories.*

During fourth quarter, GGPAS conducted three program meetings, on September 8,9,15.

The following questions were discussed at these meetings:

- *Current program situation due to denunciation of the bilateral agreement*
- *Suspension of the some program activities for 90 days, starting from September 1, 2015 till November 30, 2015*
- *Discussion of the re-programming of the program funds, USAID's guidance and new criteria's for potential activities, Brainstorming of the potential NGOs*
- *Presentation of the potential new activities*

GGPAS Second Annual Program Performance Review (PPR) Summary:

As outlined in the Task Order, USAID planned to conduct a Senior U.S. Government Review of the USAID/Kyrgyz Republic GGPAS Program toward the end of the first year of implementation. The Program Performance Review (PPR) is a key component of the GGPAS performance management plan. This PPR will examine whether GGPAS has achieved sustainable results towards the goals and objectives above. Conducted annually, it is an iterative tool to analyze, evaluate, and refine thinking primarily at the programmatic levels, particularly regarding GGPAS' core development hypothesis: "If fleeting political will is supported by timely, responsive, and robust technical assistance, then durable long-term governance results will be generated despite the uncertain environment." This review will be used not only to help assess overall program results, but also to make course corrections as necessary, and help the USAID Kyrgyz Republic and USAID build on the this strategic investment.

Since its inception, the GGPAS team has experienced/observed limited willingness at the highest levels of government for major/substantive policy reform indicating a desire for a radical break from the status quo. It is precisely these policy-level "game changers" that are necessary to bring about rapid and large-scale improvements to the citizen experience within the established time line of the USAID GGPAS program. (March 2014-August 2016)

Despite obstacles at the policy level, there has been considerable political will for reform at the institutional level. The program has had the most significant programmatic traction supporting institutional reform/strengthening in key service delivery agencies at the central level using an inclusive performance improvement approach, drawing on USAID's HICD methodology. The most successful partnerships to date have developed with institutions that have progressive and reform-minded leadership, including the State Tax Service, State Registration Service, and the Ministry of Social Development.

The program is resulting in substantive developmental outcomes/achievements with these key partner institutions, and at the mid-way point, has already begun to focus its resources on these most successful partnerships to maximize program results in the relevant sectors/focus areas. The support to improve institutional performance reflects USAID's expectations of GGPAS articulated in the first program objective: "To improve management processes in key institutions to formulate better policies and deliver services more effectively and efficiently."

The PPR team identified that while substantive, the expected results of these institutional performance solutions still remain several steps removed from the actual citizen experience with government services. The institutional performance improvements within the central offices are necessary precursors to--but by themselves insufficient for--key state agencies to ultimately deliver services that match the expectations of all its citizens.

To date, the program has been less successful at helping partners realize tangible improvements to the way citizens receive services. Since the program's inception, USAID expected that GGPAS would support improved quality and expanded access to key citizen services. To these ends, the support GGPAS provided to the State Tax Service Citizen Service Centers in Aravan and Dordoi is the best example of programmatic achievements to date. This support has paired localized improvements to institutional management processes with more tangible assistance to the institution, including the provision of a "reasonable" amount of in-kind goods and services, including capital expenditures currently unsupported by limited government budgets. The PPR team recommended the program to continue these efforts and also explore opportunities to realize similar tangible improvements to both the quality of and access to citizen services with its other most successful partners, including helping to realize additional service delivery gains with regard to taxation, citizen documentation, public safety and security. Additionally the team should continue to explore opportunities as they present themselves with regard to the other touchstone services by which citizens assess the government: social protection, health, and education.

It is important to remember that the "citizen service window" can be more than just a brick and mortar facility; it can have a broad interpretation including e-services and third party "support" services that can help to improve quality and access. The program should take steps to ensure to the greatest extent possible that the intervention is connected to larger institutional strategic priorities. Also the team should maximize opportunities for the central structures to expand and/or replicate successful pilots more widely across the system moving forward. Finally, it is also important to remember that even perceived improvements to the citizen experience with regard to government services will help to ensure stability and also help to demonstrate that "democracy delivers". The program should refrain from supporting initiatives that in effect are "putting lipstick on a pig"; however, when substantive improvements are indeed being realized, helping partners better communicate to citizens about these gains can have a magnifying effect with the citizens.

Program Meetings: During third quarter, GGPAS conducted two program meetings, on May 22 and June 16, 2015.

The following questions were discussed at these meetings. Discussion of the results and recommendations of the USAID Program Performance Review (PPR) team, the Summary of Achievements under each focus area for quarter 3, 2015 and GGPAS Work plan review. Conducting the program meetings will help the program team to better understand:

- Contextual Awareness/Political Economy Analysis;
- Understanding of the GGPAS big-picture/ USAID programming guidance;
- How to capture program outcomes/results/impact and improve the reporting/success stories.

During fourth quarter, GGPAS conducted three program meetings, on September 8,9,15. The following questions were discussed at these meetings:

- Current program situation due to denunciation of the bilateral agreement
- Suspension of the some program activities for 90 days, starting from September 1, 2015 till November 30, 2015
- Discussion of the re-programming of the program funds, USAID's guidance and new criteria's for potential activities, Brainstorming of the potential NGOs
- Presentation of the potential new activities

Potential Future Program M&E Milestones

- 2015 October: USAID Portfolio Review
- 2015 November: Draft Closeout Plan developed
- 2016 February: Closeout Planning Meeting & Final Work plan revision
- 2016 March: Initiate Case Studies in key focus areas
- 2016 June: PPR final
- 2016 July: Final Closeout Event

Database Updates: During the reporting period, to improve reporting GGPAS with USAID's collaboration revised in the Data base following information (Titles of the projects, name of awardees, clusters, activity type-suspended, numbers #6 and 7 in budget modification), no changes to scope of activities.

TASK ORDER MANAGEMENT HIGHLIGHTS

Task Order (TO) Modifications: During the second quarter of the reporting year, USAID issued a TO Modification to provide funding for Basic Education (AO55 – \$921,680) and additional Public Sector Executive funds (AO35 – \$400,000) earmarked for support to the e-Governance Academy. This TO Modification came into effect on January 23, 2015. During the third quarter, USAID Regional Office for Assistance and Acquisition (OAA) sent a letter of modification #07 dated June 26, 2015, which was an incremental funding action of \$ 1,000,000 FY 2014 Public Sector Executive Funds. IRG HQ acknowledged receipt of this modification to USAID on the same day; the modification does not require a countersignature from the implementing partner (IRG). Additionally, the USAID GGPAS TOCOR sent a letter of request asking IRG to submit a pipeline corresponding to the new incremental funding. IRG submitted pipelines on July 15 and August 24. On October 6 the COR provided his approval to one of the August 24 versions of the budget, corresponding to a TAP of \$6,860,000.

Activities Management Guide (AMG): IRG submitted an updated (second) version of this task order deliverable in October 2014. The COR reviewed this document and approved it in February 2015. IRG began working on a third version of the document in September 2015.

Fixed Amount Awards (FAAs): In September, the COR asked IRG for verification about the possibility of increasing the team's usage of Fixed Amount Awards moving forward. IRG verified that this would be possible and that the Activities Management Guide could be updated to reflect any necessary updates.

Administrative Procedures Manual (APM): In March 2015, TOCOR approval was received for an updated APM, which was revised in consideration of changes made to GGPAS staff contracts made in November 2014, ensuring that the manual is in-line with local legislation and updating administrative documentation. In September 2015, IRG began working on another set of updates to this manual, for COR review.

GGPAS FSN Labor Contracts: Starting November 1, 2014, IRG rolled out labor agreements with the local national staff of GGPAS as per local legislation.

Staff overtime hours: With programmatic requirements for staff to work outside of established office hours mainly because of irregular schedules program partners require, as well as the nature of the work, IRG, in coordination with USAID explored ways to formalize a policy that both met KR legislation requirements, while also being in line with the USAID Task Order. The decision was taken that no overtime pay would be provided to the staff..

Facebook: During this reporting period, GGPAS shared 101 posts about partner activities and achievements, as well as staff recruitment and procurement ads. 12 posts were shared during the last three months. By September 30, 2015, the page had 553 likes – earning 70 likes during the last quarter. Average annual post reach made 596: <https://www.facebook.com/usaiddggpas>

Operational Obstacles

- The bilateral agreement cancellation affected the program, since GGPAS had more and larger procurements going on than any other USAID projects, and interacted with more government agencies than any other DG program.
- At the end of August USAID requested the suspension of 12 cleared projects and 12 pending activities, in line with the criteria identified at the beginning of this report. This suspension resulted in

IRG having to issue stop-order requests to a number of vendors with existing sub-contracts, and suspended actions on a number of ongoing and planned procurements.

Remedial Steps and Opportunities

- Both program and operations teams formalized stop orders and processed final and due payments for the ongoing activities that were suspended. Partners were informed formally about the stop order until the end of November.

KEY GGPAS PARTNERS & POINTS OF CONTACT

NAME	POSITION	ORGANIZATION/ AGENCY	ADDRESS
Ainura Chekirova	Executive Director	Analytical Center “BizExpert”	90A, Toktogul St. +996 312 935-581 +996 553 206-053 Bishkek, Kyrgyz Republic
Ainura Usupbekova	Executive Director	Association “Taza Shailoo”	49/28, Gertsen St. +996 312 471-627 +996 312 477-941 +996 777 911-010 Bishkek, Kyrgyz Republic
Bekbolot Bekiev	Project Manager	Development Policy Institute	44, Usenbaev St. +996 312 976-530 (31-34) Bishkek, Kyrgyz Republic
Larisa Marchenko	Head of the Monitoring and Strategic Planning Unit	Ministry of Education and Science of the Kyrgyz Republic	257, Tynystanov St. +996 312 620-529 +996 555 409-330 Bishkek, Kyrgyz Republic
Aibek Kaliev	Deputy Minister	Ministry of Energy and Industry of the Kyrgyz Republic	119, Akhunbaev St. +996 312 561-822 +996 312 561-114 +996 312 560-899 Bishkek, Kyrgyz Republic
Paiza Suyumbaeva	State Secretary	Ministry of Health	148, Moskovskaya St. +996 312 662-614 Bishkek, Kyrgyz Republic
Baikadam Kuramaev	Chief of Directorate of International Cooperation	Ministry of Social Development of the Kyrgyz Republic	215, Tynystanov St. +996 312 665-060 +996 550 647-776
Medetbek Aitkulov	General Director	National Electricity Transmission Company	326, Jibek Jolu St. +996 312 661-001 Bishkek, Kyrgyz Republic
Vyacheslav Goncharov	Director	NGO Door Media	101/1, 402 Manas Ave. +996 312 463-261 +996 543 861-951 Bishkek, Kyrgyz Republic
Abdisamin Anarbaev	Director	Osh Interregional Children’s Hospital	Saliev St. +996 3222 55-712 +996 777 771-115 Osh, Kyrgyz Republic
Oleg Tarbinskiy	Deputy Director	State Personnel Service	10, Togolok Moldo St. +996 312 620-405 Bishkek, Kyrgyz Republic

NAME	POSITION	ORGANIZATION/ AGENCY	ADDRESS
Dastan Dogoev	Deputy Chairman	State Registration Service of the Kyrgyz Republic	44, Orozbekov St. +996 312 664-819 Bishkek, Kyrgyz Republic
Oktyabr Abdykayimov	Deputy Chairman	State Tax Service	219, Chui Avenue +996 312 615-168 Bishkek, Kyrgyz Republic
Murat Mukambetov	First Deputy Head of Government Office	Government Office of the Kyrgyz Republic	207, Abdymomunov St. +996 312 638-720 Bishkek, Kyrgyz Republic
Gulnura Toralieva	Head of department	Department of Information Support of the Government Office	207, Abdymomunov St. +996 312 664-054 +996 557 702-929 +996 772 388-333 Bishkek, Kyrgyz Republic
Shamshybek Mamyrov	Head of department	Department of Information Policy and International Cooperation at the Ministry of Internal Affairs	469, Frunze St. +996 312 266-245 Bishkek, Kyrgyz Republic
Almaz Moldokmatov	Head of sub-division	Sub-division on neighborhood inspectors, the Main Department of Public Security, the Ministry of Internal Affairs	469, Frunze St. +996 557 310-164 Bishkek, Kyrgyz Republic
Azamat Abdrahamanov	Head of sub-division	Sub-division on juvenile delinquency inspectors, the Main Department of Public Security, the Ministry of Internal Affairs	469, Frunze St. +996 553 898-937 Bishkek, Kyrgyz Republic
Kuvanychbek Shadybekov	Head of Department	Public Administration and Personnel Policy Department (PAPPD) under the Government of the Kyrgyz Republic	207 Abdymomunov St. Government House Bishkek, Kyrgyz Republic +996 312 625-342 +996 312 960-269 +996 312 960-279
Timur Shaihutdinov	Co-Chair	Liberal Youth Alliance	+996 (312) 315912 +996 (553) 888194
Abdykerim Muratov	Director	Osh Education Institute	97 Atabaev St. Osh City, Kyrgyz Republic +996 (772) 299088
Jalalbek Baltagulov	Director	Union of Local Self-Government	313-314, 96 b Kiyevskaya St. Bishkek, Kyrgyz Republic +996 (312) 626159 +996 (312) 626151

NAME	POSITION	ORGANIZATION/ AGENCY	ADDRESS
Kalys Shadykanov	State Secretary	Minister of Education and Science	257, Tynystanov St. Bishkek, Kyrgyz Republic +996 312 620 519
Burulai Aitikulova	Program Officer, Education	Aga Khan Foundation, Kyrgyz Republic	80, Tynystanov St. Bishkek, Kyrgyz Republic +996 312 696031
Aigul Kuldaeva	Director	PF "Ergene"	68, Ibraimov St. Bishkek, Kyrgyz Republic +996 312 979508
Nurzat Abdirasulova	Director	PF "Unison"	145, Abdymomunov St. Bishkek, Kyrgyz Republic +996 312 901216
Cholpon Ergeshova	Chair of advisory board	PF "Abad"	95, B. Osmonov St. Jalal-Abad, Kyrgyz Republic +996 3722 73397
Anara Eginalieva	Director	Foundation for Tolerance International	27-36 Umetaliev St. Bishkek, Kyrgyz Republic +996 312 910757, 910858

KEY GGPAS NATIONAL PERFORMANCE IMPROVEMENT CONSULTANTS

Name	Position	Firm/ Organization	Contact Information	Area of Expertise used
Talantbek Sakishev	Director	Experts of Central Asia LLC (ECA)	58 Kievskaya street, 1 st entrance, 3 rd floor, office#1, Bishkek, Kyrgyz Republic Legal address: 6-22-80, Bishkek, Kyrgyz Republic +996 551 97 46 23 tsakishev@eca.kg	Business consulting, project management, HICD, workflow assessment, strategic planning (BIS004, BIS008, BIS016, BIS039)
Vladimir Shiriaev	HR Expert	Art Box LLC	115 a Ibraimov Street Bishkek, Kyrgyz Republic +996 (555) 914654 vladimir.shiriaev@gmail.com	HR Consulting (BIS010, BIS031)
Felix Shapiro	Senior Project Manager	EVA, Education and Career Development Fund	+996 (558) 242490 Felix@shapiro.pro	IT, software development, project and team management, workflow assessment (BIS004, BIS016, BIS027, BIS031, BIS039)
Azamat Attokurov	CEO	Institute of Management Consultants (IMC)	5 th floor, 197 Tynystanov St. Bishkek, Kyrgyz Republic +996 (312) 661982	Marketing, marketing and public awareness, strategic planning (BIS008)
Erkin Jamanbaev	Director	Center for Training and Consulting	42 Chehov Street Bishkek, Kyrgyz Republic +996 (312) 547421 edjamanbaev@strategs.com	Management consultant, trainer (BIS017, OSH003)
Nurlan Sadykov	Director	Institute of Constitutional Policy Public Union	282a Frunze St, room # 217 Bishkek, Kyrgyz Republic Legal address: 170-2 Chui Ave., Bishkek, Kyrgyz Republic +996 556 78 00 68	Lawyer, Local Self-Government (LSG) expert (BIS012)
Talant Jumazaev	Director	ISR Consult LLC	100 Turusbekov St, Bishkek, Kyrgyz Republic Legal address: 115A Ibraimov St, Bishkek, Kyrgyz Republic +996 555 52 95 55	Strategic planning, HR management (BIS010, BIS031)
Nail Haibulin	Director	M-Vector LLC	42a Akhunbaev Street, 2 nd floor, Bishkek, Kyrgyz Republic +996 312 51 18 15	Marketing and sociological research (BIS003)
Azamat Akeleev	Director	Promotank LLC	61/8 Baitik-Baatyra St, Bishkek, Kyrgyz Republic +996 555 69 06 32 aakeleev@gmail.com	Economic analysis and research, state budget, finance, micro- and macro-economic

Name	Position	Firm/ Organization	Contact Information	Area of Expertise used
				research and analysis (BIS003)
Sheradil Baktygulov	Consultant	N/A – Independent Consultant	+996 (777) 364247 sheradil@gmail.com	Analyses of governance and public administration issues (BIS007)
Svetlana Moldogaziye va	Consultant	Rich Research	molsvetlana@gmail.com	BPA, FA (BIS021, BIS047), Consultant
Suyunbek Syrdybayev	Consultant	ECA, Rich Research	suiunbeks@gmail.com suiunbeks@hotmail.com	BPA, FA expert (BIS004, BIS005, BIS011, BIS016, BIS021, BIS047)
Talgat Tashybekov	Director	Rich Research LLC	485 Jibek Jolu St, Bishkek, Kyrgyz Republic Legal address: 30 Erkindik ave., Bishkek, Kyrgyz Republic +996 778 555 278 talgat.tashybekov@gmail.com	Sampling and research methodology development, SPSS (BIS005, BIS021, BIS047)

GGPAS INTERNATIONAL PERFORMANCE IMPROVEMENT CONSULTANTS

Name	Position	Firm/Organizational Position	Contact Information	Area of Expertise used
Patrick Coughlin	Human Resource Management Specialist	N/A – Independent Consultant	+ 389 70 723 206 patrick.coughlin58@gmail.com	HICD Expert (BIS004, BIS010)
Giorgi Dzidiguri	HRM Performance Strengthening Specialist	N/A – Independent Consultant	+995 591 51 75 75; +995 595 70 84 84 g.dzidziguri@smart.org.ge g.dzidziguri@gtu.ge	Organizational development, strategic planning, monitoring, evaluation and reporting, policy analysis, policy reforms; certified HR Management expert (BIS004, BIS039)
Mari Novak	Capacity Development Specialist	KNO Worldwide 10103 Alcott Cove Austin, TX 78748	mari.novak.kno@gmail.com	HICD Expert, Consultant, Trainer, Process Analyst (BIS005, BIS045, BIS062)

Name	Position	Firm/Organizational Position	Contact Information	Area of Expertise used
Konstantine Magradze	Energy Sector Study Tour Facilitator (Georgia)	N/A – Independent Consultant	kakha@gepra.ge	Public Relations and Communications Expert (BIS008,, BIS082)
Sinclair Cornell	Communications Specialist	N/A – Independent Consultant	srcornell@yahoo.com	Communications and Media Expert (BIS017)
Vakhtang Gordeladze	Institutional Business Process and Human Resource Management Analyst	N/A – Independent Consultant	vakhogeo@yahoo.com	Institutional Business Process and Human Resource Management Analyst (BIS021, BIS064)
Nato Gagnidze	Specialist in Civil Registry Services and Organizational Optimization	N/A – Independent Consultant	n.gagnidze@irc.ge	Specialist in Civil Registry Services and Organizational Optimization (BIS021)
Nino Saakashvili	Institutional Strategic Planning Specialist	N/A – Independent Consultant	nsaakashvili@emc.com.ge	Strategic Planning, Organizational Development and Management, Monitoring and Evaluation expert (BIS031)
Allan Stansbury	Local Governance Specialist	N/A – Independent Consultant	allen@stansbury.net	Local government expert (BIS027)
Zaza Javelidze	E-Communications Specialist	DPA LLC 11 Saakadze Decent, BC Panorama 6 th Floor, Room 601 Tbilisi, Georgia 0167	zaza.javelidze@dpa.lv	Electronic communication architecture and information management solution, IT Solution Advisor (BIS048)
Andro Gigauri	Security Sector Specialist	N/A – Independent Consultant	agigauri@incgeo.org	Manual/Handbook on Effective Engagement and Crime Prevention (BIS035), project development support

Name	Position	Firm/Organizational Position	Contact Information	Area of Expertise used
Jan van Dijk	Security Sector Specialist – ICVS	N/A – Independent Consultant	Jan.vanDijk@uvt.nl	ISVA consultant, Professor of Criminology at Tilburg University, the Netherlands, Victimology expert (BIS038)
Arvo Ott	Director	e-Governance Academy http://www.ega.ee	arvoott@gmail.com	E-governance specialist (BIS050)
Ia Tsulaia	Human Resources Management Specialist	Policy and Management Consulting Group Inc. (PMCG) 101 Cosgrove Ave. Suite 120 Chapel Hill, NC 27514 +995 577 501 144	ia_tsulaia@yahoo.com	HRM Specialist (BIS047)
Georgi Glonti	International Crime Data Analyst	N/A – Independent Consultant	ilrgeo@yahoo.com	Crime related data collection and analysis (BIS034)
Graeme Moreland	Media expert	N/A – Independent Consultant	moreland@ednet.co.uk	Content improvement recommendations (BIS053)
GORBI (Georgian Opinion Research Business International)	N/A	Georgian research company	http://gorbi.com/ mpachulia@gorbi.com	BIS038, research data processing and presentations
Steven Kelly	Capacity Development Specialist	KNO Worldwide 10103 Alcott Cove Austin, TX 78748	steven.kelly.kno@gmail.com	BIS062, yearlong performance improvement trainings
Timm Esque	Capacity Development Specialist	KNO Worldwide 10103 Alcott Cove Austin, TX 78748	tjesque@ensemblemc.com	BIS062, yearlong performance improvement trainings
Ingrid Guerra Lopez	Capacity Development Specialist	KNO Worldwide 10103 Alcott Cove Austin, TX 78748	ingrid@ifnae.com	BIS062, yearlong performance improvement trainings

VI. ANNEXES

GGPAS Database Snapshot: Program Funds Control Sheet – Cleared

GGPAS Database Snapshot: Program Funds Control Sheet – Cleared + Pending

GGPAS Database Summary Report: Activity Commitment by Month

GGPAS Database Summary Report: Activity Commitment by Fund Source

GGPAS Database Report: Activities by Status

GGPAS Database Report: Activities by Cluster

GGPAS Database Report: Suspended Activities

GGPAS Database Report: Activity Media Coverage

USAID Quarterly Snapshots

GGPAS Security Sector Report DRAFT

GGPAS E-Governance Report DRAFT

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U.S. Agency for International Development

Kyrgyz Republic

171, Prospekt Mira, Bishkek,

Kyrgyz Republic, 720016

Tel: (996) 312-551-241

Fax: (996) 515-777-203

www.usaid.gov