

GOOD GOVERNANCE AND PUBLIC ADMINISTRATION STRENGTHENING PROGRAM

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FINAL REPORT

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September 2016

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ACRONYMS

AIS	Automated Information System
AKF	Aga Khan Foundation
AO	Aiyl Okmotu
BDK	Bir Duino Kyrgyzstan
CDRL	Child’s Rights Defenders League
CEC	Central Election Commission
CoP	Community of Practice
COR	Contracting Officer’s Representative
CPP	Center for Public Policy
CSO	Civil Society Organization
CTNC	Center for Training and Consulting
CVE	Counter Violent Extremism
DDGS	Direct Distribution of Goods and Services
DIS-GO	Department of Information Support of the Government Office
DOS	U.S. Department of State
ECC	E-Government Coordination Center
ECCU	E-Government Central Coordination Unit
EDF	Environmental Documentation Form
EEU	Eurasian Economic Union
e-governance	Electronic Governance Services
EGRN	Unified State Population Registry
FTI	Foundation for Tolerance International
GAMSUMO	State Agency of Local Self-Government and Interethnic Relations
GDP	Gross Domestic Product
GGPAS	Good Governance and Public Administration Strengthening
GoKR	Government of the Kyrgyz Republic
GUC	Grant Under Contract
HICD	Human and Institutional Capacity Development [USAID]

HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HR	Human Resource(s)
HRD	Human Resources Department
HRM	Human Resource Management
HRMS	Human Resource Management System
ICVS	International Crime Victim Survey
IEC	International Electrotechnical Commission
IFC	International Financial Corporation
INL	International Narcotics and Law Enforcement
IQC	Indefinite Quantity Contract
ISC	Independent Settlement Center
ISPI	International Society for Performance Improvement
ISR	Idea Solution Result
IT	Information Technology
KGS	Kyrgyzstani Som
KPI	Key Performance Indicator
kWh	Kilowatt Hour(s)
LCPC	Local Crime Prevention Center
LYA	Liberal Youth Alliance
M&E	Monitoring and Evaluation
MHIF	Mandatory Health Insurance Fund
MoE	Ministry of Economy
MoEI	Ministry of Energy and Industry
MoES	Ministry of Education and Science
MoF	Ministry of Finance
MoH	Ministry of Health
MoSD	Ministry of Social Development
MOU	Memorandum of Understanding
MSDP	Mountain Societies Development Program
MSU	Union of Local Self-Government
MVD	Ministry of Internal Affairs (Ministerstvo Vnutrennikh Del)

NABA	National Alliance of Business Associations
NASA	National Aeronautics and Space Administration
NESK	National Electricity Transmission Company
NGO	Non-Governmental Organization
NISI	National Institute of Strategic Studies
NSDS	National Sustainable Development Strategy
OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Cooperation in Europe
OTI	Office of Transition Initiatives
PAPPD	Public Administration and Personnel Policy Department
PC	Public Council
PFMS	Public Finance Management System
PIN	Personal Identification Number
PMES	Performance Monitoring and Evaluation System
PMS	Personnel Management System
POS	Point of Sale
PPR	Program Performance Review
PR	Public Relations
PSRR	Public Sector Reform Road Map
PTA	Parent Teacher Association
RAS	Rural Advisory Services
RFTOP	Request for Task Order Proposals
SOAR	Successes, Opportunities, Aspirations and Anticipated Results
SOW	Scope of Work
SPS	State Personnel Service
SRS	State Registration Service
STS	State Tax Service
STTA	Short-Term Technical Assistance
SWIFT	Support Which Implements Fast Transitions
TAP	Transition Activity Pool
TB	Tuberculosis

TES	Training and Extension System [Center]
ToT	Training of Trainers
UNDP	United Nations Development Program
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
USB	Universal Serial Bus
USD	United States Dollar
USPSC	United States Personal Services Contractor
VAT	Value Added Tax
WUA	Water User Association
ZAGS	Registration of Civil Status Acts

I.0 PROGRAM DESCRIPTION

In August 2013, the United States Agency for International Development (USAID) launched a program in the Kyrgyz Republic to help strengthen key public and private institutions critical to long-term stability and democratic growth. The Good Governance and Public Administration Strengthening (GGPAS) program was a flexible, three-year initiative that provided targeted assistance to strengthen public sector institutions to deliver key services more effectively and efficiently, while helping a range of public, private, and civil society partners expand access to and improve the quality of citizen services.

GGPAS worked across sectors as opportunities emerged, strengthening existing partnerships and establishing new relationships with key institutions. The program identified public sector institutions that were both directly relevant to the “good governance equation” and possessed the requisite political will to undertake reforms. Initiatives reflected the priorities of the Government of the Kyrgyz Republic (GoKR) and the comparative advantages of USAID. The program employed a number of approaches, including:

- Integrating institutional performance improvement processes from USAID’s Human and Institutional Capacity Development (HICD) manual
- Supporting pilot initiatives that “model” innovative processes and expand the quality and access to government services
- Enhancing capacity of local management consultants as service providers

GGPAS used a unique USAID management structure to ensure that its flexibility was used strategically rather than purely in reaction to opportunities. USAID dedicated a United States Personal Services Contractor (USPSC) Program Director and a USAID Project Management Specialist (who served as the Contracting Officer’s Representative (COR)) to the program. Both of them were co-located with the implementing partner in order to provide full-time day-to-day programmatic guidance and feedback; assist in activity design, monitoring, and evaluation; and to represent the program to partners and stakeholders. The team also used a USAID Activity Database to manage activities, ensure clarity of interventions, and enhance institutional memory and learning for USAID.

Cross-Cutting Areas
▪ Civil Service and Public Administration Reform
▪ Decentralization and Local Governance
▪ e-Governance
▪ Civil Society Service Monitoring and Engagement
▪ Performance Improvement Community of Practice (CoP)

Targeted Touchstone Service Sectors
▪ Citizen Registration and Documentation
▪ Tax Services
▪ Social Protection and Development
▪ Education
▪ Health Care
▪ Public Safety and Law Enforcement
▪ Electricity and Energy Sector
▪ Agriculture

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2.0 COUNTRY SITUATION

Since the collapse of the Soviet Union, the Kyrgyz Republic has been characterized by unstable and, at times, explosive politics, including cyclical fluctuations of autocratic consolidation, democratic breakthroughs, and outbursts of ethnic violence. The country has advanced beyond the instability and violence caused by the 2010 revolution that resulted in the ouster of President Kurmanbek Bakiyev, but the country's democratic government remains quite fragile. The population, government, and nongovernment actors are still struggling to navigate the transition toward a stable, democratic society with a government that effectively responds to the needs of its citizens.

GoKR continues to pursue progress under its own National Sustainable Development Strategy (NSDS) for 2013 through 2017, which aims to achieve successful, stable democracy along with stable growth in the gross domestic product (GDP) and household incomes. The strategy addresses the causes of instability by making the rule of law, national unity, and the integration of all ethnicities its main goals. It calls for governance reform in the public sector by increasing transparency in its decision-making and budgeting and improving the efficiency of state institutions and the quality of civil servants.

On July 21, 2015, Prime Minister Temir Sariyev signed a government resolution terminating the 1993 agreement on cooperation between GoKR and the Government of the United States. This bilateral agreement had been the legal framework facilitating the United States' development assistance to the Kyrgyz Republic. The termination followed the Kyrgyz Republic's protest against a U.S. Department of State (DOS) decision to grant a 2014 Human Rights Defender Award to Azimjon Askarov, an ethnic Uzbek journalist and rights activist currently serving a life sentence on charges 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. The renouncement entered into force on August 20, at which point USAID lost tax and customs privileges, while U.S. nationals involved in aid projects no longer enjoyed immunity and status equal to that of diplomats.

Also in August 2015, Kyrgyzstan completed its accession to the Eurasian Economic Union (EEU), which boasts a combined market of 183 million people. The other member states include Russia, Kazakhstan, Belarus, and Armenia. At this early stage, the EEU is an economic project that offers its members the benefit of eased cross-border trade and labor migration, but also poses economic risks by raising external tariffs and potentially orienting economies away from global markets.

On October 31, 2015, the U.S. Secretary of State John Kerry visited the Kyrgyz Republic as part of a Central Asian tour. Secretary Kerry held meetings with President Almazbek Atambayev and the acting Minister of Foreign Affairs Erlan Abdylidayev and took part in the official opening ceremony of the new U.S. Embassy compound in Bishkek. In a meeting with President Atambayev, Secretary Kerry highly praised the results of the recent parliamentary elections and stressed the need for a new bilateral agreement signed between the two countries. A working group comprised of representatives of DOS and the Kyrgyz Foreign Ministry is steadily examining the prospects for enhanced relations.

During GGPAS program implementation, GoKR replaced three prime ministers. The current government took office in April 2016, led by Prime Minister Sooronbay Jeenbekov (the former governor of Osh Province in the South) and Head of Parliament Chynbay Tursunbekov (the former leader of the Social Democratic Party). The next presidential election is scheduled for March 2017.

Efforts by institutions like the State Registration Service (SRS), State Tax Service (STS), and Ministry of Social Development (MoSD) can continue to demonstrate that the government is committed to fulfilling the promise of greater accountability, more transparency, and better service delivery. The policymakers, civil society, and citizens must continue to struggle against corruption, improve safety and security in their neighborhoods, and ensure the rights of all citizens of the Kyrgyz Republic are respected and upheld.

Although the GGPAS program has closed, the Kyrgyz Republic will not be alone in the ongoing transition. The U.S. Government and the international community remain committed to supporting continued development. Efforts to bolster the role of civil society, improve the Kyrgyz Republic's public institutions, and strengthen its economy will build on the seeds planted over the past three years.

3.0 ACHIEVEMENTS

During the three-year program, GGPAS successfully fulfilled its objectives of improving the institutional capacity of key institutions to deliver services and expanding access to quality services. The program also successfully served as a tactical vehicle for USAID to test political will and programming approaches and establish new partnerships for public administration reform. GGPAS served as a flexible mechanism to respond appropriately to strategic opportunities and unexpected obstacles, maximizing the results of U.S. Government investment in what continues to be a challenging and dynamic environment.

The following pages provide selected examples of GGPAS’ key achievements and help to illustrate the program’s approach and evolution (also see Table 1). Among its successes, GGPAS has:

- Helped strengthen the institutional capacity within the SRS, STS, and MoSD by using a modern approach to improve performance and optimize operations—a critical step to ultimately delivering citizen services more effectively and efficiently.
- Expanded access to and quality of services through replicable pilot service delivery initiatives, including reduced patient wait times at Osh Children’s Hospital and Jayil Hospital, improved tax services for clients in Aravan and Dordoi Bazaars, and automated SRS civil registry services in the Bishkek and Kara-Suu Districts.
- Deepened the skills of more than 30 private sector consultants who form a nascent performance improvement community of practice (CoP), whose services will be critical to helping other public sector institutions realize performance excellence and manage change.
- Launched an e-governance data exchange platform and piloted six e-services with the
- E-Governance Central Coordination Unit, while incentivizing investment in Central Asia by the Estonian Ministry of Foreign Affairs through the Emerging Donors Challenge Fund.
- Supported leading stakeholders to develop new tools and approaches to improving community safety and security—specifically the use of data to assess the performance of police, better engage target demographics, and improve traffic safety within their communities—and worked with civil society to bring security sector institutions and the people of Kyrgyzstan closer together.
- Provided targeted support to complement longer term USAID investment through the USAID “Reading Together,” Energy Links, and Agro-Horizon programs, as well as other fighting tuberculosis (TB) and human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) programs.
- Demonstrated critical programmatic flexibility following the unexpected cancellation of the bilateral agreement on U.S. governance assistance in August 2015, thereby allowing for the rapid reprogramming of nearly 3.5 million United States dollars (USD) into tax-free grants to civil society for service monitoring and advocacy.

Table 1. GGPAS Key Achievements

Primary Outputs	Year 1 March 2014 to August 2014	Year 2 September 2014 to August 2015	Year 3 September 2015 to August 2016
Number of Government Entities Receiving U.S. Government Assistance to Improve Performance	9	22	48
Number of Civil Society Organizations (CSOs) Receiving U.S. Government Assistance and Engaged in Advocacy Initiatives	14	8	21
Number of Days of U.S. Government-Funded Technical	171	1,796	1,967

Primary Outputs	Year 1 March 2014 to August 2014	Year 2 September 2014 to August 2015	Year 3 September 2015 to August 2016
Assistance in Private Sector Capacity Provided to Counterparts			
Number of Policies/Laws/Decrees Developed or Improved	6	21	54
Number of Administrative Institutional Functions Developed or Improved	12	128	381
Number of Textbooks and Other Teaching and Learning Materials Provided with U.S. Government Assistance	–	52	266,602
Secondary Outputs			
Number of Administrative Functions Developed or Improved			381
Number of Consultants Building Skills			459
Number of Consultants Contracted: International			45
Number of Consultants Contracted: National			248
Number of Days of Technical Assistance: International			1,477
Number of Days of Technical Assistance: National			8,186
Number of CSOs Supported			288
Number of Local Government Offices Supported			3,519
Number of National Government Entities Supported			124
Number of Private Companies or Consultants Supported			95
Number of Government Offices Renovated			5
Number of Mechanisms Supported for Citizens Engagement			107
Number of Person Days of Training Received			35,315
Number of Government Personnel Trained – Female			1,224
Number of Government Personnel Trained – Male			1,546
Number of Non-Governmental Organization (NGO) Personnel Trained – Female			1,274
Number of NGO Personnel Trained – Male			1,302
Number of Policies/Laws/Decrees Developed or Improved			54
Number of Public Awareness/Education Campaigns			46

3.1 STRENGTHENED INSTITUTIONAL CAPACITY

As the primary objective of the GGPAS program, interventions included facilitating a participatory performance gap analyses in the central offices of key institutions, followed by the implementation of a set of targeted solutions to streamline operations and optimize performance.

The [State Registration Service \(SRS\)](#) proved to be one of the most progressive and productive partners for the GGPAS program. Following an in-depth performance gap analysis, GGPAS helped the SRS to improve function and accountability within the central office by revising 7 business processes, 13 unit departments' functional scopes of work (SOWs), and 74 employee job descriptions. The program also developed a concept for an internal e-communication solution. The SRS achieved critical progress in increasing the accountability of its 6 quasi-independent sub-agencies by developing and adopting a sector-wide strategy for 2016-2018 and establishing 22 customer-focused service standards for the civil registration and passport sub-agencies. These standards will serve as a template for setting standards for the other 20 citizen services provided by the other sub-agencies in the future. Unfortunately, implementation of the solution package was suspended due to the cancellation of the bilateral agreement on U.S. Government assistance.

At a series of meetings in the autumn of 2015, former SRS Chair Alina Shaikova and her successor Tayirbek Sarpashev requested USAID continuation of support, highlighting how important it was to their ongoing efforts.

The [Ministry of Social Development \(MoSD\)](#) was one of the first partnerships developed by the GGPAS program, given the agency's long-term engagement with USAID and its efforts to pilot a new law on social procurement allowing outsourcing of key service delivery functions to civil society groups. In March 2014, GGPAS hired a team of consultants to conduct an in-depth institutional performance analysis, including a focus on work flow and human resources management (HRM). By the summer 2015, the MoSD had realized a number of key milestones in its institutional performance improvement road map. It established a systemization task force with clear roles, responsibilities, and sufficient authority to effectively manage the systematization process. The GGPAS consulting team procured, configured, and installed the low-cost JIRA™ project management solution on the Ministry's intranet, helping the Ministry to improve the information technology (IT) service desk and the public reception functions. Additionally, the consulting team developed a plan to integrate and configure 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™ HRM software to improve the employee performance appraisal process.¹ 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 Resources (HR) Department established revised SOWs with key performance indicators (KPIs) for the documentation, strategic planning, monitoring and evaluation (M&E), and public procurement departments and revised 20 job descriptions with individual KPIs in line with the new SOWs. The implementation of the package of performance solutions was suspended mid-stream given the cancellation of the bilateral agreement.

Supported by USAID, the Ministry was on target to dramatically improve operational effectiveness of the central office by streamlining functions of its 13 departments and adopting an integrated IT platform to better manage tasks, HR, and the flow of documents throughout the institution. Following the suspension, Minister Kudaibergen Bazarbaev stated that without USAID support for priority tasks, they would not achieve their strategic objectives for the year.

The [State Tax Service \(STS\)](#) was also one of the more progressive and engaged partners. In late 2014, GGPAS hired a team of consultants to help the STS assess the effectiveness of human resource operations within the central office and develop a phased plan to transform its personnel unit into a

¹ Alfresco is used by KLM Airline, National Aeronautics and Space Administration (NASA), and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker.

modern HRM unit capable of ensuring qualified and productive HR necessary to deliver on the strategic objectives for the institutions. The resulting HRM strategy and action plan was integrated as one of four components into broader institutional strategy for 2015-2017, approved on May 27, 2015. In line with this plan, GGPAS consultants helped the HR Department undertake an experiential learning process to eliminate duplication, revise functions, and set KPIs for all 10 departmental employees. Additionally, GGPAS helped the HR Department develop and roll out new systems for recruitment, performance appraisal, and employee incentives, providing a more objective and transparent appraisal of individual performance within the HR Department. On June 1, the Chairman of the STS allocated 100 million Kyrgyzstani Som (KGS) (USD 1.6 million) to be used, in part, to fund bonuses that will be allocated by the GGPAS-supported employee performance appraisal and incentive system. According to the head of the HR Department, this fund doubles the allocation from previous years. It was expected that this system would be expanded to the entirety of the tax service and had the potential to be a model that could be easily adapted by other ministries and state agencies. Unfortunately, implementation of the solution package was suspended mid-stream due to the cancellation of the bilateral agreement.

Engagements with the State Personnel Service (SPS), Ministry of Health (MoH), and Ministry of Education and Science (MoES) were also initiated during the first year, but terminated early given a lack of engagement, willingness, or capacity for reform among partners. These limited engagements resulted in considerable learning for USAID and prevented unnecessary expenditures on what might have resulted in less than productive engagements under a less flexible, expeditionary program.

3.2 EXPANDED ACCESS TO AND QUALITY OF SERVICES

In parallel to the institutional investment in optimization and systematization at the central office planning level, the GGPAS program also engaged at the service delivery level to develop pilot initiatives to immediately and tangibly improve access to and quality of services for citizens. During the first two years of GGPAS, USAID was reticent to make capital investment in government facilities, equipment, and IT systems; however, following two annual performance reviews reiterating the need for this type of engagement, the team was cleared to move forward.

GGPAS-renovated [Tax Service Centers in Aravan and Dordoi Bazaars](#) were launched with revised processes to improve the taxpayer experience for thousands of clients, reduce opportunities for corruption, and increase tax revenues. In 2015, the new Tax Service Centers in Dordoi Bazaar issued

8 times the number of “patents” and nearly 2.5 times more property tax payments when compared with the first quarter of 2014. Moreover, the center was able to process 4,023 tax declarations; 523 more declarations than the same quarter in 2014. Bakytbek Nurmatov Momunovich, the Director of the Tax Service Center in Aravan, reported that by November 2015, the center in Aravan had already taken in KGS 11 million (USD 145,000) more than in 2014, a 10-percent increase in revenues in less than a year.

More importantly, the renovations reduced opportunities for corruption and improved the services provided to 25,000 taxpayers in Aravan and 7,000 small business owners and traders working in Dordoi’s Alkan Bazaar. The new service centers have a service counter with eight service windows and a central station for taxpayers to use to complete documents. Prior to the renovations, employees in Aravan worked from individual offices located in a back hallway with closed doors, resulting in bottlenecks and numerous opportunities for corruption. Following USAID’s investment, the STS installed video cameras for even more transparency, accommodated the collocation of representatives of the Social Fund, and developed an agreement with a local bank to provide cashier services on the premises.

Additionally, the partnership provided the STS training center with a single revised package of materials (minimum standards, training and outreach materials) to systematically expand its network of nationwide service centers. In June 2015, GGPAS supported the launch of additional STS service centers serving Dordoi Bazaar, Kara-Suu Bazaar, and the Nooken District of Jalal-Abad; however, these projects were suspended following the cancellation of the bilateral agreement.

Similarly, a GGPAS-supported automated information management system helped the [Osh Interregional Children’s Hospital](#) reduce the average time an outpatient spends in the hospital from 12 hours to 2 hours and dramatically cut the time staff members spend on paperwork, according to statements made by the Director and administrative officers.

In October 2014, GGPAS consultants analyzed the hospital’s existing business processes and workflow and assessed the computer literacy of the employees. The resulting IT solution uses the open source IC:Bolnitsa platform and includes an intranet and a unified electronic database to automate administrative processes and streamline the flow of information and documents throughout the hospital while ensuring compliance with all legally required documentation. A team of IT professionals provided on-the-job training on the system for all 124 hospital staff.

New tax liabilities caused a 6-month delay in implementation; however, in January 2016, the Mandatory Health Insurance Fund (MHIF) invested USD 25,000 to procure necessary computer hardware to roll the system out in 8 departments of the hospital. Prior to the roll-out of this system, all paperwork was completed by hand and passed in hard copy between departments. Today, the new system is ensuring that doctors and nurses have real-time access to vital patient data, eliminating potential administrative errors. This intervention allows doctors and nurses to spend less time on paperwork and more time providing care for their young patients.

Following the successful pilot in Osh, the Director of the MHIF requested GGPAS to adapt the system to a **Jayil Territorial Hospital**. The GGPAS team conducted a new assessment, reconfigured the

system appropriately, and trained the employees in the Kara-Balta rayon hospital in less than a month and at a fraction of the cost of the pilot.

The MHIF is developing plans to replicate the system at a hospital in Issy-kul, and the United Nations Children’s Fund (UNICEF) is exploring the potential for replication in Batken and Jalal-Abad Children’s Hospitals.

During the spring of 2015, GGPAS funded upgrades to the existing heating and electricity capacity of **two critical SRS Registration of Civil Status Acts (ZAGS)**, thus improving services for 915,700 citizens of Bishkek and 348,645 citizens of the Kara-Suu District. The existing electrical infrastructure was dangerously outdated and significant upgrades were needed to support the computers required to successfully introduce a single automated information system (AIS)—which had been developed independently by the SRS—to modernize the official registry of civil status acts (e.g., birth, adoption, marriage, divorce, death). Prior to the existence of this system, the registration was maintained and archived by hand on paper by the ZAGS Department. The new Web-based application will ultimately be integrated with the universal biometric registry (Unified State Population Registry (EGRN)) and will be introduced throughout 60 district ZAGS facilities in the country. Representatives of the SRS have pointed out that the existing electrical infrastructure of most ZAGS offices (which was 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.

The projects were completed during the summer of 2015. On June 18, Prime Minister Temir Sariyev allocated KGS 15 million (USD 250,000) to complement the USAID-funded renovations. In the months following the project, clients confirmed that the services at the main ZAGS office in Bishkek had dramatically improved and direct payment to officials had been eliminated.

Finally, GGPAS helped the SRS to design a concept of an **SRS Citizen Service Center** for Jalal-Abad to unify passport and civic registry services, similar to the Georgian “House of Justice” model. In the same vein, the program initiated a project to launch a **model rayon Social Services Department (MoSD)** in Nookan Rayon, but both of these initiatives were cancelled given the tax liability associated with the cancellation of the bilateral agreement on U.S. Government assistance.

3.3 DEEPENED CONSULTING SKILLS

The GGPAS program successfully nurtured an expanding “community of practice” with knowledge and skills in modern approaches to institutional performance improvement. Expanding the pool of qualified national consultants is critical to helping government managers access the skills necessary to achieve their desired performance and effectively manage change in their institutions. Developing a cadre of highly skilled local consultants also could serve to dramatically reduce costs for USAID and other development partners who currently must bring in international consultants at far greater cost.

When possible, GGPAS support to management consultants included pairing nationals with international specialists in HICD. The program also provided opportunities for the best and brightest to tap into learning and networking opportunities provided by the International Society for Performance Improvement (ISPI) in Warsaw and Istanbul, and supported an innovative six-month professional training course developed and led by global HICD and performance improvements experts.

On March 31, 2015, **more than 30 of the country’s most talented management consultants** received certificates of achievement and attendance after finishing a 6-module GGPAS-funded training course on modern approaches to institutional performance improvement. Participants, including the current and past head of the Institute of Management Consultants, commented that the innovative approach to training—using simulations, case studies, and an experiential learning practicum—had never before been used in the Kyrgyz Republic. The experiential learning practicum provided an opportunity for participants to put into practices the skills they had learned while helping their clients improve their institutional performance. Participants provided their time pro-bono to conduct assessments and propose performance improvement solutions for the National Hospital of the MoH, the central office of the SRS, and the SRS State Enterprise “Infocom.”

The director of the hospital, former Minister of Health Dinara Sagynbaeva, said the suggested solutions were innovative, realistic, and cost effective. The Deputy Director of Infocom commented at the final workshop that the performance improvement modules were extremely important and should be made available for every public sector manager.

At the closing ceremony, organizers distributed a Performance Improvement Reference Manual summarizing each of the modules. The manual includes a DVD with copies of all training materials and tools, as well as professional bios and contact information for all participants.

3.4 PILOTED AN E-GOVERNANCE CONCEPT

In January 2015, USAID allocated USD 400,000 to the GGPAS program to support a series of two projects with the Estonian non-government **E-Governance Academy**. These projects, funded under the DOS **Emerging Donors Challenge Fund** and by the Estonian Development Cooperation under the Estonian Ministry of Foreign Affairs, sought to establish the regulatory framework and architecture for an interoperability solution that adapts the solution and experience from the Estonian [X-Road](#) platform to the Kyrgyzstan context. The intervention had been requested specifically by members of GoKR, and it had been outlined during an assessment conducted in 2014 with the government and supported by the United Nations Development Program (UNDP).

Under **phase one**, experts from Estonia provided technical support to equip the newly established E-Government Central Coordination Unit (ECCU) and Implementation Center within the government with clear policies, procedures, roles, responsibilities, and training to successfully implement an approved interoperability Action Plan. The first phase achieved minimum success.

While the government established and funded the ECCU, the leadership did not demonstrate a commitment toward inclusivity nor interest in learning from the Estonian experience. According to reports from the E-Governance Academy, the ECCU seemed more interested in promoting its own interests. It failed to identify a skilled institutional “operator” to manage the platform and was not willing to engage with critical public sector stakeholders. More than 12 months into the intervention, the ECCU leaders had failed to engage the public sector, civil society, and important private sector stakeholders into a substantive dialogue about the initiative. On two occasions, senior officials either failed to show up for or participate in important training and learning opportunities in Tallinn. According to the E-Governance Academy, throughout the first year, the ECCU failed to show leadership and initiative normally assumed by the governmental counterparts with whom they partner. Finally, by February 2016, the ECCU held an intergovernmental roundtable to discuss the project and appointed a highly skilled, committed, and collaborative project manager critical to realizing successes under the second phase.

Under **phase two**, the team provided targeted training and equipment to establish effective data exchange between three to four government databases and pilot and test four to six e-services, ensuring the establishment of sufficient institutional e-government architecture (e.g., structure, skills, equipment) on which future e-services can be developed and provided. The second phase was more successful.

In April 2015, the Estonian E-Governance Academy and ECCU successfully installed the unique [Tünduk data exchange platform](#) on servers installed within Transcom, the State Enterprise under the Ministry of Transport. System administrators from key Kyrgyz government ministries and state agencies, trained by the E-Governance Academy, piloted six e-services, including the following:

- **SRS Infocom e-service:** Allows banks to use personal data of customers to check the validity of a passport
- **SRS Infocom e-service:** Allows Kyrgyz Mail, Tax Office, and Customs Service to use a personal identification number (PIN) to search a list of passports linked to a person
- **MoSD e-service:** Allows MoSD users to inquire by PIN number whether persons receive pensions and whether the payments of insurance premiums were made
- **Ministry of Economy (MoE) Single Window e-service:** Allows the Customs Service to use the code of customs clearance folders to inquire about the relevant permits
- **Ministry of Finance (MoF) Infosystem e-service:** Allows the Bishkek Mayor’s Tax Office and Customs Service to use an internal Treasury identifier to display individual accounts of organizations
- **MoF Infosystem e-service:** Allows the Bishkek Mayor’s Tax Office and Customs Service to use PIN numbers to display information about taxpayer debts by date

The success of this platform and pilot services served as a powerful illustration of the potential for secure electronic governance services (e-governance) in the coming years.

3.5 DEVELOPED TOOLS AND APPROACHES TO PREVENT CRIME

Law enforcement reform is notoriously opaque and difficult. Owing to inconsistent political will in recent years, in August 2014, the U.S. Government allocated USD 2.8 million (1207 Law Enforcement Reform funding) to the USAID GGPAS program to capitalize on opportunities to advance fundamental reforms to the security sector while expanding the ongoing work with civil society to bring security sector institutions and the people of Kyrgyzstan closer together. This effort was designed to leverage work by USAID's Office of Transition Initiatives from 2010 through 2013.

GGPAS prioritized interventions to work directly with the Ministry of Internal Affairs (MVD) on critical issues like improving the recruitment of women and minorities, HRM, and collection and utilization of official crime data, as well as reducing corruption among law enforcement. Few of the initial interventions directly with the Ministry gathered sufficient traction. Those that did generate traction in the first year were quickly abandoned following the cancellation of the bilateral agreement when the Ministry cut off all contact.

Many of the interventions with civil society, local government, and non-MVD public sector partners were effective. Additionally, the MVD was actively engaged with many of these partners.

3.5.1 USING DATA TO IMPROVE PERFORMANCE

The MVD Reform Action Plan prioritizes “establishing new criteria for the assessment of MVD activities.” One of its objectives is that “criteria for performance evaluation accurately reflect the effectiveness of law enforcement, is transparent, and is formed from a variety of sources.”

At the national level, GGPAS supported the NGO Liberal Youth Alliance (LYA) to conduct the first ever International Crime Victim Survey (ICVS) for the Kyrgyz Republic, providing credible and comparable information about the real incidence of crime victimization and citizen perceptions of the police to form a baseline for future reforms. LYA conducted extensive outreach and partnered with a number of European criminologists to conduct seminars on the ICVS methodology and encourage secondary analysis with criminal justice students, lawyers, and members of the National Statistics Committee, among others. Throughout the seminars, LYA steered discourse toward a greater focus on why, when, and how people are victims of crime, and how can victims be better supported—a key to increasing citizen satisfaction.

To date, Parliament has been hesitant to assert its role in oversight of the MVD, but in April 2016, staffers from the Parliamentary Committee on Public Safety and Security requested copies of the ICVS survey in advance of a committee meeting with MVD. The full analysis and infographics can be downloaded on LYA's website, <http://icvs.reforma.kg/>.

At the local level, GGPAS supported the NGO Foundation for Tolerance International (FTI) to pilot with seven active local crime prevention centers (LCPCs) on the use of a community service scorecard as a tool for evaluating the performance of neighborhood inspectors. This activity also developed a set of tools/templates to help LCPCs to systematically request, host, and engage neighborhood inspectors in quarterly public meetings, as required by MVD Order #16. These tools will be compiled and distributed in an addendum to the LCPC Administrative Manual and Toolkit, referenced below.

3.5.2 IMPROVING ENGAGEMENT OF TARGET DEMOGRAPHICS

The MVD Reform Action Plan also prioritizes increasing the professional capacity of the MVD staff to better engage communities and identifies specific activities to achieve this objective, including the development of basic curricula, training manuals, and practical guides on effective community engagement, especially among juvenile and neighborhood inspectors.

In February 2016, GGPAS partner NGO FTI presented to stakeholders a newly developed Operational Manual and Toolkit. This manual, the first of its kind, can be used by more than 500 LCPCs nationwide to more systematically fulfill their function of preventing crime in their communities. Deputy Director of

the State Agency for Local Self-Government and Interethnic Relations (GAMSUMO) Mikhail Khalitov called the manual “a practical tool that anyone can use to answer questions about how to better manage an LCPC.” It includes recommendations on how LCPCs can better organize and plan their work, communicate with the community members, and learn new tools to prevent crimes. It also includes examples of one-year crime prevention operational plans developed by four pilot LCPCs from the south. The manual includes an annex designed to help LCPCs better engage their neighborhood inspectors on performance issues. This project was the result of active collaboration between the GGPAS management team and U.S. Embassy colleagues in International Narcotics and Law Enforcement (INL). The Organization for Security and Cooperation in Europe (OSCE) and British-based NGO Saferworld expressed interest in integrating this manual and action-planning process into their ongoing and future work with LCPCs. In March 2016, the LYA used the manual to support action planning in an additional 12 LCPCs, under a United Nations Office on Drugs and Crime (UNODC) project funded by INL.

GGPAS also supported a number of interventions to prevent crime and violence among young people. NGO Generation Insan developed a manual and curriculum for the MVD Juvenile Inspectors on how to engage with young people. Incorporating lessons of juvenile justice from Georgia, the NGO trained 840 school social workers and local government employees about age-related childhood development, psychological characteristics of children who display deviant behavior, effective communication with young people, and conflict prevention and mediation. The Police Academy expressed interest in integrating aspects of the approach into their curriculum for law enforcement.

The NGO Child’s Rights Defenders League (CRDL) piloted a violence prevention initiative in two schools in Bishkek. The process includes conducting an assessment of bullying and student racketeering in the school, developing a School Safety and Security Board and Violence Prevention Action Plan, and developing and delivering an appropriate training curriculum for school stakeholders to help them implement and monitor the plan. This project provides models of violence prevention that can be replicated in other schools and recommendations to key government stakeholders including the MoES, MVD, and MoSD concerning preventing crime among juveniles.

3.5.3 MORE EFFECTIVE AND ACCOUNTABLE TRAFFIC POLICE

The traffic police is among the institutions with which citizens interact most frequently. It is viewed by citizens as among the most corrupt and distrusted institutions. Additionally, a recent study on traffic safety by the National Institute of Strategic Studies (NISI) reported that the Kyrgyz Republic has the second highest mortality rate of the 53 countries in Europe and the former Soviet Union. Official statistics from the National Statistics Committee state that from 2004 to 2013, traffic accidents killed more than 10,000 people and injured nearly 62,000. As a highly present and visible entity, tangible improvements in the services provided by traffic police would translate to dramatic improvements in overall citizen satisfaction.

One GGPAS partner, the NGO Urban Initiatives, developed a “Road Triangle” outreach campaign that emphasized the critical roles that traffic police, drivers, and pedestrians play in ensuring safety on the roads. “Drivers and pedestrians need to take responsibility for their own actions,” said Sergey Doljnikov, the campaign’s coordinator. As part of this campaign, Urban Initiatives developed an [online](#) test about basic traffic safety rules. To date, more than 26,700 people have taken the test online, with fewer than 23 percent of all participants having passed. In April 2016, the group administered the same test to 310 city bus drivers across Bishkek, and only 16 percent got 8 out of 10 answers correct. As part of this campaign, Urban Initiatives modeled innovative ways to use traditional and social media to highlight the importance of traffic safety. They produced a number of [public service announcements](#) (which continue to be widely broadcast on both state and private television and radio); launched a user-driven photo campaign on Twitter and Facebook highlighting pedestrian scofflaws; and staged a [video](#) showing a common ploy that drivers use to hassle the traffic police, which rapidly went “viral” on social media with nearly 12,000 views in the first 2 days.

In parallel, the NGO “Dorojnaya Bezopasnost” piloted a [traffic safety training curriculum](#) in five target schools in Bishkek and Chui Province using an interactive mobile traffic safety playground with

mock traffic signs, pedestrian lanes, and traffic lights. They trained 500 children on basic traffic safety and 100 members of the Parent Teacher Associations (PTAs) on how to deliver the curriculum in the future. The full curriculum, including a list of materials, explanation of games for trainers, the tools for assessing behavior change, and action planning for the school is compiled into one package. This tool was distributed to attendees at a final presentation in mid-May 2016.

Finally, NGO Human Rights Movement Bir Duino Kyrgyzstan (BDK) conducted an outreach campaign encouraging drivers across the country to use the 524 newly procured Point of Sale (POS) terminals to pay their traffic fines. These terminals were recently distributed to traffic police in Bishkek, Osh, Jalal-Abad, Tokmok, Kara-Balta, and Kara-Kol cities. This effort is contributing toward a much needed public dialogue about corruption and administrative obstacles to compliance.

3.6 COMPLEMENTED USAID PROGRAMMING

The GGPAS program served a strategic function for USAID by providing targeted support to complement longer term investments through other complementary USAID programs, including “Reading Together,” Energy Links, Agro-Horizon, and efforts to fight TB and HIV/AIDS, filling critical gaps and helping to build trust with counterparts.

3.6.1 EARLY GRADE READING

At the request of the USAID “Reading Together” program, GGPAS developed a number of activities to increase access to and demand for age-appropriate reading materials for early grade students. Targeted interventions included the following:

During the summer of 2015, GGPAS supported the Aga Khan Foundation (AKF) **to improve upon and produce 26 additional episodes** of their popular television show “Reading Together,” broadcast on Balastan television to increase reading comprehension and enthusiasm among children.

In January 2016, the AKF launched an **innovative mobile phone application** that allows children, parents, and teachers access to **27 different storybooks**. The free, downloadable mobile application, called “Fun Kitep 2,” is an innovative game that lets children read stories, complete fun exercises about what they read, and then advance to unlock new books. Parents can go to www.akfgame.kg on their computers or search “Fun Kitep 2” on the Google Play store to download the application for free onto any Android-enabled mobile device. By the end of March 2016, according to statistics of the Google Play Market, the first and second versions of Fun Kitep had been downloaded more than 1,000 times each.

Procured **265,000 Kyrgyz language children’s books** to be distributed to **2,150 schools** across the country.

3.6.2 ENERGY SECTOR

In coordination with the teams from the USAID Regional Energy Security and Trade and Energy Links programs, GGPAS provided target assistance to improve transparency and efficiency in the energy sector. Targeted interventions included the following:

In April 2014, GGPAS organized a **study tour** for eight employees from the National Electricity Transmission Company (NESK) to Georgia and Armenia to learn about the regulations and management of independent settlement centers (ISCs) in these countries. The planned ISC in the Kyrgyz Republic will play a critical role in reducing corruption and ensuring transparency in this controversial sector that provides services information. Based on the laws the team developed, on July 21, 2014, President Atambayev signed new legislation to establish an ISC and, by September 2014, the Ministry issued a resolution establishing a legal framework for regulating the new center’s future operations.

In June 2015, GGPAS handed over to the MoE’s Center for Standardization (Kyrgyzstandard) **22 Electro Metering Standards with a certified Russian translation**. USAID had requested that these be procured from the International Electrotechnical Commission (IEC). The work included a set of expert recommendations for the Ministry of Energy and Industry (MoEI) for the mandatory requirements for data exchange in the sector. These standards were adopted in June 2016. They are critical to the establishment of an ISC and will improve collection and exchange of data among companies that generate, transmit, and distribute electricity in the country. This work is important to the government’s plans to improve efficiency and reduce corruption in the sector.

Finally, from October 2015 to March 2016, NGO UNISON conducted a **nationwide campaign modeling a better way to engage electricity customers**. “Be Warm, Kyrgyzstan!” included hosting 575 community workshops, helping more than 25,000 residents learn a variety of low-cost techniques to keep their homes warm in winter and save money on their electricity and heating bills. In March 2016, NESK reported a 13-percent reduction in electricity consumption in February 2016 compared with the

same month the year before. It cited warmer temperatures, but also more rational consumer practices as the source of decline. A survey conducted by experts from UNISON suggested that direct action by workshop participants accounted for energy savings of more than 421,297 kilowatt hours (kWh), or a cost savings of nearly KGS 500,000.

Additionally the campaign provided consumers guidance on how to resolve disputes and problems with their service providers through UNISON's network of community service centers—from improper charges to dealing with frequent outages. In January 2016, the UNISON service center in the Avletim village in Jalal-Abad Province helped customers successfully advocate for the company to replace an outdated transformer with a new one, ensuring reliable and uninterrupted electricity for 270 families.

3.6.3 AGRICULTURE SECTOR

At the request of the USAID Agriculture team, beginning in February 2016, **940 members of 16 water user associations (WUAs)** learned a variety of techniques and tools to improve irrigation water management and improve governance practices within their associations. These members represented WUAs from the Nookat District of Osh Province and Nookan and Bazar-Korgon Districts of Jalal-Abad Province. GGPAS supported NGOs Mehr Shavkat, Training and Extension System (TES) Center, and Rural Advisory Services (RAS) to develop and deliver trainings in line with the organizational development plans developed by each of the WUAs. Training topics ranged from joint planning, the use of innovative irrigation methods, irrigation water tariffs and budgeting, setting and meeting irrigation standards, and establishing roles and responsibilities of WUA members.

GGPAS support will enable the HELVETAS Efficient Use of Water (or SEP II, in Kyrgyz) project to invest more of its own resources to increase access to and equitably distribute irrigation water to 22,420 households using 3 critical irrigation canal systems. These include the Saparbaev and Kyrgyz Ata canal systems in the Nookat District of Osh Province, Pravaya Vetka in Nookan, and the Bazar Korgon Districts of Jalal-Abad. Collectively, these improved irrigation systems will be used to irrigate more than 27,000 hectares of arable land.

3.6.4 HEALTH SECTOR

USAID investment in the health sector prioritizes combatting multidrug resistant TB, fighting HIV/AIDS, and improving child nutrition. At the request of the USAID Health team, in early 2014, GGPAS hired an HICD consultant to lead an institutional context assessment at the MoH, which identified a number of critical steps the Ministry could take to address the management crisis at the time, prior to engaging in large-scale institutional development and reform. Later that year, GGPAS hired a team of consultants 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, M&E, and management. While the interventions were hindered by significant turnover at the senior levels of the Ministry, outside experts have found the findings of the assessment and improvement plan continue to be relevant and, if utilized, could help to chart a clear path toward institutional strengthening within the Ministry.

The May 2016 launch of the new information management system in Jayil Hospital was attended by both the Minister of Health and the Director of the MHIF. Members of the USAID Health team commented that the highly successful and visible USAID support for the hospitals in Osh and Kara-Balta contributed to a warming of relations with the current Minister, which had been complicated since he assumed the office in late 2014.

3.7 ENSURED FLEXIBILITY AND PIVOTED TO CIVIL SOCIETY

The August 2015 cancellation of the bilateral agreement and the resulting tax implications affected many USAID programs, but GGPAS was the most affected by this act. As per guidance from USAID, GGPAS cancelled or rejected 24 ongoing or planned initiatives with the public sector. Despite the unforeseen obstacles, in close partnership with USAID, the GGPAS program rapidly pivoted its programming and provided tax-exempt grants to noncommercial entities.

These projects served to test a number of different models and approaches to independent public service monitoring, channeling critical citizen feedback on service delivery, and providing a key source of data to help the public sector continue to realize policy improvements. Initiatives were undertaken to monitor services provided by the SRS, STS, MoSD, MoH, Ministry of Emergency Situations, and local governments.

Targeted support was provided to improve the performance and planning of the Public Councils (PCs) for STS, MoH, and MoSD, as well as to complement support of the USAID Collaborative Governance program to the Coordination Council of PCs. These PCs have the potential to serve a critical function to help improve the inclusivity of public policymaking. One initiative laid the groundwork for PCs to continue shadow monitoring of the Organization for Economic Cooperation and Development (OECD) Istanbul Anti-Corruption Action Plan in years to come.

Finally, a number of initiatives were undertaken to raise awareness and empower citizens with information to resist petty corruption, specifically with respect to traffic police, electricity companies, and at state oncology centers.

As envisaged during the design of GGPAS, the flexibility inherent in this model ensured that despite the obstacles resulting from the cancellation of the bilateral agreement, USAID was able to maximize programmatic investment, despite what continues to be a dynamic and uncertain environment. In the last 10 months of the program, GGPAS pivoted to provide grants to noncommercial entities and channel critical citizen feedback on service delivery, a key source of data to help the public sector to continue to realize improvements and improve policies. Additionally, GGPAS helped to cultivate an expanding CoP focused on modern approaches to institutional performance improvement. Increasing the depth and breadth of management consultants who can help facilitate change and improve performance in public sector institutions is a critical step to helping other institutions realize operational gains similar to those achieved directly through GGPAS support.

4.0 LESSONS & LEGACY

Over the course of the program, GGPAS evolved to be able to effectively address emerging issues and unforeseen challenges. While the program initially focused on providing direct support to the public sector, the cancellation of the bilateral agreement between the United States and the Kyrgyz Republic motivated the program to pivot toward providing grants to CSOs bearing an institutional interest in public service reform.

The process of GGPAS maturation and eventual closeout brought challenges requiring adaptive and responsive problem-solving. In many cases, the team came away with valuable lessons that could inform future projects.

4.1 LESSONS LEARNED & RECOMMENDATIONS

4.1.1 POLICY LEVEL

As per guidance from USAID, the GGPAS program focused primarily on developing relationships and assessing political will for reform at the institutional level. That said, a number of initial projects were initiated at the policy level.² These few interventions had limited success, and so did not result in expanded programming. Major policy-level reform faces a number of challenges:

- Policy makers lack a common and coherent vision for the general direction and/or prioritization of reforms.
- Despite rhetoric on key topics, high-level political will for substantive reform initiatives is frequently absent—too many in the seats of power continue to be satisfied with the status quo and benefit from rent-seeking potential.
- Where will does exist, the institutions lack the depth of capacity to effectively plan, implement, and monitor reform efforts.
- Where will for reform exists, there appears to be a lack of willingness on government counterparts to partner with USAID on these issues and/or the USAID approach doesn't align with the government's policy prescriptions (e.g., agriculture, energy reform, law enforcement).
- There does not appear to be clear political will or a common vision on the issues that are most critical to game-changing public administration reform. The government lacks consensus on **civil service reform, decentralization** (i.e., devolution, delegation, or de-concentration) **of service delivery, anti-corruption priorities, and e-governance**.

4.1.2 INSTITUTIONAL LEVEL

The GGPAS program successfully engaged with a number of key institutions to identify real political will for institutional improvement. Based on these engagements the program identified the following learning:

- By and large, the regulatory framework for key institutions—while at times contradictory and imperfect—is sufficient to allow for significant improvements to institutional performance. Institutions should focus more on implementing the laws as they are, rather than constantly focusing on legislative reform.

² Policy-level engagements included: coordinating progress monitoring on the Public Sector Reform Road Map and decentralization with the Department for Public Administration and Personnel Policy; civil and municipal service reform with the State Personnel Service; strategic communications with the Department of Information Services; coordinating Policy for Interoperability with the ECCU; oversight of implementation for the MVD Reform Action Plan; and engagement on Anti-Corruption with the Working Group from the Defense Council.

- Budget restrictions on institutions are real and significant. While increases in tax revenues are possible, given economic limitations and restrictions in the current environment, it is incumbent (and realistic) for institutions to operate more efficiently with current budgetary allowances. Institutions can do more with budget allocations that exist.
- Successful, inclusive performance improvement requires engagement with a variety of managers and department heads across different institutions. Active engagement of the State Secretary (the senior civil servant with the rank of Deputy Minister) helps to enhance the likelihood of institutionalization.
- There is real value when focusing on a limited number of key institutions. Making a substantive holistic investment is required to truly transform an institution. This process of performance improvement and change management, when substantive, has great potential to serve as a model for other institutions.
- At the same time, we can only move as fast as our partners. Partners must undertake reform initiatives while still dealing with the day-to-day management of their institutions. The pace of change in implementation is largely dependent on the pace of the partner, and our rate of investment must correspond to their timelines.
- Frequent changes in leadership and reconstitution of the functions of ministries and state agencies continue to hinder substantive and sustained performance improvement interventions.
- The GGPAS program identified willing and engaged partners within the **SRS, STS, MoSD** (later Ministry of Labor and Social Development), and following a change in leadership in early 2015, the **MoES**.

4.1.3 SERVICE DELIVERY LEVEL

Real, tangible improvements to service delivery require a willingness to invest at least minimal resources in capital improvements, including equipment, supplies, furnishings, and renovation of facilities. When properly assessed, planned, and implemented with corresponding improvements to business processes and work flow, these investments can realize dramatic improvements to service delivery.

- Tangible investments in service delivery have the potential to deliver immediate results for both citizen-clients and civil servants. Experience with SRS and STS service centers, as well as administrative automatization in regional hospitals, deliver immediate savings in efficiency, reduce opportunities for corruption, and improve citizen satisfaction.
- From the beginning, pilot projects should be designed with the central state institution to enhance potential for replication; however, this is not a requirement. These initiatives can also be successful if started from the service delivery or institutional level, to serve as a “proof of concept.” This approach can encourage healthy competition within a sector, simultaneously testing a number of different approaches.
- Tangible investments in service delivery help to strengthen the relationship and build trust with your partners. Additionally these investments benefit the leadership of the partner institutions by providing an example that they can herald to increase motivation among their internal teams and stakeholders, win support of clients and downstream stakeholder groups, and build political capital and cultivate support at the highest levels of government—ultimately carving out more autonomy to advance more systemic, but less visible, institutional reforms.

4.1.4 COMMUNICATIONS & CITIZEN ENGAGEMENT

Effective engagement with clients and citizens continues to be a primary challenge for most public sectors institutions.

- Effective strategic communications is one of the largest challenges to engaging with the public. Specifically, institutions struggle to identify appropriate “clients,” solicit sufficient feedback to develop appropriate messages, or apply the best tools to effectively deliver these messages.

- Public sector institutions can more effectively engage civil society stakeholders, sector expertise, and PC members in the policymaking process, thereby improving the quality of, understanding of, and support for policy initiatives.
- Public sector institutions do not invest sufficient resources on gathering citizen feedback on service delivery as a means to prioritizing improvements. There have been a number of methodologies and tools developed that provide very useful tools for the public sector to use internally or engage civil society independently to generate citizen feedback.
- The development of Public Advisory Boards, later changed to PCs, are an overall positive trend in the Kyrgyz Republic and could/should be used more to enhance the three areas above.

4.1.5 PERFORMANCE IMPROVEMENT COMMUNITY OF PRACTICE (COP)

A key approach of the USAID GGPAS program was to invest in developing the performance technology methods and skills within the local consultant professional community. The investment was based on the hypothesis that a larger pool of higher qualified local consultants is critical to enable public sector actors to continue achieving their own progress on performance improvement interventions. Additionally, developing a cadre of highly skilled local consultants can also dramatically reduce program costs for USAID and other development partners, who currently must bring in international consultants at far greater cost. This approach reflected best practices identified in earlier USAID investments in the Kyrgyz Republic, Georgia, and Rwanda.³

- When possible, GGPAS worked to magnify the outcome of international expertise by pairing these specialists with teams of local consultants. Not only did this approach ensure international best practice and expertise was provided to partner institutions, but local consultants were also 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.
- Consultants commented that compared to other programs to which they answered solicitations for service contracts, GGPAS provided more hands-on guidance as to expectations, provided useful tools and suggestions, and helped make course corrections along the way, which ultimately improved the quality of services to their public sector clients.
- In its final year, the GGPAS program provided a nine-month training with the following modules—Principles of Performance Consulting, Solution Set Interventions, Project Management, M&E, Communications, and a practicum. Participants, including the current and past head of the Association of Management Consultants, commented that this innovative approach to training—using simulations, case studies, and a practicum—had never been used in the Kyrgyz Republic before. The final practicum provided an experiential learning opportunity to put into practice the skills that they had learned.
- Finally the program used the annual ISPI conferences in Warsaw and Istanbul as an opportunity to help the best local consultants tap into international networks of performance improvement professionals, expanding their networks and their repertoires of tools and approaches.

4.1.6 USAID PROGRAM MANAGEMENT

The unique management model of the GGPAS program demonstrated a number of key benefits that USAID could potentially build upon:

- The program was considerably impacted following a change in mission leadership between the issuance of the RFTOP and the kick-off of the project. There was a fundamental shift in the expectations of the program, such as a greater emphasis on citizen service delivery and a de-prioritization of the population in the southern oblasts.

³ Simultaneously investing in service providers as secondary beneficiaries demonstrated a multiplier effect under the following USAID programs: the USAID Kyrgyz Republic Transition Initiative; USAID Georgia Forecast, Public Administration Reform; G3 Good Governance in Georgia programs; as well as the USAID HICD Rwanda project.

- The flexibility of the program, without a standard annual work plan and with authorities delegated to the USAID Program Director and COR for activities up to USD 250,000, ensured the program's ability to rapidly pivot programming in a dynamic context. This was particularly relevant given the frequent changes in government and following the unexpected cancellation of the bilateral agreement on U.S. Government assistance.
- The flexibility of the program also allowed it to respond appropriately to windows of opportunity. This responsiveness allowed USAID to better leverage other donor support in line with the programming objectives.⁴
- The close relationship between USAID and IRG (the implementing partner) helped to build mutual trust and confidence that strengthened program implementation. It encouraged a shared responsibility for program successes and failures.
- This close relationship also encouraged more in-depth understanding of the program's approach, the significance of the results and obstacles, and more enhanced, ongoing political economy analysis by USAID and the implementing partner. This helped facilitate sharing and coordination with all USAID technical offices and maximized linkages with the rest of the USAID portfolio and relevant departments of the U.S. Embassy.
- Use of the OTI activity database helped to streamline USAID management of the program, streamline information sharing among other stakeholders and reporting, and improve institutional learning and memory at USAID. The database proved to be an effective tool in informing management and timely decision-making processes.

⁴ This flexibility was also a hallmark of the USAID Georgia Public Administration Reform Program. Excerpt from the final report: "Perhaps the single greatest factor that enabled the above results was a USAID and PAR approach to implementation that balanced flexibility to rapidly respond to opportunities (as well as quickly divest from working with institutions where PAR did not have buy-in from the leadership to effect institutional change) in Georgia's dynamic reform environment on the one hand and modeling rigor, continuity, and process-oriented solutions on the other."

4.2 PROGRAM HANDOVER AND LEGACY

Following the program closeout meeting in February 2016, the team outlined a series of “handover” events and “legacy” products that were organized and distributed during the months of the program. The products and events were designed to extend and amplify the results of the USAID GGPAS investment by increasing targeted participants’ knowledge of and access to the tools, processes, best practices, and lessons learned developed through the USAID GGPAS experience.

4.2.1 PUBLIC SECTOR INSTITUTIONAL IMPROVEMENT

These products and events focused on sharing the tools, processes, best practices, and lessons learned to improve institutional strategic planning and HRM, implementing low-cost IT solutions to streamline institutional functions, communicate more effectively and strategically with internal and external stakeholders, and solicit and integrate citizen feedback on service delivery.

EVENT: Final Closeout Performance Improvement Conference

GGPAS-hired consultants and partners organized and facilitated a final Performance Improvement Conference providing an opportunity for partners to share experiences, approaches, and results on a cross-sectoral basis. The final legacy products, described below, were presented and distributed to key stakeholders during this event. The conference lasted 1½ days and included both plenary sessions and focused, thematic working groups. The conference was divided into 4 plenary and 12 panel sessions. Approximately 100 participants from government, civil society, international organizations, and higher educational institutions participated in the conference.

Opening Plenary Session: The plenary session started with a brief introduction to the GGPAS program and an overview of the performance improvement (USAID HICD) approach to institutional strengthening. Successful examples were used from other countries like Georgia and Estonia. Each presenter delivered a short (7 to 10 minute) presentation providing a broad overview of their targeted working group discussions.

Thematic Working Groups: Presentations in these breakout working groups dived deeply into concrete examples of the performance improvement practices focused on public sector agencies in the Kyrgyz Republic. The following themes were discussed at the thematic working groups:

1. e-governance: “Interoperability framework and best practices of its development”
2. Course on organizational performance improvement (Module 2 – Organization Performance Concepts – Assessment of Enabling and External Environments)
3. Resource manual for organizational performance improvement (Section 4 – Improving Quality of Service Delivery, Automation of the Patient Intake Process in the Osh Regional Children’s Hospital)
4. Resource manual for organizational performance improvement (Section 4 – Improving Quality of Service Delivery and Standardizing Processes)
5. Course on organizational performance improvement (Module 3 – Organizational Performance Concepts – Assessment of the Internal Environment at the Organization Level)
6. Resource manual for organizational performance improvement (Section 4 – Improving Quality of Service Delivery, Automation of Data Exchange, and e-Communication Between Nine Day Care Centers)
7. Resource manual for organizational performance improvement (Section 7 – Soliciting Citizen Feedback, Methods of Monitoring State and Municipal Services)
8. Resource manual for organizational performance improvement (Section 2 – Developing of Personnel Management System (PMS) to Human Resources Management System (HRMS) and

Section 3 – Improving Efficiency of Organizational Business Processes, Key Principles of Improving Business Processes in Your Organization)

9. e-governance: “Data exchange layer Tünduk and catalog of e-services”
10. Resource manual for organizational performance improvement (Section 1 – Institutionalizing Strategic Planning Function)
11. Resource manual for organizational performance improvement (Section 6 – Refining Public Relations (PR) and Communications Functions)
12. Course on organizational performance improvement (Module 5 – Organizational Performance Concepts – Assessment of the Internal Environment at the Work Process Level)

The themes focused on strategic planning, improving HRM, implementing low-cost IT solutions to streamline institutional function, communicating more effectively and strategically with internal and external stakeholders, soliciting and integrating citizen feedback on service delivery (service monitoring and PCs), e-governance and data exchange, integrating performance improvement into academic programs, and other appropriate topics.

The final conference summary was shared with GoKR and the Development Partners Coordinating Council.

PRODUCT: Resource Manual for Organizational Performance Improvement

This manual was designed for public sector management in the Kyrgyz Republic to share modern approaches and tools to improve organizational efficiency and results-based management. The publication was prepared by a team of consultants who have worked closely under the GGPAS program with a number of public sector managers in the implementation of a number of initiatives to improve organizational efficiency.

Part 1: Overview of Organizational Performance Improvement: Part 1 provides public sector managers with a general overview of the main contemporary approaches, tools, and processes to improve organizational effectiveness and results-based management. It also introduces a common terminology and principles of engagement with consultants. Additionally, the publication highlights some of the common challenges often faced in practice. Part 1 is organized in the following manner:

- Chapter 1: Basics of Your Organizational Performance Improvement
- Chapter 2: Basic Terms
- Chapter 3: Engaging Consultants
- Chapter 4: Common Pitfalls and Best Practice

Part 2: Practical Examples of Performance Improvement Initiatives: Part 2 presents actual examples of tools and processes in real world performance improvement initiatives under the GGPAS program. Part 2 is organized in the following manner:

- Section 1: Institutionalization of the Strategic Planning Function
- Section 2: Developing of the PMS and HRMS
- Section 3: Improving Efficiency of Organizational Business Processes
- Section 4: Improving Quality of Service Delivery
- Section 5: Establishing Result-Oriented Financial Management System
- Section 6: Refining PR and Communication Function
- Section 7: Soliciting Citizen Feedback
- Section 8: Integrating Citizen Feedback

PRODUCT: Video on Public Sector Performance Improvement

As a companion to the reference manual and toolkit, the team explored the potential of shooting and editing four video testimonials (each two to four minutes in length) with representatives of the SRS, MoSD, STS, and the Osh Regional Children’s Hospitals, four of the GGPAS program’s most effective and engaged partners. These videos included interviews with the management of these organizations, during which they gave brief descriptions of the performance improvement interventions, incorporated infographics, and ultimately identified how the approach that was undertaken demonstrated new and different changes or improvements in their institutions. These testimonials were edited into one longer video (approximately six minutes in length) highlighting key achievements and partners of the GGPAS program for use by the national government and donor community.

PRODUCT: Course Curriculum on Organizational Performance Improvement

As per specific suggestions from public sector actors, the GGPAS program developed a full academic course curriculum that followed the organizational performance assessment and improvement road map unique to USAID’s HICD methodology. It is aligned with best practices that follow a systematic approach to the performance assessment and improvement process.

The course uses GGPAS performance assessments and improvement projects as the main source of evidence to demonstrate performance concepts and tools and as background information for students to perform team practice exercises. It emphasizes “practice” toward immediate usage and transfer of knowledge learned in class into the workplace rather than theory, concepts, or models. It was designed for public sector managers first and foremost. This course would be most valuable if “client” organizations enroll groups of employees in the course.

The curriculum consists of eight modules. Each module consists of a concepts session and a practice session that makes use of GGPAS tools, case study demonstrations, and team practice exercises. The curriculum is organized in the following manner:

- Module 1: Key Performance Improvement Concepts
- Module 2: External Enabling Environment
- Module 3: Internal Environment, Organization Level
- Module 4: Internal Environment, Function/Unit Level
- Module 5: Internal Environment, Work Process Level
- Module 6: Internal Environment, Human Level
- Module 7: Performance Solution Package
- Module 8: Performance Monitoring and Evaluation Systems

This course represents approximately 68 hours spaced over 8½ days. The course could be given over a period of 2 weeks—4 days during week 1 and 4½ days on week 2, a format that is suitable for most professionals.

Ideally, this course could be integrated into ongoing professional development offerings provided by the Presidential Academy of Management. It could also be adopted by any of the state or private universities as part of their graduate-level Public or Business Administration programs.

4.2.2 SUPPORTING A PERFORMANCE IMPROVEMENT COMMUNITY OF PRACTICE

Following the completion of the nine-month “Institutional Performance Improvement Course for Consultants in the Kyrgyz Republic” from October 2015 to March 2016, the GGPAS program held a graduation ceremony for participants on March 31, 2016. USAID Mission Director Michael Greene presented certificates of achievement and attendance to more than 30 of the country’s most talented management consultants after their graduation from the course.

The course included six specific training modules: Principles of Performance Consulting, Solution Set Interventions, Project Management, M&E, Communications, and a practicum. Participants commented on how useful the new processes and tools were for them. They commented that this innovative approach to training—using simulations, case studies, and an experiential learning practicum—had never before been used in the Kyrgyz Republic.

The final practicum provided an opportunity for participants to put into practices the skills they had learned while helping their clients improve their institutional performance. Participants provided their time pro-bono to conduct performance gap analyses and propose solutions for the National Hospital of the MoH, the Central Office of the SRS, and the SRS State Enterprise “Infocom.”

PRODUCT: Management Consultant Reference Manual on Institutional Performance Improvement

The program has compiled and published the “Institutional Performance Improvement Course for Consultants in the Kyrgyz Republic.” This includes a manual/DVD that provides a brief summary of the professional development training conducted for management consultants. The publication summarizes the key concepts and learning and serves as a reference manual and toolkit for participants to use in their future work. The consultants who were trained in the basic theory and tools for modern institutional performance improvement represent the nucleus of a growing CoP for performance improvement in the Kyrgyz Republic. The manual is organized in the following manner:

- Introduction
- Application of Knowledge and Skills: Trainings
 - – Module 1: Principles of Performance Consulting
 - – Module 2: Constructing Performance Solutions
 - – Module 3: Performance Driven Project Management
 - – Module 4: Strategic Planning and Monitoring and Evaluation
 - – Module 5: Stakeholder Communications
 - – Module 6: Transition from Project to Internal Operations – Practicum
- Application of Knowledge and Skills: Practicum
 - – Practicum in the Central Office of the SRS
 - – Practicum in the National Hospital under the MoH
 - – Practicum in the State Enterprise “Infocom” at SRS
- Recommendations for Strengthening Client Relations
- Training Team Biographies and Contacts
- Participating Consultants and Contacts
- E-Annexes: All training materials and modules are included in a DVD for future use by participants

4.2.3 PUBLIC SAFETY AND SECURITY ACTIVITIES

Since receiving 1207 Law Enforcement Reform funding, the GGPAS program made clear to its partners and other stakeholders that USAID had no plans to remain in this sector following the closure of the GGPAS program. On June 7, 2016, as part of the closeout of the GGPAS program, USAID helped organize a handover event and develop a final legacy product to maximize the potential of a variety of crime prevention stakeholders, including selected LCPCs, civil society, public sector institutions, and international development partners.

The primary international targets for the handover of successful interventions were the UNODC, OSCE, and U.S. Embassy INL. They are working alongside leading civil society actors in a coordination committee for this sector. It should be noted that OSCE took an active role in preliminary meetings but ultimately declined to participate in this conference.

EVENT: National Conference on Crime Prevention Policy and Community Security

GGPAS partner organizations organized a 1-day National Crime Prevention conference for more than 100 participating stakeholders. Stakeholders included representatives of 16 LCPCs from different regions in the country as well as national and international CSOs, public sector stakeholders, and international development partners. Additionally, GGPAS invited two international consultants—Andro Gigauri and John Van Kesteren—to share with participants their international experiences on crime prevention policy and best practices.

The conference took place on June 7, 2016, and was divided into one plenary and four panel sessions. The **plenary session** was facilitated by international expert Andro Gigauri and local expert Timur Shaihutdinov. Moderators of all four panel sessions made a brief presentation on the areas of focus for their respective panel sessions. The **four panel sessions** included the following:

- Session 1: MVD External Evaluation: ICVS in Kyrgyzstan and Other Methodologies
- Session 2: Crime Prevention and Social Partnership on the Local Level
- Session 3: Prevention of Crime Among Juveniles
- Session 4: Improving Traffic Safety: New Approaches

These panel sessions provided an opportunity for subsets of interested stakeholders to share information and best practices, processes, and tools related to a variety of important themes.

PRODUCT: Crime Prevention Sourcebook and Toolkit

The recommendations generated at the conference were included in a Crime Prevention Sourcebook and Toolkit, which also included electronic versions of all conference materials and the useful tools, manuals, research, and other products developed by GGPAS partners. The sourcebook and toolkit were distributed on data storage devices (i.e., USB sticks) to ensure maximum access and utility.

4.2.4 READING ACTIVITIES

PROCESS and PRODUCT: One-Year Communication Strategy for National Reading Committee

To assist with the closeout and handover of all Early Grade Reading activities (which used Basic Education Funding), the GGPAS program hired a local media company on behalf of the members of the National Reading Steering Committee. The company designed a comprehensive one-year national multimedia public outreach campaign to increase out-of-school reading time. The National Reading Steering Committee was established by a memorandum of understanding (MOU) between USAID and the MoES and Ministry of Culture. This communications plan was provided to the USAID Quality Reading Project, which is a key player in the National Reading Steering Committee, for further use and implementation. The plan serves as an example and foundation for doing effective and coordinated national public outreach and behavior change communications.

This communications plan encourages out-of-school reading and increases public awareness about the importance of reading for education and life-long success. The plan leverages other investments in early grade reading and it cross-promotes a number of related activities led by members of the National Reading Steering Committee, including a number of GGPAS support activities such as an Aga Khan television show and mobile application. This public outreach campaign also highlighted the availability of 264,450 children’s books provided by USAID to 2,150 schools nationwide, as well other available stakeholder resources, tools, events, and opportunities that parents, teachers, and community leaders can use to support out-of-school reading activities.

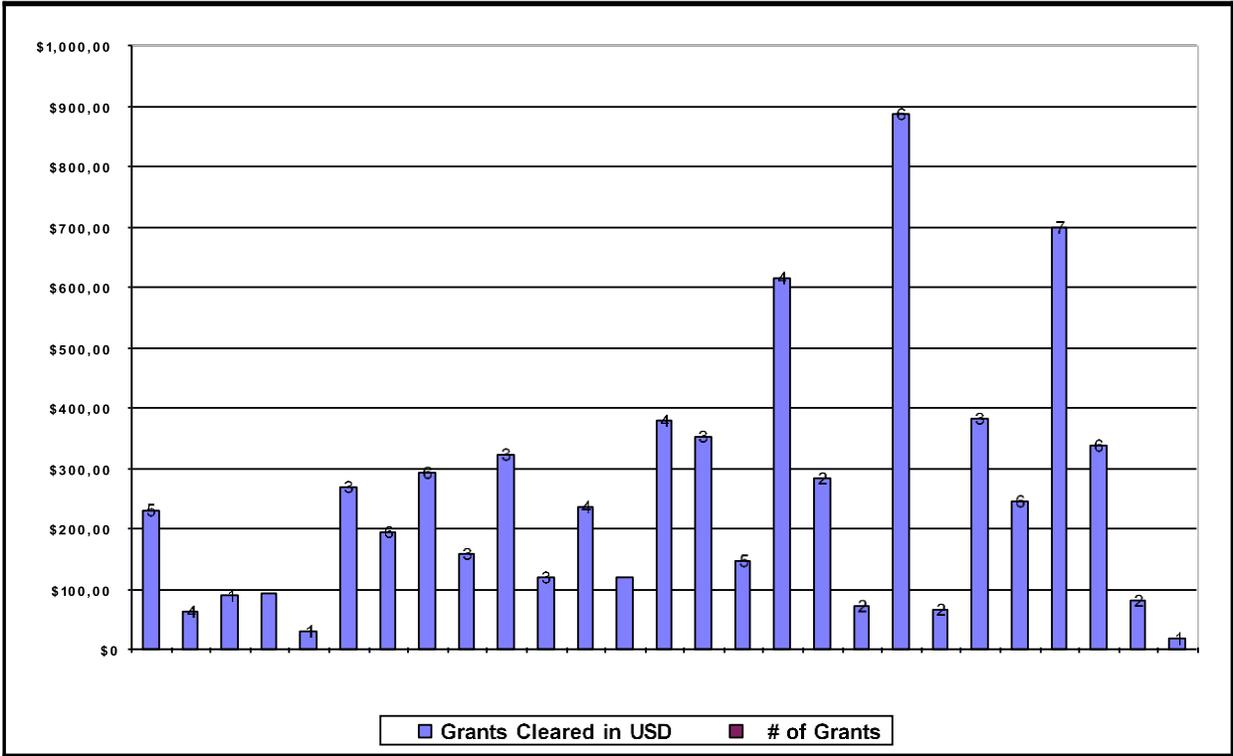
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5.0 CHALLENGES AND RESPONSE

Beyond the USD 3,961,244 obligation within the original task order, GGPAS received additional incremental funding over the course of 5 different contractual modifications. Each time GGPAS adapted to new grant commitment targets and adjusted its strategic approach accordingly. Over time, the GGPAS team refined its capacity for program design and implementation, management, and coordination.

GGPAS pivoted and repivoted both programmatically and operationally on a regular basis in response to changing circumstances. Program Performance Reviews (PPRs) over the life of the program helped the team to evolve and redirect its thinking on programmatic priorities.

Activity Clearance Rates By Month (March 2014-May 2016)



5.1 YEAR ONE: AUGUST 2013 TO AUGUST 2014

USAID requested that IRG, an Engility Company, defer GGPAS’s launch until November, despite a contract start date of August 26, 2013. As such, the start-up conference took place on November 6-8 in Bishkek. The start-up phase (defined in the task order as **Phase 1**) ran through January 31, 2014. The implementation phase (defined in the task order as **Phase 2**) started on February 1, 2014. USAID was not in a position to clear the first activities until March 2014.

Certain tools under the SWIFT III IQC (under which this task order was procured) were not used by GGPAS. During the start-up phase, the USAID Contracting Officer clarified that USAID would restrict GGPAS against awarding grants to Government of Kyrgyzstan entities; IRG was issued a task order modification in April 2014 that adjusted the relevant language. IRG adapted to this guidance by redesigning the project’s internal processes and procedures. IRG used the Direct Distribution of Goods and Services (DDGS) and Short-Term Technical Assistance (STTA) mechanisms to hire local and

international service providers as per individual activity objectives. IRG also signed non-binding Letters of Collaboration—using a template agreed upon with USAID—with our respective government partners.

Despite these different challenges, GGPAS demonstrated significant successes in the first seven months of active implementation, particularly related to the MoSD, STS, and SRS. In this time, GGPAS demonstrated a significant comparative advantage in flexibly addressing performance improvement needs for the government of Kyrgyzstan at an extremely uncertain, politically fluid time.

By the end of FY 2014, GGPAS’s management team had successfully designed and initiated 25 projects totaling nearly USD 1.5 million in the first 7 months of active implementation (March-September 2014). The team managed to gain the confidence of a wide variety of partners and counterparts. The USAID management team developed clear roles and responsibilities, the GGPAS program team demonstrated deep knowledge of performance improvement approaches, and the project tapped into a variety of resources and international consultants with comparable contexts.

5.2 YEAR TWO: AUGUST 2014 TO AUGUST 2015

GGPAS demonstrated significant successes in the first 19 months of activity implementation (March 2014 to September 2015). In Year Two, GGPAS demonstrated a significant comparative advantage to flexibly respond when opportunities emerged and receded. Despite operating at an extremely uncertain, politically fluid time, it helped both key public sector actors and non-governmental management consultants improve their performance analysis, planning, implementation, and monitoring of solutions to strengthen institutional performance. Additionally, GGPAS demonstrated that it was able to fulfill a key function for USAID of identifying the government partner and sectors with the highest potential for substantive reform. GGPAS was helping to identify a set of new and effective approaches to strengthening institutions writ large.

By the end of FY 2015, the GGPAS’s management team had successfully designed and initiated 62 unique projects totaling nearly USD 5.44 million. Seventy-nine percent of available funding had been programmed in 70 percent of the implementation time. Despite the complexity and challenges in the first year, the program was on target to achieve its programmatic objectives within the program timeline. Through GGPAS, USAID had unprecedented access to public sector partner institutions. The program’s use of tools like the Activity Database helped to facilitate programmatic learning and institutional memory for USAID.

On July 21, 2015, GoKR announced its decision to cancel the 1993 bilateral agreement regarding the provision of assistance from the U.S. Government, effective August 20, 2015. This unexpected announcement triggered a series of strategic discussions between USAID and the GGPAS team about the implications of the program and the best way to navigate forward. On August 12, 2015, the GGPAS program received a letter from the USAID Contracting Officer stating that, until there was clarity about GoKR’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.

As the flagship public administration project for USAID, the GGPAS program was the most affected by the cancellation of the bilateral agreement between the United States and Kyrgyzstan. The GGPAS program suspended 12 ongoing projects as well as 12 planned projects valued at USD 3.54 million. At the end of August, GGPAS issued a stop order on all affected subcontracts pending guidance from USAID on continuation.

5.3 YEAR THREE: AUGUST 2015 TO AUGUST 2016

Beginning in September 2015, the GGPAS team suspended a number of initiatives and began taking steps to explore ways to reprogram the available funds in the remaining nine months of the GGPAS Phase 2: Implementation Period (September 2015 to May 2016). Despite being the USAID program that

was most affected by the cancellation of the bilateral, USAID was able to use this program’s hallmark flexibility to quickly articulate and rapidly pivot its programming approach. It was precisely this contextual uncertainty and shifting political will of government counterparts that served as the original motivation for USAID to use the SWIFT III IQC mechanism in designing the GGPAS program. Nevertheless, the cancellation of the bilateral agreement created significant challenges that threatened the program’s ability to successfully expend all funding within the remaining timeframe.

This programmatic pivot, in response to recent contextual changes, dramatically increased the program’s focus on civil society, primarily NGOs focused on the key “touchstone” service sectors. New potential civil society partners focused on transparency, government performance monitoring using public service scorecards, improving partnerships and participation in public advisory boards, advocacy, anti-corruption work, etc.

USAID used the following guidance/criteria for the design of new GGPAS activities:

- Continue existing programming when possible.
- Identify projects in line with the existing programming approach, namely the objective of “expanding access to and improve the quality of citizen services.” Implicit in this objective is increasing the accountability and transparency of service providers.
- Minimize the incurring of VAT and other taxes that would not have been incurred prior to the cancellation of the bilateral agreement (e.g., using standard, simple, and fixed amount grants to nonprofit organizations).
- Continue to build on the existing body of knowledge and learning developed under the GGPAS program.
- Continue to exploit the comparative advantage of the GGPAS team with regard to organizational performance improvement, including the local consultants with whom the project had already developed relationships.
- Identify 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 with GGPAS objectives.

Table 2 below reflects all the cleared and pending activities in the database that were suspended and their estimated amounts and disbursements. This tool helped the project team to analyze the timeframe under which decisions were made to cancel or reject the suspended activities in order to reprogram them responsibly in line with revised programming priorities.

Table 2. Snapshot of Activities Affected by the Cancellation of the Bilateral Agreement

Focus Area	Status	Estimate Deadline to Reprogram Available Fund	Deadline to Resume and Complete Under GGPAS	Grant Number	Awardee	Estimated Grant Amount (USD)	Amount Disbursed (USD)	Activity Title
Citizen Documents	Canceled	Reprogrammed		BIS064	SRS	\$248,918	\$119,403	SRS #6: Institutionalizing Strategic Planning across the SRS System
	Canceled	Reprogrammed		BIS070	SRS	\$82,437	\$110	SRS #7a: Development of PR/Communication Strategy
	Canceled	Reprogrammed		BIS071	SRS	\$197,621	\$111	SRS #3b: Establishing E-Communication System at the Central Office
	Rejected	Reprogrammed		BIS069	SRS	\$245,000	–	SRS: Population Service Center in Jalal-Abad #1
Education	Canceled	Reprogrammed		BIS063	MoES	\$129,891	\$24,230	Analysis of the MoES Financial Management System
	Cleared	*	Feb-16	BIS054	MoES	\$685,076	–	MoES: Encouraging Early Grade Reading Through Provision of Books for Schools
	Pending	*	Feb-16	BIS055	MoES	\$6,718	–	Printing and Distributing Reading Standards to Schools
Health*	Amended	Dec-15	same	OSH007	MoH: Osh Children's Hospital	\$120,900.46	\$60,835.75	Osh Hospital: Automation of Patient Intake and Administrative Processes
Security Sector	Canceled	Reprogrammed	Feb-16	BIS043	MVD, Juvenile Inspectors Unit	\$88,353	–	MVD: Improving Engagement of Juvenile Unit: Training #1
	Canceled	Reprogrammed	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	Canceled	Reprogrammed		BIS068	MoSD	\$204,681	\$101,758	MoSD Phase 3 and 4: Building Organizational Structure and Embedding Systems
	Canceled	Reprogrammed	same	OSH009	MoSD: Nookan Department	\$151,890	\$134	MoSD Nookan District: Modeling Improved Social Service Delivery
	Rejected	Reprogrammed		BIS074	MoSD	\$50,000	–	MoSD: Phase 5 Communication Strategy
Tax Service	Canceled	Reprogrammed		OSH012	STS	\$58,685	\$31,899	Launch of STS Service Center in Dordoi Bazaar #2
	Canceled	Reprogrammed		OSH008	STS	\$161,347	\$133	Launch of STS Service Center in Kara-Suu Bazaar and Nookan District
	Rejected	Reprogrammed	Jan-16	BIS075	STS	\$120,000	–	STS #3b and #4b: Installing e-HRM and Coaching
	Rejected	Reprogrammed	Jan-16	OSH014	STS	\$55,000	–	Launch of STS Service

Focus Area	Status	Estimate Deadline to Reprogram Available Fund	Deadline to Resume and Complete Under GGPAS	Grant Number	Awardee	Estimated Grant Amount (USD)	Amount Disbursed (USD)	Activity Title
								Center in Osh City
Agriculture	Rejected	Reprogrammed		BIS076	Ministry of Agriculture (MoAA)	\$83,500	–	MoAA: Optimization of Ministry
Energy Sector	Rejected	Reprogrammed		BIS077	Osh/Jalal-Abad Electro	\$213,000	–	Industrial Efficiency and HICD
						\$3,475,100.05	\$364,501.21	
						\$3,100,598.54		To reprogram
<small>*During Quarter 1, based on a cost amendment, the estimated amount of the activity OSH007 under the Health focus area was revised from USD 169,882.21 to USD 75,900.46. During Quarter 2, based on a cost and date amendment, the estimated amount of the activity OSH007 under the Health focus area was revised from USD 75,900.46 to USD 120,900.46.</small>								

GGPAS set the stage for closeout with a planning conference in February 2016. IRG developed a formal closeout plan as a task order and submitted this plan for USAID review and approval. This plan laid out the proposed schedule for all of the various tasks associated with different aspects of project closure, including a designation of persons responsible for various actions.

The closeout phase (defined in the task order as Phase 3) started on June 1, 2016, and included both operational and program closeout as well as handover activities. IRG carried out two major “handover” events in June oriented toward the legacy of the program, which are described more fully in Section 3 of this report. From an operational perspective, IRG received USAID approval on a formal inventory disposition plan associated with the distribution of nonexpendable inventory for items based in both the Bishkek and Osh offices. Upon receipt of USAID’s approval, the GGPAS team coordinated closely with recipient organizations to accept their designated items. In the final weeks of the program, IRG carried out a staggered reduction of staff size, culminating in the demobilization of the expatriate leadership in the final week of the program.

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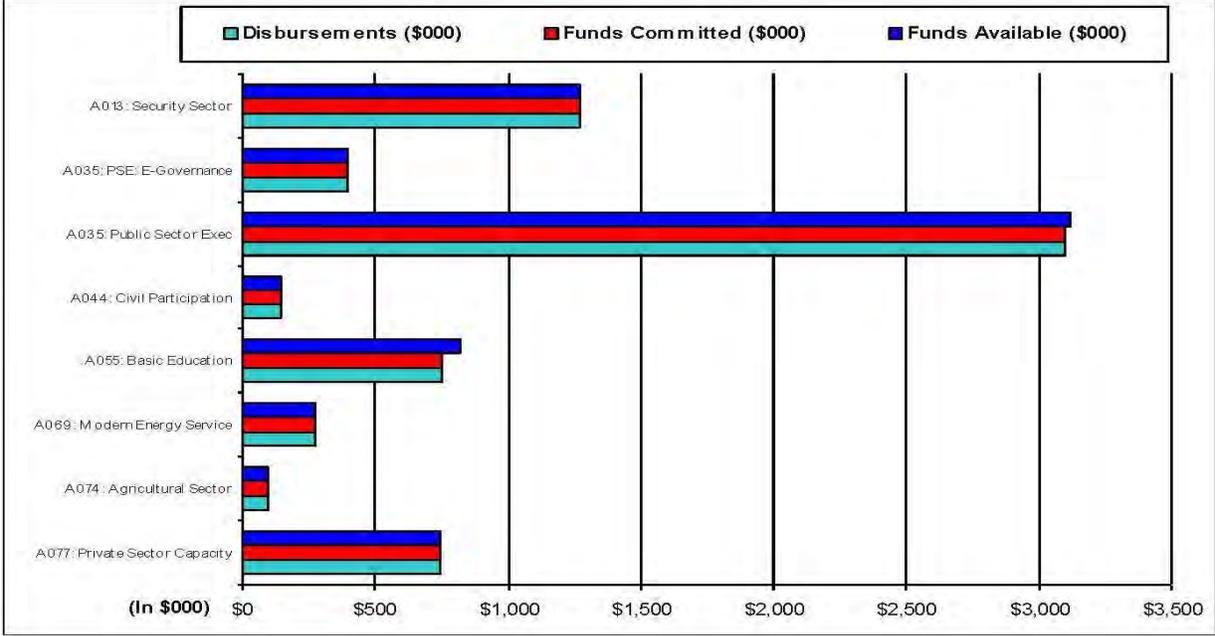
6.0 FUNDS SUMMARY

The total ceiling of the GGPAS task order was USD 28,029,960; however, the final obligation was USD 12,927,495. The GGPAS program dedicated approximately 80 percent of funds to program costs and 20 percent funds to operations costs, fees, and overheads.

The Transition Activity Pool (TAP)—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 reference above. At the program close, TAP expenditure represented 53.1 percent of total funding; non-TAP was 46.9 percent.

Table 3. TAP Funds Summary

Funding Source	Funds Available (USD)	Committed Grants	Disbursements	Uncommitted Balance	Undisbursed Balance
A013: Security Sector	\$1,268,770	\$1,268,770	\$1,268,770	\$0	\$0
A035: PSE: E-Governance	\$395,399	\$395,399	\$328,019	\$0	\$67,380
A035: Public Sector Exec	\$3,116,556	\$3,100,668	\$3,100,668	\$15,888	\$0
A044: Civil Participation	\$145,497	\$145,497	\$145,497	\$0	\$0
A055: Basic Education	\$821,680	\$751,525	\$751,525	\$70,155	\$0
A069: Modern Energy Service	\$270,511	\$270,511	\$270,511	\$0	\$0
A074: Agricultural Sector	\$96,833	\$96,833	\$96,833	\$0	\$0
A077: Private Sector Capacity	\$744,754	\$744,754	\$744,754	\$0	\$0
TOTAL	\$6,860,000	\$6,773,956	\$6,706,576	\$86,044	\$67,380



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7.0 ACHIEVEMENTS BY FOCUS AREA

The GGPAS program worked across five cross-cutting focus areas and eight targeted public services. These include the following:

Cross-Cutting Focus Areas

- Civil Service and Public Administration Reform
- Decentralization and Local Governance
- e-governance
- Civil Society Service Monitoring and Engagement Through Public Councils
- Performance Improvement and Management Consultants

Targeted Public Services

- Citizen Registration and Documentation
- Tax Services
- Social Protection and Development
- Healthcare
- Education
- Public Safety and Law Enforcement
- Electricity and Energy Sector
- Food Security and Agriculture

This section captures the highlights of the program's work across these different areas.

7.1 CIVIL SERVICE AND PUBLIC ADMINISTRATION REFORM

Table 4. Civil Service Reform and Public Administration

Institutional Strengthening of SPS and Government Office		Amount (USD)	Start	End
BIS009	SPS: Public Discussions of the Draft Law “On Civil and Municipal Service”	\$17,747	18-Apr-14	30-May-14
BIS008	SPS: Improving Internal and External Communication	\$90,219	23-May-14	12-Dec-14
BIS012	SPS: Supporting Development of Civil Service Code of Ethics	\$28,461	15-Jul-14	13-Feb-15
BIS007	PAPPD-GO: Monitoring Public Sector Reform Road Map	\$21,665	10-Apr-14	02-Mar-15
BIS017	DIS-GO: Institutionalizing Communications Processes and Tools	\$102,982	30-Jun-14	31-Mar-15
BIS097	NGO Result: Progress Monitoring of the Istanbul Anti-Corruption Action Plan	\$104,357	16-Feb-16	27-May-16

7.1.1 CIVIL SERVICE REFORM

In early 2014, the GGPAS team developed a number of early projects with the SPS to gauge interest in substantive reform of the civil service. Through three interventions, the SPS proved to be an engaged partner and demonstrated considerable ownership and involvement in the initiatives. At the same time, they did not demonstrate extensive political will for a significant break with the status quo, a desire for substantive reform of the civil service in its entirety, nor willingness to engage substantively with USAID to improve their own institutional performance and processes. The SPS did not demonstrate sufficient accountability to their “clients”—the ministries and state agencies for whom they are tasked with providing a qualified workforce, as well as processes and tools for modern effective HRM. As such, USAID determined the potential for success was limited.

Support to the SPS at a Glance

- 32 days of international advisors
- 395 days of national consultants
- Conducted public discussions of the draft law “on civil and municipal service”
- Developed a three-year (2014-2016) internal and external communications strategy
- Printed 2,500 copies of a biweekly newsletter for civil and municipal servants, *Mamleketтик Jana Munitsipaldik Kizmat*, for 6 months
- Developed draft Code of Ethics for the civil service

Public Consultations on the Law “On Civil and Municipal Service.” During the summer of 2014, GGPAS provided a grant to the NGO Development Policy Institute to partner with the SPS. GGPAS conducted five stakeholder consultations of the draft law “on civil and municipal service,” which would integrate these two categories of public servants under one code. As part of this process, the SPS collected 88 proposals and recommendations from key stakeholders, 17 of which were immediately integrated into the draft law while 23 proposals were put forward for further discussion with a broader audience. After procedural concurrence with ministries and agencies, the Government Office finalized the draft law and submitted it to Parliament. It was signed into law by the President on May 30, 2016.

Development of Ethics Code. Also during the summer of 2014, GGPAS supported the SPS to develop a draft Code of Ethics establishing norms for more than 20,000 civil and municipal servants through a participatory and inclusive process. The SPS presented the final draft Code of Ethics on December 16, 2014, at a national conference and submitted the Russian and Kyrgyz versions to the President’s office for review and approval on December 30, 2014. It was signed into law by the President on May 30, 2016.



Deputy Director of SPS Tarbinski and Director Aaly Karashev at public discussion with MPs.

Improving Internal and External Communication. GGPAS partnered with SPS to improve its institutional communications. This intervention included two components: continuing to print and improve the SPS newsletter and the development of a three-year internal and external communication strategy for 2014-2016.

Launched in June 2013 with support from USAID under the BIS008 project, *Mamlekettik Jana Munitsipaldik Kizmat* (State and Municipal Service) printed articles about ongoing civil service reforms, new regulations, and job opportunities. The SPS has never been able to cover the costs of printing and requested additional support. The

GGPAS program agreed to support printing of the 2,500 copies of a biweekly paper for 6 months to better communicate to civil servants in the regions while hiring a team of consultants to develop a series of recommendations on how to improve the product and ultimately self-fund the publication. By late September 2014, the SPS began implementing a number of the recommendations; however, GGPAS found that they were not consistent from issue to issue.

The communications consulting team also helped facilitate the development of a three-year internal and external communication strategy and mentor the press office on their communication skills.

“We’ve been following recent posts on SPS’s Facebook page and noticed that their [the SPS editorial team] rhetoric and style have been improved after the communications trainings.”

— Communications Consultant Elena Voronina

7.1.2 COORDINATION AND COMMUNICATION PUBLIC ADMINISTRATION REFORMS

Also in mid-2014, the GGPAS team developed a number of projects at the direct request of the Prime Minister’s office, specifically monitoring of the Public Sector Reform Road Map (PSRR) and improving strategic communications through the Department of Information Services. Neither one of these interventions was particularly successful due to the high complexity of the Road Map that in fact was reflecting reforms in all key governance sectors without highlighting a precise timeframe, indicators framework, cross-governmental coordination of reforms, etc.

Support to the Government Office at a Glance

- 25 days of international advisor
- 422 days of national consultants
- Developed a set of tools for DIS-GO to prioritize key issues, develop better messages, and coordinate government outreach
- Developed requested public outreach materials and infographics

Support to Government Office in Coordination of the PSRR. At the request of the USAID Mission Director, GGPAS responded to an urgent request by Prime Minister’s office and the World Bank to provide assistance coordinating, reporting, monitoring, and communicating progress toward achieving objectives outlined in the PSRR. The PSRR, developed with the 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. The PSRR is a type of prioritized composite of a wide variety of different strategies, programs, and action plans that serves as a dashboard for the Prime Minister’s office to monitor overall progress.

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 PSRR, including the adoption of 18 normative legal acts. Four were implemented prior to the stated deadline; three of these were medium-term actions.

The project was less than fully successful because donor-funded advisors in the Prime Minister’s office marginalized the permanent staff, could not articulate a clear SOW, and were frustrated by the fact that the preferred “consultants” were simultaneously being paid for other consultancies.

That said, the gap funding paid off and the World Bank continued the work after the six-month GGPAS program ceased.

Support to the Government Office Department of Information Services.

In June 2014, GGPAS responded to a request from the Department of Information Support of the Government Office (DIS-GO) to outline and institutionalize a series of processes, procedures, and common tools to improve its efforts in prioritizing key issues, developing better messages, and coordinating government public information. The program hired international consultant Sinclair Cornell and a team of national consultants to help DIS-GO conduct a situational assessment of the current legislation and procedures supporting external communications, develop an operational manual, and produce sample communication materials on reform initiatives.



As per the request of the partner, the support culminated in the development of a 71-page government review portfolio highlighting 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 DIS-GO to highlight progress in the key strategic sub-sectors. The Prime Minister 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, 7 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 Aiyyl Okmotu (AO).

In a meeting with the USAID GGPAS team, the Prime Minister said he was thoroughly satisfied with the support provided. Independent USAID-funded polling by the International Republican Institute indicated a dramatic increase in the government’s approval rating among citizens. While this is not a direct result of the support to communication, it is logical that more effective communication was among a large variety of contributing factors.

Despite these achievements, there were considerable reservations about continued partnerships because of a lack of engagement by senior members of the DIS-GO throughout the process. Unfortunately, they were heavily focused on the outreach products and less concerned with actually improving the process. Further, they demonstrated some questionable judgment with regard to communication styles. They are more often inclined toward using the media to disseminate biased products disguised as “news” rather than engaging constructively with the media and citizens in policy dialogue and effective strategic communications. Despite working to develop tools and approaches that frame communications from the perspective of the impact on the citizens, they continue to maintain the status quo of formulaically describing the day-to-day workings of government business that focuses on aggrandizing the senior leaders of government.

7.2 DECENTRALIZATION AND LOCAL GOVERNANCE

Table 5. Decentralization and Local Governance

		Amount (USD)	Start	End
BIS011	GAMSUMO: Business Process Analysis of Selected AO/Municipalities	\$56,003	03-Nov-14	01-Sep-15
BIS027	GAMSUMO: STTA for Union of Local Self-Governance	\$44,911	02-Sep-14	29-Jun-15
BIS028	GAMSUMO: Citizen Feedback on Services Provided by AOs	\$17,913	02-Sep-14	26-Apr-15
OSH016	NGO Abad: Community Service Scorecards to Improve Local Budgeting Process	\$170,183	12-Oct-15	31-Mar-16
BIS092	NGO Coalition: Civic Education and Observation of Local Elections	\$201,956	29-Dec-15	27-May-16
BIS099	NGO CPP: Local Monitoring of Public Services	\$80,112	11-Mar-16	31-May-16

7.2.1 PUBLIC ADMINISTRATION: IMPROVING LOCAL GOVERNMENT FUNCTIONS

During the second year of implementation, the GGPAS program continued to implement a series of activities with the Public Administration and Personnel Policy Department (PAPPD), GAMSUMO, and the Union of Local Self-Government (MSU). In June 2015, the 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 6 local governments are able to fulfill obligations with regard to the 23 issues of local significance. The Director of 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 GAMSUMO.

GGPAS also hired the SIAR company to conduct a citizen satisfaction survey in a sample of 6 AOs/municipalities to assess the public perception of their institutional capacity to implement the 23 issues of “local significance” that constitute the core responsibilities of local self-government (AOs/municipalities). This analysis included a detailed set of policy recommendations and prioritized performance solutions to improve service delivery at the local level; the results of the survey would help inform the efforts of national-level policymakers to more effectively distribute and delineate the functions, powers, and responsibilities of local government as prioritized in the PSRR. For GAMSUMO, the MSU, and key local governments, the performance improvement solutions would help to take steps to ensure that local institutions have the sufficient authority and autonomy to fulfill their assigned responsibilities, that they have sufficient financial and human resource capacity to deliver the key services associated with these responsibilities, and that they are accountable to their constituencies for the quality of these services.

According to Mr. Kuvanychbek Shadybekov, the head of the PAPPD, this is the first time that such in-depth research and analysis has been completed.

Local Budgeting Process to Reflect Citizen Priorities. From October 2015 until March 2016, GGPAS assisted Jalal-Abad-based NGO Abad to conduct a pilot project to help community groups across the south engage more constructively in local budgeting processes. Abad coached citizens in 30 local communities in the Osh and Jalal-Abad Provinces use an innovative public service scorecard to

Support to the Local Government at a Glance
<ul style="list-style-type: none"> ▪ 65 days of international advisors ▪ 40 days of national consultants ▪ 180 consultants building skills ▪ Analysis of 6 AOs/municipalities on service delivery for 23 issues of "local significance" with recommendations ▪ Trained 180 citizens from 30 AOs to use a community service scorecard and engage in local budgeting ▪ Developed performance improvement plan with NGO Abad ▪ Supported civic education for 33,000 voters and election observation in Osh, Karakol, Tokmok, Balykchi, and Kemin towns and 11 AOs ▪ Supported 27 civil society teams (180 people) across the country to use "mystery shopper" and focus groups to 6 state services against established standards

objectively assess the delivery of prioritized services in their communities such as providing veterinary services and irrigation water or maintaining municipal roads.

Results
As a result of the public hearings that were conducted at the threshold of approving the local budget for 2016, many AOs received recommendations provided by the activists. The recommendations were developed based on the findings of the scorecard survey. As a result of the public hearings, participants discussed the findings of the scorecard and shared their recommendations on improvement with their local government.

Following public hearings, the local council in Markaz AO of the Kadamjai District allocated KGS 800,000 for maintaining a critical irrigation canal. In the Uzgen District, the council in Tort-Kol AO budgeted KGS 1.2 million to reconstruct a village drinking water system, and Kyzyl-Oktyabr AO decided to invest KGS 1.3 million to replace water pipes in Leskhoz Village. “The good thing with the community service scorecard is that you collect not only opinion about the quality of the service, but also solutions to the problem,” said one community member from the Jazy community in the Uzgen District. “The head of the AO [local government] promised to allocate KGS 1 million to repair municipal roads, but available resources were insufficient funds to cover all the costs. Families in the village who have streets named after their relatives (ancestors) contributed money and necessary materials to the works.” At the Bishkek roundtable, local government representatives from the north learned about the scorecard and expressed interest in using it to improve their own budgeting processes.

Mirmahmudov AO decided to create municipal enterprise “Tazalyk” to solve trash collection issue and built into the budget around KGS 2 million to cover costs related to opening of the enterprise. The Masaliev AO allocated a land plot for the garbage disposal. They allocated money to fence the land plot. Moreover, at the presentation held on February 25, 2016, GAMSUMO expressed their readiness to include this as a tool of monitoring municipal services to their monitoring manual as well as introduce citizen service scorecards to AOs.



Ensuring Robust Observation of Local Elections.

On December 29, 2015, GGPAS provided a grant to the Coalition for Democracy and Civil Society to conduct a targeted voter-education campaign as well as train and field short-term and long-term election observation teams to observe elections in Osh, Karakol, Tokmok, Balykchi, and Kemin towns and 11 additional AOs. This project increased awareness and understanding among more than 33,000 voters from the targeted localities about voter’s rights and responsibilities in the upcoming local elections, particularly with respect to new voting technologies and biometric data, the required documents (e.g., propiska) for voting, legally required gender quotas on local councils, the roles and responsibilities of local council candidates and members to provide independent validation of the transparency and legitimacy of local elections in targeted communities, and ensure that the Central Election Commission (CEC) publicly posts election-day voting protocols in all 173 voting precincts as required by law.

Building Capacity of Local Communities to Monitor Municipal Services. During the spring of 2016, to increase citizen awareness about the existence of established service standards, GGPAS provided a grant to NGO Center for Public Policy (CPP) to increase knowledge and skills by mentoring 180 civil society representatives from around all 7 regions, including Bishkek and Osh cities, on how to use the UNDP-developed methodology for monitoring state and municipal services.

NGO CPP supported 27 teams to use the methodology to monitor delivery of 6 specific services against established standards and developed an analysis and set of targeted recommendations for the government and other stakeholders on how to improve the service delivery and sustain efforts for citizen monitoring and feedback of service delivery.

Monitoring Services Provided to Vulnerable Children. As mentioned above, GGPAS provided a grant to Public Fund “Eagl” to pilot a new set of tools to help local child welfare authorities more accurately identify vulnerable children in their communities and develop a set of targeted recommendations for relevant child welfare authorities and the public councils from the Ministries of Labor and Social Development (MoLSD), Education and Science (MoES), State Registration Service (SRS) and the State Agency for Local Self Government (GAMSUMO) on how they can improve services to these communities.

7.3 E-GOVERNANCE

Table 6. E-Governance and E-Services

Institutional Strengthening ECCU and Pilot Ministries		Amount (USD)	Start	End
BIS050	E-Governance Phase 1: Institutional Architecture for Interoperability	\$145,400	13-Feb-15	09-Feb-16
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability and Services	\$249,999	01-Sep-15	30-Jun-16

7.3.1 LAYING THE FOUNDATION FOR INTEROPERABILITY

In January 2015, USAID allocated USD 400,000 to the GGPAS program to support a series of two projects with the Estonian non-government **E-Governance Academy**. These projects, funded under the **DOS Emerging Donors Challenge Fund** and by the Estonian Development Cooperation under the Estonian Ministry of Foreign Affairs, sought to establish the regulatory framework and architecture for an interoperability solution that adapts the solution and experience from the Estonian **X-Road** platform to the Kyrgyzstan context. The intervention had been requested specifically by members of the GoKR and outlined during an assessment conducted in 2014 with the government and supported by the UNDP. Under **phase one**, experts from Estonia provided technical support to equip the newly established ECCU and Implementation Center within the government with clear policies, procedures, roles, responsibilities, and training to successfully implement an approved interoperability Action Plan. **The first phase achieved minimum success.**

Support to e-governance at a Glance
<ul style="list-style-type: none"> ▪ 888 days of International advisors ▪ 760 days of national consultants ▪ Action Plan for interoperability framework developed ▪ Interoperability framework developed ▪ Provision for ECCU developed ▪ 10 system administrators and developers mentored ▪ Chief Information Officer tasks and responsibilities and necessary legal acts developed ▪ Kyrgyz interoperability solution "Tünduk" developed and installed ▪ Necessary hardware procured/installed ▪ Video produced

Under **phase two**, the team provided targeted training and equipment to establish effective data exchange between three to four government databases and pilot and test four to six e-services, ensuring the establishment of sufficient institutional E-Government architecture—structure, skills, and equipment—on which future e-services can be developed and provided. **The second phase was more successful.**

GGPAS provided a one and half year grant to the E-Governance Academy to provide sufficient technical assistance to support the development of ECCU, train its members, support the development of Chief Information Officer institutions within key ministries, develop manuals and conduct training for key government stakeholders on the interoperability framework, and support the drafting of an Action Plan for interoperability framework.

As a result of this project, the E-Government Coordination Center (ECC) was created by governmental decree dated May 6, 2015. Mr. Taalay Bayterekov was appointed to the Director's position of ECC (Prime Minister's Decree No. 315 dated July 15, 2015). Deputy Director Aibek Bakanov started work in September and the new Deputy Director, Kalybek Akmatov, was appointed in January 2016 (Mr. Bakanov continued to work as an ECC adviser).

The E-Governance Academy provided a study tour to Tallinn for 11 IT specialists from Kyrgyzstan. Represented on the tour were the ECC, Social Fund, the Ministry of Economic Affairs ("Jedinoe Okno"), the MoF, the Center of Registers, the Customs Agency, and the Tax Administration.

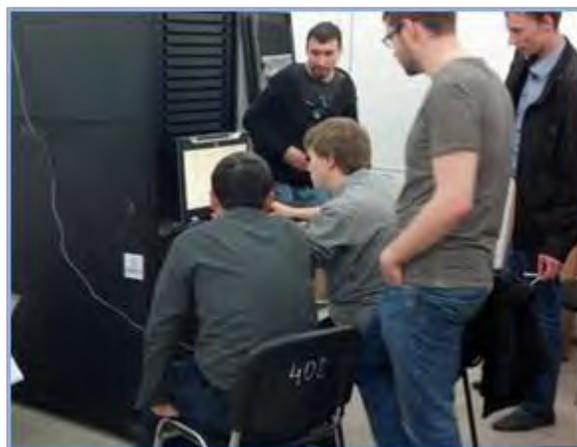
To support the preparation of E-Government legal acts, relevant Estonian legal acts (the regulation about databases of databases, the regulation about X-Road, etc.) were translated into Russian language and circulated; opinions about the draft Kyrgyzstan legal acts were prepared by request and delivered; and consultations and seminar for lawyers were organized. To develop an understanding of the concept

of the X-Road, respective descriptions were explained, translated, and circulated. The main purpose of this part of the project was to advise about relevant changes in Kyrgyzstan legislation, focusing on relevant issues of interoperability of data exchange in the government. From December 2015 to January 2016, an additional analysis of the existing legislation was prepared. The draft document “Kyrgyz Interoperability Framework” was prepared and translated.

The series of projects implemented by the E-Governance Academy, an Estonian nonprofit organization, includes technical and material support to assist GoKR to lay the foundation for successful electronic governance services (e-governance) in the coming years.

The E-Governance Academy also procured equipment on behalf of the ECCU and provided technical assistance and training to key stakeholders as they developed a number of key components of the framework including personal data protection, digital information security, interoperability management system/data exchange, entity identification, portals, and others.

The Interoperability Framework Strategy and E-Government Architecture document was developed and completed with deep cooperation with local partners. The finished document constituted the basis of government regulations, which are necessary for deployment of Tünduk.



The Kyrgyz X-Road was named Tünduk, which means historical accession process of 40 tribals in Kyrgyzstan, and is also the x-shaped roof element of a traditional dwelling (i.e., yurt).

The “Development of Management System of Interoperability Solution Concept” and the Management System of Interoperability Solution’s Prototype (CatIS) were developed and completed with close cooperation with local partners. Two user trainings for employees of the ECCU were carried out during missions. CatIS descriptions, license, and software were handed over to ECCU on June 21, 2016. Under this project, three training sessions were organized in Bishkek and three study tours to Tallinn were organized.

On February 4, 2016, the USAID Mission Director Michael Greene gave opening remarks at a seminar on e-governance supported by USAID with funds from the DOS Emerging Donors Challenge Fund. “The government of the Kyrgyz Republic could not find a better partner than Estonia as you seek to build your e-governance system of the future,” said Greene. “The U.S. Government is pleased and honored to have partnered with the Ministry of Foreign Affairs of Estonia on this important initiative.”

The February seminar, hosted by the Kyrgyz government’s e-governance coordination unit, provided an opportunity for system administrators from across government to share experiences from their recent trip to Tallinn, funded by the Estonian Ministry of Foreign Affairs, during which they learned firsthand about the Estonian experience with their world-famous interoperability solution, X-Road. (To learn more about X-Road, please see the video. <https://vimeo.com/94158435>.)

On April 25, 2016, the E-Governance Academy Director Arvo Ott, under a mandate of the Estonian Ministry of Economic Affairs and Communications, handed over the X-Road license to the ECCU Director Taalai Baiterekov in Tallinn.

See “Tünduk” Video [Link](#)

7.4 CIVIL SOCIETY SERVICE MONITORING AND ENGAGEMENT THROUGH PUBLIC COUNCILS

Table 7. Civil Society Engagement

Strengthening of Public Councils		Amount (USD)	Start	End
BIS093	NGO LBD Consulting: Strengthening Targeted PCs of MoH, STS, and MoSD	\$100,849	31-Dec-15	27-May-16
BIS103	Coordination Council of PCs: Strategic Planning	\$45,738	11-Apr-16	03-Jun-16
BIS097	NGO Result: Monitoring OECD Istanbul Anti-Corruption Action Plan	\$104,357	16-Feb-16	27-May-16
Monitoring of Public Services				
BIS019	PA Taza Shailoo: Increasing Citizens Awareness on SRS Biometric Data Registry	\$145,497	01-Sep-14	30-Apr-15
BIS083	PA Taza Shailoo: Facilitating Client Feedback Through SRS Service Monitoring	\$223,986	26-Oct-15	10-May-16
BIS106	PF Eagl: Increasing Access to Public Services for Vulnerable Children	\$35,055	29-Apr-16	15-June-16
BIS081	NGO Ergene: Improving Accountability and Transparency at Oncology Centers	\$141,330	16-Nov-15	15-Apr-16
BIS094	NGO Kelechek: Monitoring of Public Services for Children with Disabilities	\$159,350	08-Feb-16	20-Jun-16
BIS099	NGO CPP: Local Monitoring of Public Services	\$80,112	11-Mar-16	31-May-16
OSH016	NGO Abad: Community Service Scorecards to Improve Local Budgeting Process	\$170,183	12-Oct-15	31-Mar-16
OSH021	NGO Abad: Monitoring of Services of the STS Service Centers	\$56,035	18-Jan-16	31-May-16

In August 2015, following the cancellation of the bilateral agreement on cooperation, the program was compelled to suspend and ultimately cancel as many as 24 ongoing activities to support institutional improvement with the public sector.

In response, USAID and the GGPAS team pivoted its approach from providing direct support to the public sector to providing grants to civil society that do not incur value added taxes (VATs) among others. This new focus area is a reflection of that change, although the program had worked with civil society on a number of specific issues.

Improving Effectiveness of Key PCs. On December 31, 2015, GGPAS launched an activity to provide a grant to the LBD Consulting, a CSO, to conduct an institutional context assessment of PCs under the MoSD, STS, and MoH. These assessments would expand the IREX's analysis of PCs completed in August 2013.

LBD developed an operational manual and internal regulatory documents for the PCs and assisted members in developing an annual Action Plan complemented with a series of mentorship trainings for PC members of at least 10 ministries and agencies to address critical gaps in desired performance. The input from the Action Plan and trainings was used to develop an administration manual and toolkit to serve as a resource for all other PCs. As a result, the MoSD, STS, and MoH PCs would improve their function of increasing public participation in policymaking, independent monitoring of public services, and increased citizens' engagement with the public sector as a result of this activity.

Strategic Planning for the Coordination Council of PCs. Additionally, at the request of the chair person for the Coordination Council of PCs in April 2016, GGPAS hired a team of two consultants to facilitate the development of a three-year (2016-2018) strategic plan that articulates a clear vision and mission of the Coordinating Council and establishes specific institutional objectives for the coming three years. The team also assisted in revising its current organizational regulations, processes, procedures, and clarification of the roles and responsibilities to ensure an organizational structure capable of delivering its objectives and mission. As a result of this project, the Coordination Council revised its clear vision,

mission, and organizational objectives for the coming three years. They would have an organizational structure, clarified roles and responsibilities, and established processes and procedures to fulfill their legislated role and deliver their three-year strategic plan. These documents would help clarify for all the members, as well as members of other PCs and public institutions, the role of the Coordination Council. The workshops and mentorship support helped the Coordination Council acquire the tools to more effectively oversee the implementation of the strategic plan over the coming years.

NGO Result Monitors Progress to Fight Corruption. In February 2016, GGPAS developed a grant with NGO Result to compile the first-ever alternative civil society “shadow” report of progress on 15 of the 25 recommendations included in the Istanbul Anti-Corruption Action Plan.

Results
In May 2016, the CPP completed trainings for 180 civil society representatives from across the country about new service standards and a recently finalized methodology to monitor state and municipal services. Twenty-seven teams monitored the delivery of six specific services provided by the MoH, MoSD, SRS, and the Bishkek Municipal government. The results were presented at a roundtable in Bishkek on Thursday, May 12. The Head of the Government Department of PAPPD, Mr. Kuvanychbek Shadybekov, praised the efforts of civil society and support of USAID and encouraged continuity in using this approach. He highlighted that regular use of this approach and aggregating the results could provide longitudinal data critical to government tracking progress and improvement of individual ministries. Robust citizen feedback is critical to helping the government agencies prioritize ways to improve the services. It enables the PC associated with ministry or state agency to better advocate and make data-driven policy recommendations.

This plan was developed for the Kyrgyz Republic under the aegis of the OECD Anti-Corruption Network for Eastern Europe and Central Asia.

Conducting independent civil society “shadow” monitoring was recommended by the OECD Anti-Corruption Network for Eastern Europe and Central Asia to accompany the third round report completed by member states in 2015. The OECD developed a practical guideline to support these efforts and made it available on their website. In addition to developing the report, they trained 75 members of PCs how to develop successive reports in future rounds of monitoring. Result’s training was supported by Giorgi Kldiashvili, a Georgian expert in government transparency, access to information, and a leading advocate in his country’s efforts to combat corruption.

The CPP Raises Awareness About Service Standards and Monitoring. In February 2016, the GGPAS program launched a project with the NGO CPP to train 180 civil society representatives from across the country about newly established state

and municipal service standards and a recently finalized methodology to monitor state and municipal services. This methodology was developed last year by the Government’s Department of PAPPD, GAMSUMO, and civil society groups supported by the UNDP. The approach uses a combination of “mystery shopping,” citizen surveys and focus groups, and public hearings. (Abad used this same methodology to monitor services provided by Tax Centers, as described below.)

In March, the NGO finalized all documents and conducted a training of trainers and trained 180 civil society participants from around the country. In the coming quarter, 27 teams to use the methodology to monitor delivery of selected 6 specific provided by the MoH, Ministry of Labor Social Development, SRS, and the Bishkek Municipal government against established standards and develop an analysis and set of targeted recommendations for the government and other stakeholders on how to improve the service delivery while also sustaining efforts for citizen monitoring and feedback of service delivery. As a result, specific recommendations based on consolidated public perceptions will be provided to help relevant public sector institutions improve the delivery of five public and one municipal service.

Support to Public Councils at a Glance

- 37 days of international advisors
- 572 days of national consultants
- 180 civil society representatives trained on how to use the UNDP-developed methodology for monitoring of public services
- Delivery of six specific services against established standards monitored
- A set of recommendations for the government to improve service delivery of monitored six services developed
- Institutional context assessment of PCs
- Annual Action Plan, unified operational manual, and internal regulations for PCs developed
- 16 PC members trained to improve performance
- Three-year (2016-2019) strategic plan of the Coordinating Council of PCs developed
- Alternative monitoring of the government progress toward implementation of a selection of 15 out of the 25 recommendations made in the third round of the Istanbul Anti-Corruption Action Plan
- 47 members of PCs trained on alternative monitoring methodology by civil society
- A set of recommendations for the Anti-Corruption Department of Government Office handed over

Pilot Tools and Process to Help MOSD and Local Governments Identify Vulnerable Children and Better Target Services. In the final months of the GGPAS program, Public Foundation “Eagl” piloted a set of tools and processes to help child welfare authorities in the Aksuu district of Issyk-Kul province and Kadamjai district of Batken province ensure they are accurately identifying an estimated 150 vulnerable children in their communities and receive a series of recommendations on how to improve the services provided to this population. Additionally they developed a set of targeted recommendations for relevant child welfare authorities and the public councils from the Ministries of Labor and Social Development (MoLSD), Education and Science (MoES), State Registration Service (SRS), and the State Agency for Local Self Government (GAMSUMO) on how they can improve services generally to vulnerable children. It is anticipated that these tools and processes can be used by child welfare authorities and civil society stakeholders in other communities to more accurately identify vulnerable children and monitor the access and quality of services provided to them against established national standards. In 2010, official reports from the Ministry of Social Development identified 1,700 vulnerable children, but following the ethnic violence in June of that year, the number increased dramatically. Recent 2015 MOSD reports said the number of vulnerable children identified was as high as 16,680. Civil society members have often said the official numbers are underestimated due to insufficient methods for identifying vulnerability and insufficient knowledge among local authorities. While many children receive some state services and benefits, many civil society groups argue that these services are inadequate for a child’s individual development. Equally, the absence of methodological needs assessment guidance makes it extremely challenging for local authorities and other stakeholders to accurately identify the real number of vulnerable children. Additionally, CSOs fear that substantial numbers of children do not access services available to them, and as a result are unnecessarily placed in Child Residential Institutions (CRI), a practice that many child welfare advocates have long called upon the government to address.

7.5 SUPPORT TO PERFORMANCE IMPROVEMENT AND MANAGEMENT CONSULTANTS

Table 8. Cultivating a Performance Improvement CoP

		Amount (USD)	Start	End
BIS006	Performance Improvement CoP #1: HICD Introduction	\$4,503	08-Apr-14	09-May-14
BIS024	Performance Improvement CoP #2: HICD Solutions	\$12,747	24-Nov-14	26-Dec-14
BIS045	Performance Improvement CoP #3: Training and Needs Assessment	\$50,356	26-Jan-15	26-Apr-15
BIS062	Performance Improvement CoP #4: Training and Practicum	\$225,704	25-May-15	30-Jun-16
BIS066	Performance Improvement CoP #5: HICD Solutions	\$4,841	12-Oct-15	13-Nov-15
OSH026	Performance Improvement CoP #6: HICD Solutions in Osh	\$7,007	10-May-16	10-Jun-16
OSH025	Performance Improvement CoP #7: Training and Practicum in Osh	\$9,944	28-Mar-16	10-Jun-16
BIS104	Performance Improvement CoP #8: Curriculum and Conference	\$160,724	11-Apr-16	24-Jun-16
BIS018	ISPI: Cultivating Culture of Performance Improvement – Warsaw, Poland	\$19,316	18-Aug-14	07-Nov-14
BIS067	ISPI: Focus on People and Performance Improvement – Istanbul, Turkey	\$14,015	24-Jun-15	20-Nov-15

One of the key approaches of GGPAS was focusing specifically on building the capacity of local performance improvement service providers/management consultants. Within this context, GGPAS used a broad variety of consulting firms to provide technical assistance to government partners, thereby helping build their skills and capacity while increasing the demand for their services among public sector partners.

When possible, GGPAS strived to magnify the outcome of international expertise by pairing them with local consultants to facilitate skills and knowledge transfer as well as to foster mutual trust between the public sector and civil society in line with the social procurement legislation, enabling state agencies to outsource service delivery to local CSOs.

Building a Performance Improvement CoP #1: HICD Introduction. One of GGPAS' earlier activities was the workshop on HICD Best Practice in the Kyrgyz Republic that allowed for sharing of programmatic experiences and lessons learned from using HICD tools and increased motivation and sense of ownership among GGPAS partners. The MoSD has since become one of the most active GGPAS partners that has demonstrated political will for institutional improvements.

To build on that experience, GGPAS developed activities that enhance local capacity in institutional gap analysis and performance improvement through several projects.

Building a Performance Improvement CoP #2: HICD Solutions.

As a follow-up to HICD Introduction, GGPAS organized a 1-day workshop for 80 representatives of the USAID public sector, private sector, and nonprofit/academic partners to share their experiences with institutional performance improvement, including the presentation of examples of practical institutional interventions, the introduction of a variety of effective tools for evidence-based analysis, and targeted thematic working groups on HRM, business process analysis, data exchange, and communications. This second in the series of workshops encouraged cross-institutional learning about modern approaches to performance improvement among key USAID partners, while stimulating demand for consulting services among public sector institutions, and helping a community of practicing management consulting service providers to develop their skills and market their services to potential client institutions.

Performance Improvement CoP #3: Training Needs Assessment.

In January 2015, GGPAS hired an international capacity development consultant to conduct a capacity-building needs assessment with the local consulting firms engaged in performance improvement with the public sector, developed a 1-year Capacity Development training plan with recommendations for institutional partners, and conducted specific 2-day training for 35 local consultants and a half-day workshop for 25 public sector managers on key topics and best practices for institutional performance improvement. This needs assessment would outline a path forward for a year-long capacity building program for private sector local performance improvement consultants that maximizes the demand-driven relevant knowledge transfer and provides the best option for institutionalizing continued capacity-building support in the future.

Capacity Enhancement Program for Kyrgyz Management Consultants

Performance Improvement CoP #4: Training and Practicum. GGPAS engaged a number of international and national performance improvement consulting companies to launch a year-long project capacity building program for 36 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 enhanced 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 public sector institutional practicum participants receive targeted consulting services to improve their own performance.

On March 31, USAID Mission Director Michael Greene presented certificates of achievement and attendance to more than 30 of the country's most talented management consultants, recent graduates of a 6-month USAID-funded training course on modern approaches to institutional performance improvement. The course, conducted from October 2015 to March 2016, included six specific training modules—Principles of Performance Consulting, Solution Set Interventions, Project Management, M&E, Communications, and a practicum. Participants, including

Support to Performance Improvement and Management Consultants at a Glance

- 184 consultants building skills
- 203 beneficiaries
- Six private sector management consultants participated in a three-day workshop "Cultivating a Culture of Performance Improvement" organized in Warsaw, Poland
- Nine local consultants from both private and nonprofit sectors participated in a regional workshop "Focus on People and Performance: Beyond Training to Organization Results" organized in Istanbul, Turkey, by the ISPI
- Organized a series of workshops for more than 100 representatives of the USAID public sector, private sector, and nonprofit/academic partners
- Developed a one-year Capacity Development training plan with recommendations for institutional partners
- Organized and facilitated a final Performance Improvement Conference providing an opportunity for partners to share experiences, approaches, and results cross-sectorally as well as lessons learned and best practices from the USAID GGPAS program



the current and past head of the Institute of Management Consultants, commented how useful the new processes and tools were for the participants. More importantly, they commented that the innovative approach to training was extremely useful.

Results	
<p>I The participants provided their time pro-bono to conduct performance gap analyses and propose solutions for the National Hospital of the MoH, the Central Office of the SRS, and the SRS State Enterprise “Infocom.” Ms. Sagynbaeva, Director of the Hospital, commented how impressed she was with the solutions proposed by the consulting team. At first, she was skeptical because she had never heard of them working in the health sector, and none of them were healthcare professionals. However, the solutions they suggested were sound. And, most importantly, they were low-cost solutions that were realistic to achieve without major budget support. The Deputy Director of Infocom, Akyn Mambetaliev, shared his experience with the practicum and commented how important these tools were. He requested that this type of training be made available to all civil servants/state employees/managers. Dastan Dogoev, Deputy Chairman of SRS, underlined the positive impact of the practicum in helping the agency improve its communication in Central Office and strengthen teamwork. And, according to the partner, the communication action plan developed by the practicum team would be thoroughly implemented.</p>	<p>The final practicum provided an opportunity for participants to put into practices the skills they had learned while helping their clients improve their institutional performance. Participants provided their time pro-bono to conduct performance gap analyses and propose solutions for the National Hospital of the MoH, the Central Office of the SRS, and the SRS State Enterprise “Infocom.”</p> <p>The Infocom Deputy Director remarked that after reviewing the material, this training series was extremely valuable and is the type of training that should be made available for every public sector manager.</p> <p>At the closing, organizers distributed a Performance Improvement Reference Manual summarizing each of the modules. The manual includes a DVD with copies of all training materials and tools as well as professional bios and contact information for all participants. The USAID GGPAS team believes that expanding the pool of qualified national consultants is critical to helping the government counterparts access the skills necessary to achieve their desired performance. Developing a cadre of highly skilled local consultants also can also dramatically reduce program costs for USAID and other development partners, who currently must bring in international consultants at far greater cost.</p>
<p>workshop for non-governmental actors—private sector and nonprofit organizations—to share performance solutions identified using practical tools and processes they have employed in their constructive engagement with public sector institutions.</p>	<p>Performance Improvement CoP #5: HICD Solutions. In Autumn 2015, to nurture a growing Performance Improvement/HICD CoP and increase participant awareness of practical tools and processes, GGPAS funded a one-day</p>

Performance Improvement CoP #6 and #7: HICD Solutions, Training, and Practicum in Osh.

In June 2016, GGPAS initiated two projects and funded a two-day workshop in Osh for non-governmental actors, the private sector, and nonprofit organizations operating in the South Region to share performance solutions identified using practical tools and processes they have employed in their constructive engagement with public sector institutions. Similar to the Bishkek-based events earlier in the program, these projects nurtured a growing Performance Improvement/HICD CoP and increased participant awareness of practical tools and processes they can use as they constructively engage with public sector partners.

“I have integrated Monitoring and Evaluation (M&E) matrix proposed by Ingrid Lopez in a strategic plan that I am currently developing for a local non-government organization. Such a detailed M&E plan will allow the organization to see through each stage and reinforce the implementation of their strategy and easily identify outcomes and failures.”

— Azamat Attokurov, Participant and General Director of the Institute of Management Consultants

Performance Improvement CoP #8: Curriculum and Conference. GGPAS-hired consultants and partners organized and facilitated a final Performance Improvement Conference providing an opportunity for partners to share experiences, approaches, and results cross-sectorally as well as lessons learned and best practices from the USAID GGPAS program. The final legacy products, described below, were presented and distributed to key stakeholders during this event. The 1½-day conference included both plenary sessions and focused, thematic working groups. The conference was divided into 4 Plenary and 12 Panel sessions. In total, 100 participants from government, civil society and international organizations, and higher educational institutions were at the conference.

Cultivating a Culture of Performance Improvement. GGPAS also provided six management consultants representing Kyrgyzstan-based firms and organizations the opportunity to increase their understanding of fundamental principles of institutional performance, learn innovative performance improvement approaches and tools, and network and expand relationships with their international peers. The ISPI is the leading international association dedicated to improving productivity and competence in the workplace. ISPI and its members use evidence-based performance improvement research and practices to effect sustainable, measurable results and add value to stakeholders in the private, public, and social sectors. The 12th Annual Conference for Europe, Middle-East, Africa was on September 25-27, 2014, in Warsaw, Poland. The conference provided the opportunity for the participants to increase their understanding of fundamental principles of institutional performance, learn innovative performance improvement approaches and tools, and network and expand relationships with their international peers.

In Autumn 2015, GGPAS funded travel costs for approximately 7 local consultants from both private and nonprofit sectors focused on institutional performance improvement, using the HICD and institutional performance improvement methodology, and 10 GGPAS employees who participated in a regional workshop “Focus on People and Performance: Beyond Training to Organization Results” organized in Istanbul, Turkey, by the ISPI. Participation at the HICD conference for the GGPAS team was useful—they learned new tools/processes/methods that they 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 the GGPAS program, such as balanced scorecards; performance system mapping; system thinking; and Successes, Opportunities, Aspirations and Anticipated Results (SOAR) as performance management tools for strategic framework.

7.6 CITIZEN REGISTRATION AND DOCUMENTATION

Table 9. Citizen Document Services

Institutional Strengthening of SRS		Amount (USD)	Start	End
BIS021	SRS Performance Analysis: Business Processes, Work Flow Organization, and HRM	\$95,189	20-Oct-14	20-Feb-15
BIS047	SRS #1 and #2: Optimize Function of Units and Positions in Central Office	\$65,282	10-Feb-15	18-May-15
BIS048	SRS #3a: Developing E-Communication Concept for Central Office and Sub-Agencies	\$33,664	16-Feb-15	06-Jul-15
BIS071	SRS #3b: Establishing E-Communication System at the Central Office	\$111	14-Sep-15	Cancelled
BIS064	SRS #6: Institutionalizing Strategic Planning Across the SRS System	\$118,950	01-Jun-15	Cancelled
BIS070	SRS #7a: Development of PR/Communication Strategy	\$110	24-Aug-15	Cancelled
BIS069	SRS: Population Service Center in Jalal-Abad #1	\$0	Cancelled	
Improving Access and Quality of Citizen Document Services				
BIS060	SRS ZAGS: Enabling Introduction of AIS	\$199,017	24-Apr-15	09-Oct-15
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability and Services	\$249,999	01-Sep-15	30-Jun-16
BIS019	PA Taza Shailoo: Increasing Citizens Awareness on SRS Biometric Data Registry	\$145,497	01-Sep-14	30-Apr-15
BIS083	PA Taza Shailoo: Facilitating Client Feedback Through Service Monitoring	\$223,986	26-Oct-15	10-May-16
BIS106	PF Eagl: Increasing Access to Public Services for Vulnerable Children	\$35,055	29-Apr-16	15-Jun-16
BIS099	PF CPP: Monitoring Public Services	\$80,112	01-Mar-16	31-May-16

The **SRS** proved to be one of the most progressive and productive partners for the GGPAS program. Following an in-depth performance gap analysis, GGPAS helped the SRS to improve functionality and accountability within the central office by revising 7 business processes, functional SOWs for 13 unit departments, 74 employee job descriptions, and developing a concept for an internal e-communication solution. The SRS achieved critical progress to increasing accountability of the 6 quasi-independent sub-agencies by developing and adopting a sector-wide strategy for 2016-2018 and establishing 22 customer-focused service standards for the civil registration and passport sub-agencies. These standards serve as a template for setting standards for the other 20 citizen services provided by the other sub-agencies in the future. Unfortunately, implementation of the solution package was suspended due to tax liability following the cancellation of the bilateral agreement on U.S. Government assistance.

Civil Society stakeholder **Taza Shailoo** developed a robust model for monitoring 22 services providing critical feedback to policymakers on how to continue their institutional performance improvement. Finally, the SRS was a key stakeholder of the “Tündük” interoperability platform and developed two pilot government-to-government and government-to-business e-services.

At a series of meetings in autumn 2015 with GGPAS and USAID, both former SRS Chair Alina Shaikova and her successor, Tayirbek Sarpashev, requested USAID continuation of support, highlighting how important it was to their ongoing efforts.

7.6.1 PERFORMANCE IMPROVEMENT

Performance Improvement of the SRS. From October 2014 to February 2015, GGPAS supported the SRS to develop and implement a detailed plan to optimize operations within its *central apparatus* through implementation of a performance improvement plan. This plan included seven recommendations to be implemented over two phases:

Phase 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.
- Develop job descriptions for each staff member of the central apparatus according to the new objectives, functions, and responsibilities of the structural units.
- Develop effective information management and sharing system within the central apparatus as well as optimize information exchange with the sub-agencies and territorial units.
- Institutionalize optimized business processes in the central apparatus.
- Establish permanent collegial councils to improve decision-making process.

Phase 2:

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

By June 2015, in line with **recommendation #1 and #2**, supported by a team of national consultants led by Ia Tsulaia, a Georgian HRM specialist, the SRS had revised regulations and provisions of the SRS central apparatus and its 13 structural units to remove duplicated functions and developed position descriptions for 6 positions and individual job descriptions for 74 employees per revised functions and responsibilities. The SRS adopted the new provisions and submitted the finalized position descriptions and individual job descriptions to the SPS, which approved them on June 26, 2015.

To initiate **recommendation #3** on improving internal communications and information management, with the help of a GGPAS-funded consultant Zaza Javelidze, a Georgian ICT expert, the SRS developed a detailed concept for an e-communication and information management system for the central office and six sub-agencies. The proposed solution included the hardware/software requirements and parameters and architecture of the system. The system was designed following consultations with four territorial departments of the SRS in Osh City.

GGPAS initiated a follow-on project to implement the solution; however, it was suspended due to the cancellation of the bilateral agreement in August 2015 and ultimately cancelled in March 2016.

The SRS completed **recommendations #4 and #5** with their own resources.

During the summer of 2015, GGPAS also initiated SRS to implement **recommendation #6** of Phase 2, the development of a strategic plan that charts holistic vision to more effectively manage the entirety of the registration system consisting of 13 structural units within the central office, 6 sub-agencies, and

GGPAS Support to State Registration at a Glance

- 237 days of International advisors
- 1,069 days of national consultants
- Performance analysis of central office
- Seven business processes redesigned
- 13 unit and 74 job descriptions revised with KPIs established
- Sector-wide strategic plan developed
- Established standards for 22 of 42 citizen services
- Developed concept for client-focused Jalal-Abad "Service Center"
- Civil Society monitoring of 22 services with detailed recommendations for improvement
- Robust national civil society outreach on biometric registration process, ensuring
- 75 percent enrollment, in the lead up to the parliament elections in 2015
- Electricity upgrades in two ZAGS offices, enabling roll-out of AIS and improved services for 915,700 citizens of Bishkek and 348,645 citizens of the Kara-Suu District

251 territorial offices; institutionalize strategic planning and program budget processes; outline actions to change the PMS to human resources management system (HRMS); and standardize the services throughout the SRS system.

On July 11-12, 2015, 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. The consulting team conducted stakeholder meetings and customer focus groups to develop a comprehensive analysis and assessment of the existing structure and legal framework. These findings were presented to the SRS middle and senior managers in mid-July.

Additionally, the SRS developed a set of implementation standards for 22 of their 42 citizen services with the support of Nato Gagnidze, a Georgian civil service consultant. These standards provided a template for standardizations of the remaining services in the future.

Ms. Gagnidze also helped the SRS to develop a full concept of an SRS Citizen Service Center for Jalal-Abad for passport and civic registry services, similar to the Georgian “House of Justice” model.

This project supporting **recommendation #6** was also canceled mid-stream, following the cancellation of the bilateral agreement, prior to the development of the program budget element of the strategic plan and the standardized public services package for the SRS.

By August 2015, GGPAS had also initiated support for **recommendation #7** to improve communications and citizen feedback mechanisms at the SRS and was in the process of designing a large-scale project (estimated USD 250,000) to implement the Citizen Service Center in Jalal-Abad City, with the front office and back office processes, procedures, and service standards developed with the support of Ms. Gagnidze. Both of these initiatives were suspended in August 2015 and ultimately cancelled.

Despite intense political pressure and increasing burden on the leadership during the drive to collect citizen biometric data in the lead up to the 2015 parliamentary elections, both Chairperson Alina Shaikova and her Deputy, Dastan Dogoev, remained committed to and led the ongoing performance improvement process for the SRS system.

At a series of meetings in November 2015 with GGPAS and USAID, both former and the new chair of the SRS, Tayirbek Sarpashev, requested USAID continuation of support.

Despite suspension of USAID support for development of a sector-wide strategy, the SRS, with its team at the Strategic Planning Unit of the central office, further worked on the draft on its own and completed it in December 2015 to present for approval of its Development Council. On February 8, 2016, the Development Council of the SRS approved the mid-term Development Strategy of the SRS for 2016-2018. The [document](#) defines institutional development objectives of the SRS for the coming three years with clear mission and priorities aimed at expanding access and quality of citizen documentation and registration services. Along with the Strategy, the SRS standardized 22 of its services in population and civil acts’ registration sectors pending approval.

All suspended activities with the SRS were cancelled on March 11, 2016, at the request of USAID. The cancelled activities included institutionalize strategic planning across the SRS system, develop a communications strategy, and establish e-communication system at the central office.

7.6.2 IMPROVING SERVICE DELIVERY

Increasing Citizens Awareness on the SRS Biometric Data Registry. In September 2014, GGPAS provided a one-year grant to the NGO Taza Shailoo to support a nationwide outreach campaign on the process for registering citizen biometric information in the new registry, its relevance for the elections, its importance for improved service delivery, and the eventual roll-out of new biometric passports for international travel. From September to late December 2014, 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 also launched two information centers in Bishkek and Osh and printed 60,000 copies of information materials in Russian, Kyrgyz, and Uzbek languages for distribution. According to the SRS, by September 18, 2015, more than 75 percent of the population over 16 years old, more than 2.8 million people, had submitted their biometric data.

ZAGS Renovation. Additionally, in April 2015, GGPAS supported the SRS to upgrade the existing heating and electricity capacity of two critical 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, death). Currently this registry is maintained and documents/services are provided by a number of ZAGS offices across the country. The renovations of 2 key ZAGS offices, completed at the end of August 2015, helped 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 “AIS ZAGS” on June 18, 2015, the then Prime Minister Temir Sariyev supported allocation of KGS 15 million to the renovations; however, the SRS was not able to complete the tender and select a company for the required works.

Facilitating Client Feedback on Services. Despite its inability to continue the partnership with the SRS to further improve organizational performance and service delivery due to potential tax liabilities, GGPAS redirected funds and supported the Association Taza Shailoo to assess the effectiveness of the SRS in delivering 22 services under the population and civil acts registration departments. Standards for these 22 services were developed in 2015 under an earlier GGPAS activity with the SRS. Additionally “developing a citizen feedback loop” was part of recommendation #7 on improving public outreach under the SRS’s GGPAS supported performance improvement plan. The assessment used a variety of tools such as citizen satisfaction surveys, focus groups, and public hearings around the country. Additionally, Taza Shailoo launched an outreach campaign to inform citizens about the 22 services of the SRS. A set of recommendation reflecting citizen priorities and feedback was presented to the SRS on April 17, 2016, and engaged the leadership to discuss the results, progress and plans for the future. The activity was designed to help the SRS prioritize improvements in quality of service provision that reflect citizen feedback and perceptions.

“AIS ZAGS will allow effective control over documentation procedures. The system will significantly improve citizen service delivery by reducing paper burden and waiting time, and decrease number of mistakes in manual registration of civil status acts. It will also reduce corruption risks in document registry processes.”

— Alina Shaikova, Former Chair of the SRS

Community Monitoring of the SRS Services. As highlighted above, during the spring of 2016, the NGO CPP trained 180 civil society representatives from across the country how to systematically monitor public services. Following the training, 27 teams of civil society monitors used focus groups and a “mystery shopper” methodology to assess the delivery of 6 specific services against established service standards. From this experience they analyzed the results and developed targeted recommendations for the government and other stakeholders on how to



improve the service delivery. Service providers monitored included the MoH, Ministry of Labor Social Development, SRS, and the Bishkek municipal government.

Piloting of E-Services on Tünduk. As mentioned in a previous sections, following the launch of the Tünduk Interoperability Framework for data exchange, supported by the Estonian E-Governance Academy, system administrators from the SRS piloted two of the six initial e-services using Tünduk. The piloted services included:

1. **Service Description:** Checking the validity of a passport for personal data. The result of the service request is the status of the passport.

Users: Banks

Responsible Authority: SRS

Developer: Azamat Mendekov (Infocom)

2. **Service Description:** Displays a list of passports linked to a person by the PIN.

Users: Kyrgyz Post, Tax Office, Customs Service

Responsible Authority: SRS

Developer: Azamat Mendekov (Infocom)

SRS Video [Link](#)

See “Tünduk” Video [Link](#)

7.7 TAX SERVICES

Table 10. Tax Services

Institutional Strengthening of STS		Amount (USD)	Start	End
BIS010	STS Performance Analysis: Developing HRM Strategic Plan	\$65,802	03-Jun-14	03-Oct-14
BIS044	STS #3a and #4a: Developing the Foundation for STS HRM System	\$81,821	16-Mar-15	14-Jul-15
BIS075	STS #3b and #4b: Installing e-HRM and Coaching	\$0	Cancelled	
Improving Access and Quality to Tax Services				
BIS029	STS Service Center in Dordoi's Alkan Bazaar	\$68,981	06-Oct-14	30-Jan-15
OSH002	STS Training Center: Revising Tax Service Center Launch Materials	\$27,165	03-Nov-14	15-May-15
OSH006	STS Service Center in Aravan District	\$36,400	06-Oct-14	30-Jan-15
OSH008	STS Service Center in Kara-Suu Bazaar and Nookan District	\$133	06-Jul-15	Cancelled
OSH012	STS Service Center in Dordoi Bazaar #2	\$31,899	15-Jun-15	Cancelled
OSH014	Launch of STS Service Center in Osh City	\$0	Cancelled	
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability and Services	\$249,999	01-Sep-15	30-Jun-16
BIS093	NGO LBD Consulting: Strengthening Targeted PCs of MoH, STS, and MoSD	\$100,849	31-Dec-15	27-May-16
OSH021	NGO Abad: Monitoring of Services of the STS Service Centers	\$56,035	18-Jan-16	31-May-16

The STS was also one of the more progressive and engaged partners. In late 2014, GGPAS hired a team of consultants to help the STS assess the effectiveness of HR operations within the central office and develop a phased plan to transform their personnel unit into a modern HR management unit capable of ensuring qualified and productive HR necessary to deliver on the strategic objectives for the institutions. The resulting HR management strategy and action plan was integrated as one of four components into broader institutional strategy for 2015-2017, approved on May 27, 2015. In line with this plan, GGPAS consultants helped the HR Department undertake an experiential learning process to eliminate duplication, revise functions, and set KPIs for all 10 departmental employees. Additionally, they helped the HR Department develop and roll-out new systems for recruitment, performance appraisal, and employee incentives, providing a more objective and transparent appraisal of individual performance within the HR Department. On June 1, the chairman of the STS allocated KGS 100 million (USD 1.6 million) to be used, in part, to fund bonuses that will be allocated by the GGPAS-supported employee performance appraisal and incentive system. According to the head of the HR Department, this fund doubles the allocation from previous years. It was expected that this system would be expanded to the entirety of the tax service and had the potential to be a model that could be easily adapted by other ministries and state agencies. Unfortunately implementation of the solution package was suspended mid-stream due to new tax liabilities.

Engagements with the SPS, MoH, and MoES were also initiated during the first year, but terminated early given a lack of engagement, willingness, or capacity for reform among partners. These limited engagements resulted in considerable learning for USAID and prevented unnecessary expenditures on what might have resulted in less than productive engagements, under a less flexible, expeditionary program.

The STS is the primary government agency charged with collecting taxes. With support of the International Financial Corporation (IFC) and the Swiss government, the STS created its own development strategy for 2012-2014 and accompanying action plan. The STS engaged in regular monitoring of progress on this plan. They estimated that approximately 70 percent of the plan was implemented. The plan and progress was heralded by the Chair of the Chamber of Tax Consultants as being among the best action plans across government. The STS has identified a weak HR operations system among its institutional deficiencies. The 2012-2014 Strategy action plan outlined an ambitious plan to improve STS personnel management, performance appraisal, job evaluation, job description, motivation, and professional development systems. While the STS had some success in their efforts to partially automate the HR operations system, their full plan to overhaul this system remains a key area of the 2012-2014 strategy that was not fully achieved.

The STS HR operations system was managed by the HR Department of the MoF prior to 2005. In 2005, the STS became an independent governmental agency reporting directly to the Prime Minister.

The HR Department of the STS consists of seven staff at the central level and 23-25 HR specialists assigned to the

66 regional offices. The central HR Department of STS is responsible for the management of 2,256 personnel throughout the entire tax system—169 staff at the central level and about 2,087 in the regional offices. This is a substantial operation that requires a robust institutionalized HRMS.

The STS developed its 2015-2017 strategic plan, with support from the IFC. GGPAS complemented this support through targeted assistance to STS' HR unit to identify and analyze the root causes of HRM performance gaps across the agency, including a legal analysis and a detailed HR process analysis.

7.7.1 PERFORMANCE IMPROVEMENT

Supporting STS to Develop a HRM Strategic Plan provided targeted assistance to STS' HR unit, complementing the work of the IFC in developing the new Strategic Development Plan. An international consultant and ISR Consult, a local organization, worked with the HR unit to identify and analyze the root causes of HRM performance gaps across the STS, including a legal analysis and a detailed HR process analysis. As a result, they developed a three-year HRM strategic plan based on solid evidence-based data gleaned from human resource managers, internal employee clients, and taxpayers; as well as a full participatory performance gap and business process analysis. They also helped develop an Action Plan, and an HRM Manual that included tools to implement the HRM strategy and institutionalize HRM systems.

GGPAS Support to STS at a Glance

- 55 days of International advisors
- 978 days of national consultants
- Developed HR Management Strategy and Action Plan
- New recruitment, performance appraisal, and incentive systems in HR Department developed
- Duplicate functions in HR Department eliminated
- Functions and set KPIs for 10 HR Department employees revised
- Concept of the IT system for HR Department developed
- A set of materials—a management manual with established standards, customer's information materials, and a training curriculum for employees on how to establish, launch, and manage a Service Center revised
- STS Service Center at Dordoi's Alkan Bazaar and STS Service Center in the tax office in Aravan District of Osh Province were renovated and equipped providing better services to customers
- NGO Abad monitored services in eight Tax Service Centers using mystery shopper and presented recommendations
- NGO LBD Consulting helped STS PC develop an operational manual and annual Action Plan
- Six e-services launched on Tünduk: one allowing to have data by PIN information about the debts of the taxpayer as of a certain date is displayed

Results

Newly opened Tax Service Centers in Dordoi Bazaar issued 8 times the number of patents and nearly 2.5 times more property tax payments when compared with the first quarter in 2014, and were able to process 4,023 tax declarations, which is 523 more declarations than previous same quarter in 2014. 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 3 months in 2015, and the number of patents issued in the first quarter was 57 percent more than in the first quarter in 2014. Additionally, they issued these patents and completed their reporting in almost half the time, reflecting a dramatic increase in efficiency. The STS has also developed a single revised package of materials to more effectively expand its network of nationwide service centers.

In September, the STS integrated the HRM strategic plan into its larger 2015-2017 Strategic Development Plan.

Implementation of the plan would enable the STS to transition from an outdated personnel service to a modern system with procedures and processes for objectively evaluating personnel, improving performance, and allowing for professional development.

Improving HRM. The local vendor and international HRM expert, who previously provided support under the related BIS010 activity, 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 HR necessary to deliver on the strategic objectives for the institutions.

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.

Solutions. By March 2015, the STS established an HRM Task Force to support an experiential capacity development process

for the HR Department of the Central Office (HRD) and to design concepts for an electronic HRM System. The consulting team engaged with the HRM Task Force to complete a functional analysis of the HRD Central Office, job analysis of the HRD Central Office, ToT provided by international HRM expert to the HRM Task Force, and ongoing IT and legal analyses.

Additionally they have taken steps to eliminate duplicate functions within the department, revised the functions and set KPIs for all 10 employees of the HR Department employees.

Supported by a team from ISR consulting firm, the HR Department 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.



On June 1, 2015, the Chairman of the STS allocated KGS 100 million (USD 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.

All support to the STS was suspended following the cancellation of the bilateral given the potential for dramatic increases in tax liability. USAID requested GGPAS to cancel all activities in December 2015.

STS Video [Link](#)

7.7.2 SERVICE DELIVERY

Renovation of Two Tax Service Centers Cancelled. On January 19, 2016, USAID requested that GGPAS cancel two suspended projects to launch additional tax service centers in Nookan District, Karasuu Bazaar, and a second center in Dordoi Bazaar. Implementation of these projects was suspended in August 2015 following the cancellation of the bilateral agreement. When finalized these new service centers would have improved 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.

Supporting the Development of a “Service Center in-a-Box.” GGPAS hired a local company to assist the STS’s training center to develop a set of services standards and develop a “Service Center in-a-box” that includes a manual on the establishment, launching, and management of a Service center, a five-day training curriculum for employees, and designed of information materials to be used by the Service Center to announce services and fees. Developed “Service Center in-a-box” manual, posters, and training curriculum would be available for the STS in expanding One-Stop Shops in new areas.

GGPAS program continued to get positive qualitative feedback from the first two centers that had been renovated in Aravan and Dordoi in 2014 and early 2015. On December 16, 2015, the U.S. Ambassador took advantage of being in Aravan to briefly visit a Tax Service Center that had been renovated by USAID in late 2014. The Director of the center, Mr. Bakytbek Nurmatov Momunovich, showed Ambassador Gwaltny the renovated facilities—a small hall containing a long service counter with eight service windows, and a central station for taxpayers to use to complete documents. Prior to the renovations, employees worked from individual offices, down a long back hallway with closed doors, resulting in bottlenecks and numerous opportunities for corruption. Mr. Nurmatov pointed out that in the last year, the Service Center had also installed video cameras for even more transparency. He mentioned that the center staff made accommodations for representatives of the Social Fund and developed an agreement with a local bank to provide cashier services on the premises. Mr. Nurmatov, the Director of the Service center in Aravan reported that by November 2015, they had already taken in more than KGS 11 million (USD 145,000) more than in 2014. (This is already a 10 percent increase over the KGS 105 million in revenues in 2014, exclusive of December 2015 figures.) With support from USAID in 2015, the STS has also developed a single revised package of materials to more effectively expand its network of nationwide service centers.

Piloting of E-Services on Tünduk. As mentioned in a precious sections, following the launch of the Tünduk Interoperability Framework for data exchange, supported by the Estonian E-Governance Academy, system administrator from the Infosystema piloted one of the six initial e-services using Tünduk. The piloted services included:

- **Service Description:** By PIN information about the debts of the taxpayer as of a certain date is displayed.
- **Link to the Catalog:** <https://upmind.ee/kg/catis/services/SE00032>
- **Users:** Mayor of Bishkek city, Tax Office, Customs
- **Service Responsible Authority:** Infosystema
- **Developer:** Kuttubek Aidaraliev

See “Tünduk” Video [Link](#)

Public Fund Abad Assesses the Delivery of Tax Services. From January 2016 to May 2016, GGPAS supported Jalal-Abad-based civil society Abad in assessing the quality of services provided by a selection of eight Tax Service Centers across the southern provinces: centers supported by USAID in Aravan, Kara-Suu and Dordoi Bazaar and non-USAID supported service centers in Osh, Kara-Kuldja, Uzgen, Bazar -Korgon and Bishkek. The project assessed the degree to which they are delivering services in line with the STS-approved service standards, and present the findings and a series of recommendations to

the STS, their public advisory board, and other stakeholder. NGO Abad piloted a new methodology for independent service monitoring which was also developed last year by the Government's Department of Public Administration and Personnel Policy, GAMSUMO, civil society groups supported by the UNDP. The approach uses a combination of "mystery shopping," citizen surveys and focus groups, and public hearings.

In general, the monitoring of taxpayer service demonstrates that the STS' initiative of launching "service centers" has significantly improved services for taxpayers. Prior to launching of Service Center clients had to go separate offices to obtain necessary documents, spravka, and signatures and then present them to the focal person to develop the required document or delivery of reports. This bureaucracy took significant time, increased opportunities for corruption, and insufficient space for clients. The monitoring groups noted that the work of the Service Centers in general greatly reduces the time of service, delivery and receiving of documents. One stop shop provides a completely different approach to work with taxpayers. Most importantly, the taxpayers are able to solve various issues in one place, without visiting many offices.

Following the monitoring a number of centers took direct action to immediately improve their performance:

- Kara-Kulja STS Service provided chairs and tables in the center so clients could sit and fill out required forms.
- Bazar-Korgon Service Center repaired electric lighting in the darkened hallway, and procured chairs and tables for the clients.
- Osh replaced all information desks, chairs and tables and strictly directed Service center staff to wear uniform with badges that had the names clearly identified. They announced that failure to comply would result in a KGS 5,000 administrative fine.
- Uzgen District-level tax authorities acknowledged that the "single window" principles have not been fully achieved in a number of locations. To address the lines and crows at the cashier windows, reported by Abad, the tax office said they would immediately request partner state bank to increase the number of tellers at the locations or explore developing new partnerships with competing private-sector banks. Both tax officials and others highlighted the importance of USAID support to improving transparency and accountability.

The Deputy Chair from the STS, Oktiabr Abdikaimov expressed appreciation for the findings and announced a number of initiatives of the STS: they are collecting feedback on specific centers on their website to monitor performance, the STS plans to train Service Centers employees on code of ethics, and they have plans to revise physical standards of existing and future service centers.

Improving Effectiveness of the STS PC. As mentioned above, on December 31, GGPAS provided a grant to LBD Consulting to help improve the PCs under the MoSD, STS, and MoH to improve their individual performance.

7.8 SOCIAL PROTECTION AND DEVELOPMENT

Table 11. Social Protection and Development Services

Institutional Strengthening of MoSD		Amount (USD)	Start	End
BIS004	MoSD Performance Analysis: Workflow and HR Assessments Within Central Office	\$101,127	20-Mar-14	11-Jul-14
BIS016	MoSD Phase 1a: Developing an MoSD Institutional Strategic Plan	\$25,580	24-Jun-14	30-Sep-14
BIS039	MoSD Phase 1b and 2: Laying the Foundation for Reform	\$130,962	01-Dec-14	08-Jun-15
BIS068	MoSD Phase 3 and 4: Building Organizational Structure and Embedding Systems	\$101,638	15-Jun-15	Cancelled
BIS074	MoSD Phase 5: Communication Strategy	\$0	Cancelled	
OSH013	Improving Processes and Functions of Nookan Social Development Department	\$0	Cancelled	
Improving Access and Quality to Services				
OSH009	MoSD Nookan District: Modeling Improved Social Service Delivery	\$155	15-Jul-15	Cancelled
BIS094	NGO Kelechek: Monitoring of Public Services for Children with Disabilities	\$159,350	08-Feb-16	20-Jun-16
BIS093	NGO LBD Consulting: Strengthening Targeted PCs of MoH, STS, and MoSD	\$100,849	31-Dec-15	27-May-16
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability and Services	\$249,999	01-Sep-15	30-Jun-16

The **MoSD** was one of the first partnerships developed by the GGPAS program, given the long-term engagement with USAID and their efforts to pilot the new law on social procurement, allowing outsourcing of key service delivery function to civil society groups. In March 2014, GGPAS hired a team of consultants to conduct an in-depth institutional performance analysis including a focus on work flow and HRM. By the summer 2015, the MoSD had realized a number of key milestones in its institutional performance improvement road map. It established a systemization task force with clear roles, responsibilities, and sufficient authority to effectively manage the systematization process. The GGPAS consulting team procured, configured, and installed the low-cost JIRA project management solution on the Ministry's intranet, helping the Ministry to improve the IT service desk and the public reception functions. Additionally, the consulting team developed a plan to integrate and configure two additional IT software platforms with JIRA: the Alfresco Content Management system, which will streamline and automate document management; and the OrangeHRM Open Source HRM software to improve the employee performance appraisal process.⁵ 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 HR Department established revised SOWs with 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. The implementation of the package of performance solutions was suspended mid-stream given the potential tax liability.

⁵ Alfresco is used by KLM airline, NASA, and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker.

Supported by USAID, the Ministry was on target to dramatically improve operational effectiveness of the central office by streamlining functions of its 13 departments and adopting an integrated IT platform to better manage tasks, HR, and the flow of documents throughout the institution. Following the suspension, Minister Kudaibergen Bazarbaev stated that without USAID support for priority tasks they will not achieve their strategic objectives for the year.

MoSD Video [Link](#)



The MoSD is one of the largest and most complex social service delivery institutions in the country, providing direct services to at least one-quarter of the population and affecting the vast

majority through public education and outreach. The MoSD is responsible for providing assistance to approximately 500,000 senior citizens, 120,000 families-in-need, 345,000 vulnerable children, and 150,000 people with disabilities. In addition to provision of direct services, the MoSD also implements public education work on tolerance and diversity. The Ministry is empowered to implement the state policy regarding social development, which includes support to socially vulnerable groups such as the disabled, vulnerable families, senior citizens, and at-risk children. It plays a key role in delivering social services, particularly in the form of payments, to these stakeholders. The MoSD employs about 1,500 people, 70 percent of whom work in local divisions. The leadership of the MoSD is reform-minded, and the Ministry is one of the leading institutions implementing reforms to improve its institutional capacity and efficiency.

MoSD Performance Analysis. As part of its reform agenda, the MoSD requested support from USAID to conduct a functional assessment of the agency. The performance gap analysis found that GoKR has an official national Social Development Strategy for 2012-2014, which MoSD should have been implementing since its inception. However, results from the desk research identified misalignments between MoSD official provisions as of 2012 (i.e., its current mandate and core deliverables) and the goals and objectives of SDS 2012-2014, as well as the actions which the strategy called for. More specifically, the strategy clearly pointed to a need for internal structural reform at the ministry, including:

- Need for an overhaul of both the IT System and personnel IT skills
- Need for a modern HRMS
- Need for a Performance Monitoring and Evaluation System (PMES) across the MoSD “supra system”
- Need for a Communication Strategy
- Need for a more effective and transparent Public Finance Management System (PFMS)
- Need for special care of “groups at risks,” more specifically the homeless, be they children or adults

Support to Social Protection at a Glance

- 130 days of International advisors
- 2,152 days of national consultants
- In-depth institutional performance/functional analysis of MoSD conducted
- Conducted a detailed workflow and HR analysis
- Produced an HR manual and set of tailored job descriptions
- Developed the MoSD Strategic Plan for 2015-2017
- Established a Systemization Task Force building the institutional foundation for systemization, and supporting the HRM unit
- Developed the draft an internal Ministerial decree on the operation of the Task Force
- KPIs developed
- 20 job description revised with KPIs
- Developed a PMES concept and architecture
- IT "Service Desk" and "Job Tracker" tool installed and launched
- A low-cost JIRA project management solution on the Ministry's intranet procured and installed
- Developed a plan to integrate and configured two additional IT software platforms with JIRA: the Alfresco Content Management system, which streamlined and automated document management, and the OrangeHRM Open Source HRM software, which improved the employee performance appraisal process
- The projects of the job description for five departments of the Central Unit developed
- The Operational Manual, Annual Plan, and Internal Regulations for MoSD Public Advisory Board were developed
- Developed an integrated database tracking system for 9 day care centers for 259 children with disabilities

GGPAS engaged two teams of international and local consultants to conduct a functional assessment at the Ministry and analyze the current workflow and HR processes. This experience turned out to be highly collaborative thanks to an engaged and active working group of senior and middle managers. A series of fruitful workshop meetings—with lively, opinionated discussions—changed the Ministry’s expectations of a quick assessment and an easy fix to an acknowledgement of the need for a systemic and holistic approach to performance improvement. The Minister was personally involved in a number of meetings and debriefings with the consultants, GGPAS and USAID.

MoSD Phase 1a: Developing a MoSD Institutional Strategic Plan. This active collaboration resulted in a follow-on activity when in June 2014, GGPAS and MoSD partnered again to develop a strategic plan for the period 2015-2017 with a clear implementation plan (Annual Work Plan) and M&E plan, as well as realistic budgetary considerations. In August, the Ministry took the first steps to institutionalize a number of these evidence-based performance solutions, by integrating them directly into their institutional 2015-2017 Strategic Plan. This is potentially one of the only evidence-based strategic plans in government that is based on real downstream internal client data. The MoSD approved the Strategic Plan (BIS016) with a decree of the minister in September 2014.

MoSD Phase 1b and 2: Laying the Foundation for Reform. In the second year of the program implementation GGPAS conducted the initial two phases of the Systematization Program outlined in the initial Performance Gap Analysis, and further articulated in their institutional Strategic Plan 2015-2017. Specifically this activity supported key units within the MoSD to implement the initial phases of an 18-month systematization enhancement program.” By the summer 2015, the 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 OrangeHRM Open Source HRM 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 HR Department established revised SOWs with 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.)

Performance Improvement Interventions in the Ministry of Labor and Social Development Cancelled. On March 11, 2016, USAID advised GGPAS to cancel indefinitely the series of projects designed to improve performance in the central office of the MoSD.

Following the suspension, Kudaibergen Bazarbaev the Ministry of the MoSD and his counterparts informed GGPAS program representatives that without USAID support for priority tasks they would not achieve their organization’s strategic objectives for the year. Furthermore, these strategic objectives are critical to the country’s five-year sustainable development strategy. The MoSD continues to be ranked among the most trusted institutions in the Government’s own public opinion surveys. The Minister Bazarbaev told the U.S. Ambassador how important the GGPAS support was to his Ministry and requested that it continue.

Results

In September 2014, the MoSD Strategic Plan was approved by the Minister for the institutionalization of the plan to address deficiencies in the system. This plan is one of the few strategic plans of the government based on the evidence. Additionally, in an effort to create an effective task force (TF), the Minister included a number of 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. According to Kydykbek Osmonov, Head of the IT Department in MoSD, the JIRA project management solution allowed for monitoring and analyzing the work processes at the Ministry by providing data on performance of each unit and individual staff. This data can be incorporated into the performance appraisal process and fair job distribution. The software also allowed for tracking the progress of implementation of the MoSD's strategic plan. Employees from the IT Department participated on trainings on using the new JIRA management system.

Monitoring of Services Provided by the MoSD and Other Ministries to Children with Disabilities. In February 5, 2016, as part of the “pivot to civil society service monitoring” GGPAS provided a grant to the NGO Kelechek Plus, a CSO, to develop an integrated database tracking system for 9 day care centers to monitor the public services provided by the MoSD, MoH, MoES, and local municipalities for 259 children with disabilities who are currently enrolled in the facilities. As part of this activity they developed an instructional manual and delivered targeted training on using the system for the centers' employees; analyzed the findings to identify gaps/ discrepancies among children among regions, and developed a set of recommendations to help public sector service providers on how to remove obstacles to accessing services.

Kelechek Plus conducted desk review of the legislative framework and studied the AS IS situation of the services provided by the agencies and analyzed business processes at nine day care centers and develop technical specifications for the database system. They conducted a series of 16 stakeholder focus groups and workshops with the day care centers employees and developed a beta version of the database/IT platform.

On March 30, 2016, consultant Felix Shapiro demonstrated the beta version of the database to stakeholders. This open source IT platform will join the nine day care centers in one integrated system allowing them to share and aggregate key information.

Already the project has demonstrated its potential for outcomes in four main areas:

- Increasing organizational effectiveness of each individual center, specifically with regard to answering data calls by stakeholders (local government, donors, parents, etc.), supporting institutional memory when they have staffing changes, and ensuring quality of their own services—like the children's food needs, allergies, and other special needs.
- Improving communications and sharing of best practice among the network of centers, in particular by using the communication dashboard that integrates Skype, Facebook, and free SMS service from megacom, Beeline, and O! as well as the Kattar.kg and the Ministry of Justice.
- Improving advocacy of Kelechek Plus and Janaryk. Already, the program manager for Kelechek, Azat pointed out that this will allow them to track critical information, like the first institutions who recommend children for institutionalization (which is antiquated and not best practice), percentage of single parents who do not work, as well as geographic and timing associated with disabilities—all pieces of data that can greatly influence their advocacy.
- Improving Services. Following the stakeholder demonstration, the MoH and MoSD in particular expressed concern about the service/performance gaps that might be identified by this information. Ideally they don't see this as a threat but a great opportunity for their own performance improvement.

Already there is one specific tangible outcome from this project. The MoSD routinely tells the private day care center owners that they must comply with the 14 room minimum standard, but most don't apply for accreditation because they can't meet this standard. During the desk review they learned that non-NGO centers are not subject to this standard, so a number of begun applying for accreditation that will allow them to apply for funds from the local government or state grants.

The platform is all open source. Even the automated reports do not use excel, so they won't need to buy a MS office license. The team has begun using the free download for TeamViewer remote desktop

application so that Kelechek Plus will be able to provide technical support to users in the regions, less familiar with computers. It has a multiple language function, which means that it could theoretically be expanded and used in other counties. Kelechek Plus presented the Demo version of the Database at an international conference in Bishkek that they are organizing with UNICEF funding.

Improving Effectiveness of the MOSD PC. As mentioned above, on December 31, GGPAS provided a grant to LBD Consulting to help improve the PCs under the MoSD, STS, and MoH to improve their individual performance.

Pilot Monitoring of MOSD Services by Communities. As highlighted above, the NGO CPP, has trained 180 civil society representatives from across the country how to monitor public services. NGO CPP supported 27 teams to use the methodology to monitor delivery of 6 specific services against established standards and developed an analysis and set of targeted recommendations for the government and other stakeholders on how to improve the service delivery and sustain efforts for citizen monitoring and feedback of service delivery.

Piloting of E-Services on Tünduk. As mentioned in a previous sections, following the launch of the Tünduk Interoperability Framework for data exchange, supported by the Estonian E-Governance Academy, system administrators from the SRS piloted two of the six initial e-services using Tünduk. The piloted services included:

- **Service Description:** Provides information whether persons are recipients of pensions and whether the payments of insurance premiums have been made (by PIN)
- **Link to the Catalog:** <https://upmind.ee/kg/catis/services/SE00022>
- **Users:** Ministry of Social Development
- **Responsible Authority:** Ministry of Social Development
- **Social Development Developer:** Atai Abdykerimov

See “Tünduk” Video [Link](#)

7.9 HEALTHCARE PROVISION

Table 12. Health Services

Institutional Strengthening of MoH		Amount (USD)	Start	End
BIS005	MoH Institutional Context Assessment for Central Office	\$52,748	12-Mar-14	30-Jun-14
BIS031	MoH Developing Institutional Improvement Plan for Central Office	\$64,456	10-Nov-14	27-Mar-15
Improving Access and Quality of Health Services				
OSH003	Osh Hospital: Assessing Improvements to Patient Intake and Document Flow	\$21,488	29-Sep-14	30-Jan-15
OSH007	Osh and Jayil Hospital: Automation of Patient Intake and Administrative Processes	\$119,306	20-Apr-15	15-Jun-16
BIS081	NGO Ergene: Improving Accountability and Transparency at Oncology Centers	\$141,330	16-Nov-15	15-Apr-16
BIS093	NGO LBD Consulting: Strengthening Targeted PCs of MoH, STS, and MoSD	\$100,849	31-Dec-15	27-May-16
BIS094	NGO Kelechek: Monitoring of Public Services for Children with Disabilities	\$159,350	08-Feb-16	20-Jun-16

Charting a Course for Strengthening the MoH. From October 2014 to March 2015, GGPAS helped the 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 and 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.

Support to the Health Sector at a Glance

- 31 days of international advisors
- 503 days of national consultants
- MoH Institutional context assessment
- MoH three-year institutional strategic plan
- Workflow assessment for Osh Interregional Children's Hospital
- Two solution models to improve patient intake processes proposed
- 124 hospital staff trained
- IT Solution IC: Bolnitsa platform configured and installed at two hospitals: Osh Interregional Children's Hospital and Jaiyl District Joint Hospital
- Civil society outreach on cancer patients' rights

Improving Patient Registration and Document Flow Process. In late 2014, GGPAS hired a Bishkek-based consulting company Center for Training and Consulting (CTNC) to analyze the current workflow processes and work with the Osh Interregional Children's Hospital to identify performance gaps and design two solution models to optimize the reception operations with cost estimates. As a result, the following two sets of performance improvement recommendations to optimize patient intake processes were presented:

- **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 a local network and transfer to electronic document flow. Six months is required for this process. Total Estimated Cost: USD 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: USD 52,000

In line with 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.



On June 25, GGPAS hired local company “Reverse Group Ltd.” To present 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 that supports a variety of databases and can be installed on Windows and Linux operating systems on the server and client parts.

Results
<p>In 2014, the hospital director said that patients waited as long as seven hours to see a doctor. He says this system will dramatically reduce patient waiting time and improve their experience at the hospital. Already, he said the average time an outpatient spends in the hospital has reduced from 12 hours to as low as 2 hours. The system, which uses the open source IC: Bolnitsa platform (hospital in Russian), includes an intranet and a unified electronic database to automate administrative processes and streamline the flow of information and documents throughout the hospital, while still complied with all legally required documentation. Prior to this, all paperwork was completed by hand and passed in hard copy between departments. Additionally, this system will ensure that doctors and nurses have real-time access to vital patient data, eliminating some potential for administrative errors. Ultimately, it allows them to spend less time on paperwork and more time providing care for their young patients.</p>

Additionally this system will ensure that doctors and nurses have real-time access to vital patient data, eliminating some potential for administrative errors. Ultimately it allows them to spend less time on paperwork and more time providing care for their young patients.

The initiative was launched in October 2014, when a team of consultants, hired by the USAID GGPAS program, analyzed the hospital’s existing business processes and workflow and assessed the computer literacy of the employees. In April 2015, an IT solution was proposed, configured, and installed in a number of pilot departments. A team of professionals provided on-the-job training for all 124 hospital staff.

In January 2016, the MHIF invested USD 25,000 to procure necessary computer hardware and install the system in 8 of the hospital’s departments. Representatives of UNICEF expressed interest in providing computers to expand the system across the entirety of the hospital and replicating it in other children’s hospitals in Batken and Jalal-Abad.

Following a full inspection of the system, the Director of MHIF requested support from USAID to replicate the system in other locations. A team of consultants have begun to adapt this system for the Jayil Regional Hospital in Bishkek. This

replication can serve as the model for expansion in the future.

Public Fund Ergene Help Cancer Patients Safeguard Their Rights. In February 2016, the Public Fund Ergene held a national stakeholders’ meeting to discuss vital issues on access of cancer patients to medicine. In December 2015, Ergene launched a national patient education campaign “A right for healthy life without corruption” to help cancer patients and their families safeguard their rights and increase their chances of recovery. This campaign was designed to inform cancer patients about their basic rights, available medical services and tips on how to resist corruption attempts at oncological clinics through various media outlets and outreach materials.

“Before we had this system, I spent a full week to complete my monthly reporting. This system allows me to complete all my reports in less about 30 minutes.”

— **Registration Officer at the Osh City Interregional Children’s Hospital, during a March 11 demonstration of the hospital’s new automated information management system**

As part of this project, Ergene worked through patient groups to organize community meetings in 100 localities around the country to feature a play about 2 women—1 who won cancer and the other who was defeated by the disease—followed by discussions to allow for participants share their own stories and enquiries. Two practical handbooks with advice and recommendations for women about cervical and breast cancer were printed for distribution. Additionally, they hosted two press lunches in Bishkek and Osh cities and two press tours took place to the National Cancer Center and its southern branch in Osh city between January and February 2016. Ergene produced paid advocacy/opinion pieces in newspapers about acute issues of cancer treatment and the gaps in the national policy. Representatives of the NGO and cancer survivors shared personal stories on TV and radio and participated in live Q&A sessions with audience members.

Results	
<p>“The quality of health care in the Kyrgyz Republic is not up to the specification expected at this point,” according to an independent institutional assessment of the MoH. The report, carried out under USAID GGPAS revealed serious challenges facing the management of the health care sector by the Ministry, which oversees over one million hospitalizations per year as well as an entire network of primary health care. The assessment also identified 14 high priority national programs and strategies in which the MoH participates. “An effective organization has only one strategy geared to achieve its established objectives,” the report concluded.</p>	<p>On World Cancer Day, February 4, 2016, Ergene held a national stakeholders’ meeting attended by civil society representatives, the MoH, and MPs to discuss vital issues on access of cancer patients to palliative care as a right to life. The event coincided with parliament hearings with the Minister of Health Talantbek Batyrallyev reporting on the draft bill on palliative care. Later, the Minister joined the meeting and expressed his support to Ergene’s initiatives and activities on cancer treatment. Ergene also organized a charity event (funded by Ergene itself) with participation of the U.S. Ambassador to the Kyrgyz Republic Sheila Gwaltney to raise awareness about cancer, access to palliative care and pain relief medicines. Ergene also worked with national and private television channels to broadcast PSAs about cancer patients’ rights.</p>

Improving Effectiveness of the MoH PC. As mentioned above, on December 31, GGPAS provided a grant to LBD Consulting to help improve the PCs under the MoSD, STS, and MoH to improve their individual performance.

Pilot Monitoring of MoH Services by Communities. As highlighted above, the NGO CPP has trained 180 civil society representatives from across the country how to monitor public services. In the coming quarter, 27 teams to use the methodology to monitor delivery of selected six specific provided by the MoH, Ministry of Labor Social Development, SRS, and the Bishkek Municipal government against established standards and develop an analysis and set of targeted recommendations for the government and other stakeholders on how to improve the service delivery.

Monitoring of Services Provided by the MoH to Children with Disabilities. As mentioned above, on February 5, 2016, GGPAS provided a grant to the NGO Kelechek Plus, a CSO, to develop an integrated database tracking system for 9 day care centers to monitor the public services provided by the MoSD, MoH, MoES, and local municipalities for 259 children with disabilities who are currently enrolled in the facilities.

See Hospital Video [Link](#)

7.10 EDUCATION SECTOR

Table 13. Education Services

Institutional Strengthening of MoES		Amount (USD)	Start	End
BIS003	MoES: Improving Action Planning and Budgeting Process	\$42,170	04-Mar-14	31-Aug-14
BIS063	MoES: Analysis of the Financial Management System	\$24,230	27-Apr-15	Cancelled
OSH004	NGO MSDSP: School Management Training Module for OEI	\$15,728	01-Dec-14	30-Apr-15
OSH005	MoES: Supporting Communication Through the Congress of Educators	\$34,411	10-Aug-15	30-Sep-15
Improving Access and Quality to Services				
BIS053	Encouraging Early Grade Reading Through National TV Program "Read Together"	\$118,753	16-Mar-15	19-Feb-16
BIS054	MoES: Encouraging Early Grade Reading Through Provision of Books for Schools	\$615,952	15-Jul-15	30-Jun-16
BIS094	NGO Kelechek: Monitoring of Public Services for Children with Disabilities	\$159,350	08-Feb-16	20-Jun-16
BIS107	National Reading Committee: Public Outreach Plan	\$16,820	18-May-16	22-Jun-16

Increasing Strategic Planning Function of MoES was one of the first GGPAS activities designed to complement the MoES' work plan process by conducting 16 stakeholder focus groups assessing perceptions of service delivery and work plan elements in 8 communities nationwide and conduct a budget analysis of the final work plan proposal. The focus group findings and program budget analysis intended to strengthen the MoES' work plan before presentation to the government, identified opportunities for enhanced work plan M&E, and set a precedent for the future use of participatory planning processes.

Improving Institutional Financial Management Project Cancelled. On March 11, 2016, USAID's project with "Socium Consult" to conduct a full analysis of financial management within the MoES. This project was launched in April 2015, and suspended in August 2015 at the cancellation of the bilateral agreement. This is would have been 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.

Training for School Administrators. In spring 2015, 89 school managers and administrators from Osh, Jalal-Abad, 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 (MSDP), a local NGO. On average, participants demonstrated a 42-percent increase in knowledge and management skills after participation in the 5-day module.

Supporting Communication Through the Congress of Educators. In summer 2015, GGPAS provided grant to NGO Mountain Society Development Programme (MSDP) to cover the transportation costs for 200 school administrators from the southern provinces to participate in the MoES back-to-school "Congress of Educators." The trainers from the MSDP conducted training

Support to the Education Sector at a Glance

- 10 days of International advisors
- 923 days of national consultants
- Conducted focus groups nationwide assessing perceptions of service delivery and work plan
- Conducted a program budget analysis of the final work plan proposal
- Ensured the participation of the 200 school administrators from the southern provinces in "Congress of Educators"
- Printed and distributed 1,100 copies of training materials on contemporary management skills for the education sector, and facilitate a four-hour break out session for 200 participants from across the country
- Conducted a full analysis of financial management within the MoES
- Launched the first innovative mobile application called "Fun Kitep 2" with 15 new Kyrgyz language storybooks and interactive games to improve reading skills
- Procured 264,450 books for 2,150 schools for all regions and 2 cities in the country for 250,000 young readers
- Develop an integrated database tracking system for 9 day care centers to monitor the public services provided by the MoSD, MoH, MoES, and local municipalities for 259 children with disabilities

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 MoES 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.

Innovative Mobile Application to Encourage Children to Read. In January 2016, with support of USAID’s GGPAS project, the AKF launched an innovative mobile application called “Fun Kitep 2” with 15 new Kyrgyz language storybooks and interactive games. The free Android download includes an playful and colorful interface, and includes interactive games that motivate the children to read, challenges them to think critically, ultimately improving reading comprehension. Six of the books are also available in Russian and English. Parents can find “Fun Kitep 2” (search “Читаем играя 2” or “Ойноп китеп окуйбүз 2”) on the Google Play store on their Android device or be downloaded from www.akfgame.kg to install on any personal computer.

“Fun Kitep 2” is an improved version of “Fun Kitep” launched in late 2015. The improved version has more books, greater functionality and the ability to add content in the future. According to AKF, in the first week after release, more than 100 people downloaded the application. By the end of March 2016, according to statistics of the Google Play Market, the first and second versions of Fun Kitep had been downloaded more than 1,000 times each. To promote the mobile application a TV campaign was launched on national television and brochures were distributed among schools and libraries across the country.



“Fun Kitep was the first mobile application for children in the Kyrgyz language developed to improve reading skills. I hope that the application is useful to promote reading among youngsters,” said Burulai Aitkulova, Education Program Officer with AKF.

Read Together TV Show Continues to Engage Children.

Beginning in 2015, AKF developed a pilot children’s television show called Reading Together, broadcast on Balastan TV. USAID media consultants helped the production team to identify ways to improve on the initial pilot series, including adopting a more team-based approach, and integrating that participation of celebrities, puppets, and characters from the popular animated series “Adventure to the World of Books.” In late summer 2015, USAID supported the production of 26 new episodes using the improved format and techniques. The Manager of Balastan, Kunduz Amanova, claimed that the TV show “Read Together” is now among 10 most watched TV programs in the country. Members of the GGPAS team have actually seen grandparents watching the TV show with their children in vegetable kiosks in Bishkek. The episodes that have been already broadcasted are available on the KTRK website as well as on YouTube. Up to 1,000 people have watched each of the episodes on both sites. Additionally, in the framework of its broader Reading for Children Program in the country, the AKF staff, through interactions with parents, children and teachers, have witnessed that the “Read Together” program is already contributing to revive the culture of reading in families and schools. Aga Khan representatives said that another donor (DFID) has already pledged support to continue the show in the future.



Results

According to AKF, in the first week after release, more than 100 people downloaded the application. By the end of March 2016, according to statistics of the Google Play Market, the first and second versions of Fun Kitep had been downloaded more than 1,000 times each. “Fun Kitep was the first mobile application for children in the Kyrgyz language developed to improve reading skills. I hope that the application is useful to promote reading among youngsters,” said Burulai Aitkulova, Education Program Officer with AKF.

Provision of Children’s Books Resumes. On March 31, 2016, GGPAS was notified by USAID to move forward with a suspended book procurement. The revised procurement included the purchase of only Kyrgyz-language books, which are exempt from VATs. This project had been initiated in July 2015, to provide a selection of Kyrgyz and Russian reading books to schools across the country. The books were selected by education experts from the USAID Quality Reading “Reading Together” program, representatives from the MoES and a variety of other stakeholders focused on improving early grade reading in the Kyrgyz Republic. Unfortunately given the cancellation of the bilateral agreement in August 2015, this project was suspended pending further clarification on the potential tax liability and a number of other issues. GGPAS extended the suspension of the project.

This revised project procured 264,450 books for 2,150 schools for all regions and 2 cities in the country. A set of books consists of 123 books. This project would ensure that 250,000 young readers across the country have access to a supply of engaging and age-appropriate children’s books that would 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, promoting book-related activities in the home and community, and increasing public awareness about the importance of reading for education and life-long success.

Monitoring of Services Provided by the MoES to Children with Disabilities. As mentioned above In February 5, 2016, GGPAS provided a grant to the NGO Kelechek Plus, a CSO, to develop an integrated database tracking system for 9 day care centers to monitor the public services provided by the MoSD, MoH, MoES, and local municipalities for 259 children with disabilities who are currently enrolled in the facilities.

Developing Public Outreach Plan to Increase Early Grade Reading. To assist with the closeout and handover of all Early Grade Reading activities (Basic Education Funding), the GGPAS program hired a local media company, on behalf of the members of the National Reading Steering Committee, to design a comprehensive one-year national multimedia public outreach campaign to increase out-of-school reading time. The National Reading Committee was established by MOU with among USAID and the MoES and Ministry of Culture. The communication plan, developed by consultants, have been provided to USAID Quality Reading Project, which is a key player in the National Reading Committee, for further use and implementation. The plan serves as an example and foundation to do an effective and coordinated national public outreach behavior change communication campaign that leverages varied investment on an early grade-reading and cross-promotes a number of related activities of National Reading Steering Committee members. USAID QRP can use this work of consultants as an exemplary resource in developing further coordinated communications of the National Reading Committee.

The USAID Quality Reading “Reading Together” Program will engage stakeholder to participate in the development of this plan. This campaign will highlights the future availability of 264,450 children’s books to 2,150 schools nationwide, as well other available stakeholder resources, tools, events and opportunities that parents, teachers, and community leaders can use to support out-of-school reading activities.

The development of this communication plan would encourage out-of-school reading and increase public awareness about the importance of reading for education and life-long success. It will support the National Reading Steering Committee to model how to do an effective and coordinated national public outreach behavior change communication campaign that leverages varied but significant donor investment on a specific issue. Finally it will cross-promotes a number of related activities, including a number of USAID GGPAS-supported activities completed over the last year specifically the Aga Khan television show, mobile application, and the GGPAS-procured Kyrgyz language books.

7.11 PUBLIC SAFETY AND LAW ENFORCEMENT

Table 14. Community Safety and Security

Citizen Oversight and Engagement on Reform		Amount (USD)	Start	End
BIS073	NGO LYA: Stakeholder Mapping to Enhance Civil Society Advocacy	\$55,074	20-Oct-15	31-May-16
BIS101	National Conference on Crime Prevention Policy and Practice	\$59,566	11-Apr-16	24-Jun-16
BIS097	NGO Result: Monitoring OECD Istanbul Anti-Corruption Action Plan	\$104,357	16-Feb-16	27-May-16
Using Internal and External Data to Improve Performance				
BIS034	MVD: Introducing Modern Methods for Managing Crime-Related Data	\$7,022	01-Jun-15	22-Jun-15
BIS038	NGO LYA: ICVS #1: Supporting Advocacy Through the ICVS	\$193,189	19-Jan-15	10-Feb-16
BIS079	NGO LYA: ICVS #2: Increasing Awareness and Use of the ICVS	\$77,874	07-Dec-15	30-May-16
OSH019	NGO FTI: LCPC Scorecard and Toolkit to Assess Work of Neighborhood Inspectors	\$53,660	27-Jan-16	30-May-16
BIS078	MVD: Implementing "Your Neighborhood Inspector" Web Page and Processes	\$0	Cancelled	
Improving Engagement of Target Demographics on Crime Prevention				
OSH011	NGO FTI: LCPC Manual and Action Planning	\$67,931	12-Oct-15	15-Mar-16
BIS102	NGO LYA: Expanding Use of LCPC Manual and Action Planning	\$48,967	02-Mar-16	31-May-16
OSH019	NGO FTI: LCPC Toolkit and Scorecard to Assess Work of Neighborhood Inspectors	\$53,660	27-Jan-16	30-May-16
BIS040	MVD: Designing "Neighborhood Inspector" Web Page and Processes	\$37,720	20-Apr-15	Cancelled
BIS035	MVD: Improving Engagement of Juvenile Unit: Study Tour and Handbook	\$78,938	19-Jan-15	11-Sep-15
BIS043	MVD: Improving Engagement of Juvenile Unit: Training #1	0\$	Cancelled	Cancelled
BIS084	NGO Generation Insan: Preventing Juvenile Crime #1	\$95,762	02-Nov-15	01-Feb-16
BIS091	NGO CRDL: Piloting School Safety and Violence Prevention Action Planning	\$43,203	08-Feb-16	31-May-16
BIS096	NGO Generation Insan: Preventing Juvenile Crime #2	\$129,042	17-Feb-16	5/31/201
Targeted Support for More Effective and Accountable Traffic Police				
BIS032	SRS and MVD and Kyrgyz Post: Assessment of Interagency System for Traffic Violations	\$0	Cancelled	Cancelled
BIS049	SRS and MVD: Designing Automated Data Exchange for Safe City	\$20,819	26-Jan-15	25-May-15
OSH017	NGO BDK: Increasing Use of POS Payment Terminal for Traffic Fines	\$65,170	01-Dec-15	10-May-16
BIS085	NGO Urban Initiatives: Improve Compliance Traffic Laws and Police Accountability	\$48,000	13-Jan-16	20-May-16
BIS086	NGO Dorojnaya Bezopasnost: Improving Traffic Safety with School Children	\$75,727	08-Feb-16	31-May-16
Furthering Dialogue on Drivers of Violent Extremism				
BIS059	NGO SFCG: White House Summit on CVE	\$3,831	16-Feb-15	23-Mar-15
BIS095	Mercy Corps: Vulnerability of Youth to CVE and Other	\$36,540	26-Feb-16	30-Jun-16

Law Enforcement reform is notoriously an opaque and difficult sector. Owing to inconsistent political will in recent years, in August 2014 the U.S. Government allocated USD 2.8 million (1207 Law Enforcement Reform funding) to the USAID GGPAS program to capitalize on opportunities to move fundamental reforms to the security sector forward, while expanding the ongoing work with civil society to bring security sector institutions and the people of Kyrgyzstan closer together, leveraging work by USAID’s Office of Transition Initiatives from 2010-2013.

GGPAS prioritized interventions to work directly with the MVD on critical issues like improving recruitment of women and minorities, human resource management, better collection and utilization of official crime data to improve performance and policies, and reducing corruption among law enforcement. Few of the initial interventions directly with the Ministry gathered sufficient traction. Those that did generate traction in the first year, were quickly abandoned following the cancellation of the bilateral agreement, when the Ministry cut off all contact.

Many of the interventions with civil society, local government, and non-MVD public sector partners were effective. Additionally, the MVD was actively engaged with many of these partners, albeit indirectly and a step removed from USAID involvement.

7.11.1 USING INTERNAL AND EXTERNAL DATA TO IMPROVE PERFORMANCE

The MVD Reform Action Plan prioritizes “establishing new criteria for the assessment of MVD activities,” and has as an objective “Criteria for performance evaluation accurately reflect the effectiveness of law enforcement, is transparent, and is formed from a variety of sources.”

Support to the Security Sector at a Glance
<ul style="list-style-type: none"> ▪ 168 days of International advisors ▪ 1,183 days of national consultants ▪ Supported five members from MVD and two experts from CSOs to participate in a five-day study-tour to Georgia ▪ Developed Handbook/Manual for Juvenile Delinquency Inspectors (JDI) on effective engagement and crime prevention ▪ Conducted a series of presentations to the Information Analytical Center and the Central Administration of the MVD with an introduction to the use of modern methods and software platforms to collect and analyze crime-related data ▪ Supported LYA/Civic Union for Reform and Results (CURR) in execution the First ICVS ▪ Conducted a targeted outreach and advocacy campaign about the ICVS dataset, the findings, and recommendations ▪ Supported the SRS in designing an AIS ▪ Supported the participation of the representative of civil society in the White House Summit to Counter Violent Extremism in Washington, DC ▪ Conducted an analysis of the key stakeholders who contributed to the realization of law enforcement bodies reform and developed a database and software product for imaging effort of stakeholders ▪ Conduct 38 trainings for 840 social workers from schools, representatives of Parents' Associations, Specialists on Youth Affairs from local authorities, youth councils in LCPCs and NGO representatives related to the Juvenile Delinquency issues

At the national level, GGPAS supported the NGO LYA to conduct the first ever **ICVS** for the Kyrgyz Republic, providing credible and comparable information about the real incidence of crime victimization across the country, citizen perception and trust of the police, and to form a baseline for future reforms. LYA conducted extensive outreach on the research and partnered with a number of European criminologists to conduct seminars on the ICVS methodology and encourage secondary analysis with criminal justice students, lawyers, and members of the National Statistics Committee, among others. Throughout the seminars LYA steered discourse toward a greater focus on why, when, and how people are victims of crime, and how can victims be better supported—a key to increasing citizen satisfaction. To date, Parliament has been hesitant to assert their role in oversight of the MVD, but in April 2016, staffers from the Parliamentary Committee on Public Safety and Security requested copies of the ICVS survey in advance of a committee meeting with MVD. The full analysis and infographics can be downloaded on LYA’s website, <http://icvs.reforma.kg/>.

NGO FTI to Support LCPCs to Engage Neighborhood Inspectors. Building on the success of the LCPC Manual referenced below, in January, FTI initiated a second project to pilot with seven active LCPCs, the use of a community service scorecard as a tool for evaluating performance of Neighborhood Inspectors, and a develop a set of tools/templates to help LCPCs to systematically request, host, and engage Neighborhood Inspectors in quarterly public meetings, as required by Ministry of the Internal Affairs Order #16. These tools will be compiled and distributed in an addendum to the LCPC Administrative Manual and Toolkit developed under a separate GGPAS-supported activity (OSH011).

This project helped members of these seven targeted LCPCs to more effectively engage and increase accountability of neighborhood inspectors assigned to their communities, while developing models and tools that can potentially be replicated in other communities around the country.

7.11.2 IMPROVING ENGAGEMENT OF TARGET DEMOGRAPHICS ON CRIME PREVENTION

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 especially among the Juvenile and Neighborhood Inspectors.



NGO FTI Helped LCPCs Use Tools to Improve Planning and Management. In February 2016, GGPAS partner NGO FTI presented to stakeholders a newly developed Operational Manual and Toolkit. This manual, the first of its kind, can be used by more than 500 LCPCs nation-wide to more systematically fulfill their function preventing crime in their communities. Deputy Director of GAMSUMO Mikhail Khalitov called the manual “a practical tool that anyone can use to answer questions about how to better manage an LCPC.” It includes recommendations on how LCPCs can better organize and plan their work, communicate with the

- | Project Support |
|---|
| <ul style="list-style-type: none"> ▪ Supported an innovative media campaign to raise public awareness about traffic safety ▪ Developed and delivered a new traffic safety curriculum which uses an interactive mobile traffic safety playground to 500 children and 100 members of the PTAs selected from five schools ▪ Developed a School Safety and Security Board, Violence Prevention Action Plan and training curriculum for two schools ▪ Conducted an institutional context assessment for LCPCs and developed an Administrative Manual and Resource Toolkit that can be used by LCPCs nationwide ▪ Facilitated the development of four unique and realistic one-year Crime Prevention Operational Plans with the four target LCPS ▪ Developed and delivered trainings for 12 targeted LCPCs on how to use the new USAID-developed LCPC Administrative Manual and Toolkit, a one-year crime prevention Action Plan ▪ Conducted an outreach campaign among drivers about the specific fines for traffic violations, how to more easily pay these fines, and the benefit to the community of making official payments ▪ Developed and piloted, with seven active LCPCs, the use of a community service scorecard and a set of tools/templates to help LCPCs to systematically request, host, and engage Neighborhood Inspectors in quarterly public meetings, a separate GGPAS-supported activity ▪ Conducted the first national conference "Co-Security and Crime Prevention Policy in the Kyrgyz Republic" |

community members, and learn new tools prevent crimes. It also includes examples of one-year crime prevention operational plans developed by four pilot LCPCs from the south. The manual includes an annex designed to help LCPCs can better engage their neighborhood inspectors on performance issues (see above). This project was the result of active collaboration between the GGPAS management team and U.S. Embassy colleagues in INL. The OSCE and British-based NGO Saferworld expressed interest in integrating this manual and action-planning process into their ongoing and future work with LCPCs. In March 2016, the LYA e used the manual to support action planning in an additional 12 LCPCs, under a UNODC project funded by INL. Under this project GGPAS also printed 600 copies of the LCPC Manual and Toolkit for distribution to LCPCs, district-level “LCPC Resource Centers.”

NGO Generation Insan Helped Communities Prevent Crimes Among Youth. On February 2016, CSO “Generation Insan” hosted a stakeholder roundtable to solicit feedback on their recently-developed training manual and handbook on preventing juvenile crime. The curriculum, which builds on similar experiences in Georgia, focuses on age-related childhood development, psychological characteristics of children who display deviant behavior, effective communication with young people, and conflict prevention and mediation. From November 14 to December 18, 2015, the NGO trained 400 social workers from schools, members of parents’ associations, youth affairs specialists in local government offices, and members of youth councils of LCPCs on this material.



Based on the positive feedback from participating institutions, USAID decided to support the organization to revise the curriculum based on stakeholder feedback, and conduct a second round of training for 440 participants from 33 additional communities across the country. The Police Academy has expressed interest in integrating aspects of the approach into their curriculum for law enforcement.

NGO CRDL Develops Models for School Safety Planning. In February 2016, GGPAS provided a grant to Public Foundation CRDL to pilot a violence prevention initiative in two pilot schools of Bishkek composed of assessing the current situation for bullying and student racketeering, facilitating the development of a School Safety and Security Board and Violence Prevention Action Plan, and developing and delivering an appropriate training curriculum for school stakeholders to help them implement and monitor the plan. This project equipped a group of stakeholders in the two targeted schools with tools to implement a school violence prevention action plan that reduces the incidences of bullying and racketeering and establishes mechanisms to better protect victims and mitigate the effects of bullying when it happens; while developing models of violence prevention that can be replicated in other schools and recommendations to key government stakeholders including the Ministries of Education, Internal Affairs (MVD), and Labor and Social Development concerning preventing crime among juveniles.

Research Examining Migrants, Remittance and Potential for Recruitment to Violent Extremism. While not a primary focus of the GGPAS program, given global concerns about violent extremism, and the evidence of extensive outreach by law enforcement in the Kyrgyz Republic against traveling to the Middle East, this quarter GGPAS provided funds for Mercy Corps to conduct a study in four provinces that examines the relation between sudden economic shock, perception of weak governance, including perceived decreases in religious freedom, and vulnerability of migrant youth to recruitment to conflict-related agendas in the Kyrgyz Republic. They plan to develop a research brief based on assessment findings with recommendations. This study provided local and national stakeholders with a series of recommendations on how to mitigate recruitment of youth into violence-related activities. This builds on activity (BIS059) which funded a representative of civil society to participate in the White House Summit to Counter Violent Extremism (CVE) from February 18-20, 2015, in Washington, DC.

7.11.3 TARGETED SUPPORT FOR MORE EFFECTIVE AND ACCOUNTABLE TRAFFIC POLICE

Innovative Approaches to Improve Compliance Traffic Laws and Police Accountability. In January 2016, the NGO Urban Initiatives launched a public outreach campaign highlighting the importance of traffic safety for drivers and pedestrians. Urban Initiatives' Road Triangle campaign emphasized the critical roles that traffic police, drivers, and pedestrians play in ensuring road safety. According to a recent study on traffic safety by the NISI, the Kyrgyz Republic has the second highest mortality rate of the 53 countries in Europe and the former Soviet Union. Official statistics from the National Statistics Committee state that from 2004 to 2013, traffic accidents killed more than 10,000 people and injured nearly 62,000.

As part of this campaign, Urban Initiatives developed an [online](#) test about basic traffic safety rules. To date, more than 26,700 people have taken the test on-line, with fewer than 23 percent of all participants having passed. Last week the group administered the same test to 310 city bus drivers across Bishkek and only 16 percent got 8 of 10 answers correct. They also modeled innovative ways to use traditional and social media to highlight the importance of traffic safety. They produced a number of [public service announcements](#), which continue to be widely broadcast on both state and private television and radio, launched a user-driven photo campaign on Twitter and Facebook called "[Spot the Yeti](#)" highlighting pedestrian scofflaws, and staged a "real" [video](#) showing a common ploy that drivers use to hassle the traffic police, which rapidly went "viral" on social media.

Improving Traffic Safety Knowledge and Behavior of Schoolchildren. The Public Association "Dorojnaya Bezopasnost" developed and pilot a [traffic safety training curriculum](#) in Bishkek schools at five target schools in Bishkek and Chui Province and equipped these schools with interactive mobile traffic safety playground that consists of mock traffic signs, pedestrian lanes and both vehicle and pedestrian traffic lights. The trainings were delivered to 500 children to improve their traffic safety knowledge and behavior and 100 members of the PTAs on how to deliver the curriculum. After the trainings, the partner assessed the results and conducted outreach to stakeholders about the successes to encourage others to adopt the program in other schools, local governments, traffic police and other institutions to improve engagement with young children on traffic safety in the future. The full curriculum, including a list of materials, explanation of games for trainers, the tools for assessing behavior change, and action planning for the school is compiled into one package to be distributed at a final presentation in mid-May 2016. They would be also made available on the partner's website for download.

NGO BDK Increases Driver Awareness About POS Terminals to Pay Traffic Fines. The Public Association Human Rights Movement BDK conducted their ongoing [public outreach campaign](#) encouraging drivers across the country to use bank cards to increase official payments for traffic fines. The campaign targeted drivers in Bishkek, Osh, Jalal-Abad, Tokmok, Kara-Balta and Karakol cities about the specific fines for traffic violations, how to more easily pay these fines, and the benefit to the community by making official payments.

When comparing the baseline data to the final survey, it appears that the level of the awareness of drivers about POS terminals has indeed increased in the targeted communities. Additionally it appears that the campaign was indeed successful at highlighting new ways to pay official payments, but largely those that are now using terminals appear to be primarily among people who prior to this were paying the cashier at the post office. So it would assume that most of those that were paying unofficial payments before, continue to pay unofficial payments (bribes) after. Although this data is not statistically significant. So while it appears that this project did increase awareness about POS terminals, and continue a general dialogue about the corruption among the traffic police, still much needs to be done to decrease corruption among the traffic police. The existence of and awareness of POS terminals by drivers is insufficient.

7.12 ELECTRICITY AND ENERGY SECTOR

Table 15. Electricity Services

Institutional Strengthening of Electricity Providers		Amount (USD)	Start	End
BIS002	NESK: Study Tour to Support to Draft Energy Regulations for a Settlement Center	\$27,416	04-Mar-14	25-Apr-14
BIS020	MoE: Procurement and Translation of Electricity and Metering Standards	\$43,601	01-Oct-14	26-Jun-15
Improving Access and Quality to Electricity Services				
BIS082	NGO UNISON: Outreach on Consumer Rights and Energy Conservation	\$199,494	19-Oct-15	31-Mar-16
BIS105	NGO UNISON: Improving Energy Efficiency in Public Schools	\$44,867	04-Apr-16	06-Jun-16

Study Tour to Support National Electricity Network of the Kyrgyz Republic (NESK) to Draft Energy Regulations for a Settlement Center. In April 2014, GGPAS conducted an eight-person study tour to Georgia and Armenia to observe the work of an ISC, which was followed by a presentation of results to the MoEI. The then Minister Artykbaev emphasized the role of the ISC in reducing corruption and ensuring transparency in the energy sector.

GGPAS supported the MoEI to procure 22 Electro Metering Standards with a certified Russian translation. In July 2015, the standards and their translation were handed over to the MoE's Center for Standardization to adopt the standards. These standards are critical to establishment of the ISC, 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. On June 2016, Kyrgyzstandard—the Kyrgyz national standards organization—adopted 25 IEC standards. These standards would improve collection and exchange of data among companies that generate, transmit, and distribute electricity in the country. The new standards provide the basis for more efficient management of the sector. Over the last ten years, the lack of universal data standards in the electric power sector has hampered integration of the data system used to manage the grid, leaving gaps and leading to a lack of accountability and inefficiency. USAID worked closely with relevant government and private entities to help the GOKR to adopt these standards from the IEC and integrate them into the country's energy sector. This initiative is part of USAID's ongoing partnership with the GOKR to improve energy security in the Kyrgyz Republic, and Central Asia, through the Energy Links project.

Support to the Energy Sector at a Glance

- 75 days of international advisors
- 30 days of national consultants
- Study tour for eight representatives of the MoEI and energy companies organized to Georgia/Armenia
- Electricity and Metering Standards procured and translated for the MoEI
- UNISON's Annual communication plan developed
- Outreach campaign on electricity consumer rights and responsibilities
- A manual for public schools on correct procurement and usage of coal as a means of heating developed

Results

“The National Electric Transmission Company of the KR reported a 13 percent reduction in electricity consumption in February 2016 compared with the last year. It cited both warmer temperatures but also more rational consumer practices. A follow-up survey by experts from UNISON suggested that direct action by workshop participants’ accounts for saving energy of more than 421,297 kilowatts. This reduction in consumption reflects a cost of nearly KGS 500,000.” The campaign also provided consumers guidance on how to resolve disputes and problems with their service providers through UNISON’s network of community service centers—from improper charges to dealing with frequent outages. In January, the UNISON service center in Avletim village in Jalal-Abad Province helped customers successfully advocate to the company to replace an outdated transformer with a new one, ensuring reliable and uninterrupted electricity for 270 families.

NGO UNISON’s Outreach Campaign on Electricity

Consumers Rights. “After attending UNISON’s meeting, I replaced my ordinary light bulbs with new energy-efficient ones. They were more expensive up-front, but my monthly electricity bill was cut in half. The investment quickly paid for itself,” said Azimjan Erkebaev from Gulistan village in Nookat District. From October 2015 to March 2016, Public Fund UNISON, a leading CSO promoting energy reforms, conducted a nationwide public outreach campaign, “Be Warm, Kyrgyzstan!” As part of this campaign, supported by USAID’s GGPAS program, UNISON hosted 575 community workshops, helping more than 25,000 residents learn a variety of low-cost techniques to keep their homes warm in winter and save money on their electricity and heating bills. Additionally, UNISON produced a calendar and manual highlighting more than 100 simple ways to save electricity. These materials are available on UNISON’s redesigned website.

At a closing roundtable, the Advisor to the Minister of Economy for Energy Affairs Marat Cholponkulov highlighted UNISON’s invaluable contribution in development of the energy sector through the winter-time outreach campaign.

Improving Energy Efficiency in Public Schools. In April 2016, GGPAS continued its partnership with PF UNISON to support development of guidelines for public schools on how to procure the right type of coal and use it to better heat their buildings and conducted 35 information sessions across the country with school managers and administrators to empower them with practical solutions on how use coal more efficiently in existing heating systems. The activity will help to reduce overall cost of energy consumption in targeted schools while also increase their knowledge of ways to avoid corrupt practices by private sector coal distributors.



7.13 FOOD SECURITY AND AGRICULTURE

Table 16. Agricultural Services

Strengthening WUAs and Improving Services and Engagement of Rural Enterprises		Amount (USD)	Start	End
OSH001	Expansion of National Alliance of Business Associations (NABA) in the South	\$19,403	09-Apr-14	07-Nov-14
OSH022	NGO Mehr Shavkat: SEP Irrigation Governance Project in Nookat District	\$23,395	15-Jan-16	31-May-16
OSH023	NGO TES Center: SEP Irrigation Governance Project in Nookat District	\$31,744	18-Jan-16	31-May-16
OSH024	NGO RAS Jalal-Abad: SEP Irrigation Governance in Nookat District	\$31,901	18-Jan-16	31-May-16
BIS030	Supporting USAID EDF and Ministry of Agriculture National Seed Distribution	\$9,792	01-Oct-14	24-Oct-14

Expansion of National Alliance of Business Associations (NABA) in the South. The project did benefit two agribusiness associations and one cooperative which became members of NABA south and have been empowered to engage in local and national policy dialogue.

Supporting USAID Environmental Documentation Form (EDF) and Ministry of Agriculture National Seed

Distribution. GGPAS provided a grant with the International Fertilizer Development Center to help ensure the successful conclusion of a fruitful partnership between the governments of the United States and the Kyrgyz Republic under the USD 20 million Economic Development Fund, while increasing the availability of improved wheat seed for the fall 2014 planting season and high-quality wheat seed for 42 seed farms across seven oblasts prior to the 2015 planting season. The project covered the costs of 15 staff members (13 program staff and 2 drivers) for a period of 2 weeks, office rental, and transportation costs necessary to manage the distribution of 400 metric tons of seed to each of 7 oblast centers.

Project Support to the Agriculture Sector at a Glance

- 100 days of national consultants
- 400 metric tons of seed distributed to each of 7 oblast centers
- 940 members of 16 WUAs in Nookat District of Osh Province and Nookan and Bazar-Korgon Districts of Jalal-Abad Province trained on efficient water management and governance practices

Results

After the trainings on the role and responsibilities of WUAs and water users, an agreement signed between the WUA and farmers was cancelled, because the agreement defended only the rights of the WUA, not farmers. As a result, the WUA had to revise the agreement balancing the roles and responsibilities of both the parties. “I used to distribute the water by eye, but after completing the training on effective water use, I distribute water using Chipoletti tool (a special tool that allows distributing the water per needs),” said Absatar Ismailov, the Murab of Taimonku WUA of Nookan District.

Sixteen WUAs to Improve Governance and Water

Management. Beginning in February 2016, 940 members of 16 WUAs from Nookat District of Osh Province, and Nookan and Bazar-Korgon Districts of Jalal-Abad Province learned a variety of techniques and tools to improve irrigation water management and improve governance practices within their associations.

Three local organizations, Mehr Shavkat, TES Center, and RAS, received grants from USAID's GGPAS program, to develop and deliver trainings in-line with the organizational development plans developed by each of the WUAs. These organizational development plans reflected the performance gaps identified through participatory needs assessments conducted in late 2015, under the HELVETAS Efficient Use of Water project (SEP II). Training topics ranged from joint planning, the use innovative irrigation methods, irrigation water tariffs and budgeting, setting and meeting irrigation standards, and establishing roles and responsibilities of WUA members.



This support from USAID will enable HELVETAS SEP II project to invest more of its own resources to increasing access to and the equitable distribution of irrigation water to 22,420 households using three critical irrigation canal systems—Saparbaev and Kyrgyz Ata canal systems in Nookat District of Osh Province and Pravaya Vetka in Nookan and Bazar Korgon Districts of Jalal-Abad. Collectively, these improved irrigation systems will be used to irrigate approximately 27,111 hectares of arable land.

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ANNEX A – PROGRAM OUTPUTS IN DETAIL

Program Outputs in Detail

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	185	171
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	29	6
F: # of administrative institutional functions developed or improved	12	12

Year Two Outputs October 1, 2014- September 30, 2015	Supported	Completed
F: # of government entities receiving U.S. Government (USG) assistance to improve performance 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	29	22
F: # of civil society organizations (CSOs) receiving USG assistance in engaged in advocacy initiatives 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	4	8
F: # of days of USG funded technical assistance in private sector capacity provided to counterparts 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	2,462	1,796
F: # of policies/laws/decrees developed on improved	28	21
F: # of administrative institutional functions developed or improved	145	128
F: # of textbooks and other teaching and learning materials provided with USG assistance	265,591	265,565

Year Three Outputs October 1, 2015- June 30, 2016	Supported	Completed
F: # of government entities receiving U.S. Government (USG) assistance to improve performance	42	48
MoH Osh Regional Children's Hospital MoH Jayil district Hospital E-governance Central Coordination Unit (E-governance academy) 4+7 Local Crime Prevention Centers 33 Local AOs through Public Foundation Abad Coordination Council of Public Councils		
F: # of civil society organizations (CSOs) receiving USG assistance engaged in advocacy initiatives	19	21
Public Association Taza Shailoo Civil Union for Reform & Results (Liberal Youth Alliance) Foundation for Tolerance International Public Fund Ergene Public Fund Unison Public Foundation Generation Insan The Coalition for Democracy and Civil Society Public Foundation Abad Public Association Human Rights Movement BDK Public Foundation "Urban Initiatives" Public Association "Dorojnaya Bezopasnost" Public Foundation "Childs Rights Defenders League" (CRDL) Public Foundation "Kelechek Plus" Mercy Corps Public Foundation "Result" Center for Public Policy Public Foundation Mehr Shavkat TES Center Public Foundation Rural Advisory Services Jalalabad LBD Consulting Public Foundation Eagl		
F: # of days of USG funded technical assistance in private sector capacity provided to counterparts	2,717	1,967
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	94	54
F: # of administrative institutional functions developed or improved	402	381
F: # of textbooks and other teaching and learning materials provided with USG assistance	266,203	266,602

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ANNEX B – KEY GGPAS PARTNERS AND POINTS OF CONTACT

KEY GGPAS PARTNERS & POINTS OF CONTACT

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ANNEX C – KEY GGPAS NATIONAL PERFORMANCE IMPROVEMENT CONSULTANTS

KEY GGPAS NATIONAL PERFORMANCE IMPROVEMENT CONSULTANTS

Name	Position	Firm/ Organization	Contact Information	Telephone E-mail	Area of Expertise used
Talantbek Sakishev	Director	Experts of Central Asia LLC (ECA)	58 Kievskaya street, 1st entrance, 3rd floor, office#1, Bishkek, Kyrgyz Republic Legal address: 6-22-80, Bishkek, Kyrgyz Republic	(+996) 551 974-623 tsakishev@eca.kg	Business consulting, project management, HICD, workflow assessment, strategic planning
Vladimir Shiriaev	HR Expert	Art Box LLC	115 a Ibraimov Street Bishkek, Kyrgyz Republic	(+996) 555 914-654 vladimir.shiriaev@gmail.com	HR Consulting
Felix Shapiro	Senior Project Manager	EVA, Education and Career Development Fund		(+996) 558 242-490 Felix@shapiro.pro	IT, software development, project and team management, workflow assessment
Azamat Aattokurov	CEO	Institute of Management Consultants (IMC)	5th floor, 197 Tynystanov St. Bishkek, Kyrgyz Republic	(+996) 312 661-982 aattokurov@gmail.com	Marketing, marketing and public awareness, strategic planning
Erkin Jamanbaev	Director	Center for Training and Consulting	42 Chehov Street Bishkek, Kyrgyz Republic	(+996) 312 547-421 edjamanbaev@strategs.com	Management consultant, trainer
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Talant Soltobekov	Consultant	N/A – Independent Consultant		talant_soltobekov@gmail.com	BPA
Daniyar Umurzakov	Manager	Reverse Group		dumurzakov@mail.ru	IT, software development

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ANNEX D – GGPAS INTERNATIONAL PERFORMANCE IMPROVEMENT CONSULTANTS

GGPAS INTERNATIONAL PERFORMANCE IMPROVEMENT CONSULTANT

Name	Position	Firm/Organizational Position	Contact Information	Area of Expertise used
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Mari Novak	Capacity Development Specialist	KNO Worldwide	mari.novak.kno@gmail.com	HICD Expert, Consultant, Trainer, Process Analyst
Konstantine Magradze	Energy Sector Study Tour Facilitator (Georgia)	N/A – Independent Consultant	kakha@ggepra.ge	Public Relations and Communications Expert
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Vakhtang Gordeladze	Institutional Business Process and Human	N/A – Independent Consultant	vakhogeo@yahoo.com	Institutional Business Process and Human Resource Management Analyst
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Allan Stansbury	Local Governance Specialist	N/A – Independent Consultant	allen@stansbury.net	Local government expert
Zaza Javelidze	E-Communications Specialist	DPA LLC	zaza.javelidze@dpa.lv	Electronic communication architecture and information management solution, IT Solution Advisor
Andro Gigauri	Security Sector Specialist	N/A – Independent Consultant	agigauri@incgeo.org	Manual/Handbook on Effective Engagement and Crime Prevention, project development support
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
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Georgi Glonti	International Crime Data Analyst	N/A – Independent Consultant	ilgeo@yahoo.com	Crime related data collection and analysis
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GORBI (Georgian Opinion Research Business International)	N/A	Georgian research company	http://gorbi.com/ mpachulia@gorbi.com	Research data processing and presentations
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Timin Esque	Capacity Development Specialist	KNO Worldwide	tjesque@ensemblenc.com	Yearlong performance improvement trainings
Ingrid Guerra Lopez	Capacity Development Specialist	KNO Worldwide	ingrid@fnae.com	Yearlong performance improvement trainings
Giorgi Kidiashvili	Anti-corruption Specialist	Institute for Development of Freedom of Information	g.kidiashvili@dfi.ge	Alternative Monitoring Report template and trainings

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ANNEX E – GGPAS PROGRAM PERFORMANCE REVIEW REPORT – JUNE 2014

GGPAS Program Performance Review Report

June 27, 2014

Gavin Helf, USAID/Asia/TS

General Comments

The original idea for GGPAS came from a meeting of the minds in late 2012 around several issues.

The DG program by that time had grown after successive waves of “Revolution dividend” funding to cover basically everything that seemed an appropriate programmatic risk for a multi-year dedicated program. This was reflected in the DRG Assessment recommendations, which called for a “flexible mechanism” to “deliver thematic conferences, short term technical assistance, study tours and limited in-kind support in areas where opportunity exists for as long as it exists,” particularly in the areas of “Prosecutorial and Police Reform, Public Administration Reform, Decentralization and Human Rights.” Since the scope of the DRG Assessment was limited to DRG issues, it did not recommend engagements in other sectors, but the overall theme of “making democracy deliver” identified the services critical for improving perceptions of the Government as courts, police, schools, health care and documents.

We had envisioned this as a way to generate political will and to model approaches in areas where political will was lacking, but where the importance of change was too great to ignore. Had some of these areas been areas with clear momentum for change (decentralization, security sector) we would have tried to design full programmatic interventions.

We also had a strong desire to improve the citizen’s service delivery experience in these critical areas in order to improve the public perception of the new democratic political system – to concretely “make democracy deliver.” Any improvement from either better management systems in the central ministerial apparatus or through innovative point-of-service models would address the perception of inefficiency and corruption that so undermines the legitimacy of the Government on all levels.

One assumption we had which was modelled on the OTI approach is that since the “Flexible Mechanism” was trying to generate political will and tease out improvements in service delivery in “hard cases,” there would be wins and losses. Most of these engagements, we hoped, would pay off, but some of them would not. We would need to maintain a higher tolerance for frustration and failure than in most of our programs. On the positive side, every GGPAS engagement that reveals a lack of political will also potentially save USAID from wasting millions on an unsuccessful program.

After spending two days with GPASS staff at their workplan review session, I am impressed with how well set up GGPAS is to fulfill those roles and am impressed by the initial selection of thematic interventions, with a few exceptions listed below. The list of key services has expanded beyond the original five that we used as examples, but are in well within the spirit of the original idea

Unexpected Synergies

The OTI/KRTI Program experimented with point-of-service service delivery formats such as One-Stop Shops for business registration and tax collection, Local Crime Prevention Centers in the *Ail Okmotus*, Public Service Centers for document issue and some others. The DRG Assessment Team was aware of a few of these interventions, but not all of them. At the time, I felt that they relied too much on individualized local initiative and might be

difficult to apply more broadly. After the activity review with GGPAS and USAID staff, I am impressed by the locally-funded proliferation of such service delivery mechanisms across the range of GGPAS engagements. Encouraging a two-level engagement with these ministries and agencies that would include both institutional development and immediate service delivery improvement models is a very attractive way to address the long-term structural and strategic improvement of service delivery as well as modeling systems that can have an immediate and tangible impact on service delivery for the customer.

A second opportunity that I had not envisioned in the original conceptualization of what would become GGPAS revealed itself during my investigation into local governance and service delivery during this TDY. Most of the key services we identified in 2012 are managed locally not by local self-governance bodies, but by the “structural subunits” of the central ministries and agencies at the *raion* or city level. The delivery of services in Kyrgyzstan is “deconcentrated” rather than “decentralized.” The *raion* “government” or *Akimat* does not have administrative or budgetary control over either the municipal units that make up its territory or over the *raion*-level offices that report to central ministries. To put it bluntly, the Akim does not have the authority even to fire a teacher or a police inspector or to instruct the local subunits of the ministries how to allocate funds.

These *raion*-level subunits of the central ministries are the link between the GGPAS ministerial engagement and the low-level point-of-delivery models. Most of the key services come through them. I would recommend that these structural sub-units be included in GGPAS engagement with the ministries, since many of the gaps and capacity issues will be found at this level and the improvements that come from our efforts will be more immediately felt by citizens. All of these subunits could also benefit from better public outreach and better incorporation of feedback from the population and civil society.

Finally, in order to spend its budget, GGPAS will have to renovate some spaces for point-of-delivery and buy some equipment and commodities. These investments should be made only when such an investment will lead to a further step towards reform, lead to a change in behavior on the part of our partner or provide access, such as to *raion*-level subunits. If this litmus test is followed, GGPAS investments not be “one-offs” but will clearly be aiming at the ultimate goal of the program, which is improving public satisfaction with service delivery.

Other Recommendations:

- As engagements become more technically complex and political will more consistent, GGPAS should consider hiring dedicated technical staff or STTA as needed. Clearly ministry officials will want to engage with those who know their work well.
- One of the pieces of unfinished business from the USAID 1207 APS from 2011 is looking for ways to encourage Government at all levels to use public opinion research and data analysis for policy making. The MVD interest in performance based evaluation of crime statistics, for example, is a good start. I would encourage GGPAS to include the use data and polling, but also attempt to institutionalize its use through the Government’s own organic ability to do this research or to contract it out.
- CASA-1000, Media Audience Research, Extractive Industries and “Objective 3” are all important things, but would be more appropriately addressed through sectoral programs in energy, media or conflict mitigation on their own merit. I would focus GGPAS on service delivery systems and outcomes, as argued above.

ANNEX F – GGPAS PROGRAM PERFORMANCE REVIEW REPORT – JUNE 2015

GGPAS Program Performance Review (PPR) Report June 2015

Gavin Helf and David Hoffman

As discussed in last year's PPR report, the original GGPAS idea combined the recommendation in the Kyrgyzstan DRG Assessment that called for a "flexible mechanism" to "deliver thematic conferences, short term technical assistance, study tours and limited in-kind support in areas where opportunity exists for as long as it exists," particularly in the areas of "Prosecutorial and Police Reform, Public Administration Reform, Decentralization and Human Rights." Since the scope of the DRG Assessment was limited to DRG issues, it did not recommend engagements in other sectors, but the overall theme of "making democracy deliver" identified the services critical for improving perceptions of the Government as courts, police, schools, health care and documents.

The DRG Assessment team had envisioned this mechanism as a way to test and perhaps generate political will and to model approaches in areas where political will was lacking, but where the importance of change was too great to ignore. Had some of these areas presented clear momentum for change (decentralization, security sector), then we would have tried to design full programmatic interventions.

The USAID Mission leadership appreciated the potential value of a flexible mechanism, with the ability to absorb a number of different fund sources, that could help to identify potential institutional partners, keen on reform, who could help to pilot inclusive performance improvement processes, like USAID Human and Institutional Capacity Development (HICD), and model for the rest of government best practice approaches to building institutional structures, systems, and capacity within their core structures to more effectively realize ambitious strategic objectives and deliver better services.

Finally, the USAID Mission and DG team had a strong desire to build on some of the gains realized under the USAID/OTI program, to improve the citizen's service delivery experience in these critical areas in order to improve the public perception of the new democratic political system – to concretely "make democracy deliver." Any improvement from either better management systems in the central ministerial apparatus or through innovative point-of-service models would address the perception of inefficiency and corruption that so undermines the legitimacy of the Government on all levels.

PPR Team Key Observations:

- Political will for reform has been difficult to generate where it does not already exist, but the program has been successful at testing and uncovering it where it does exist, specifically in the case of the State Registration Service, the State Tax Service, and the Ministry of Social Development.
- HICD is USAID's best-practice approach to building institutional capacity, and has been a useful tool and a first step towards improving operations in ministries and agencies. While

this is first and necessary precursor for government to begin delivering high quality services that are accessible to all citizens within their existing resources, it is not an end in itself.

- The program has been less successful so far at finding large-scale opportunities to improve the “point of service delivery” where the citizen interacts with the Government, and where Government is able to muster sufficient political will to systematically execute reform. The PPR team appreciated the value of the improved Service Centers in Dordoi and Aravan completed in partnership with the State Tax Service; however, other apparent “low hanging fruit” opportunities, such as the establishment of traffic cameras to reduce the space for rent-seeking by the traffic police, have fallen victim to a combination of political squabbling and, possibly, corruption. Other projects, like the improvements of the Osh Children Hospital’s registration process, have not yet realized tangible improvements given the time required to conduct an in-depth process analysis. Finally in the first year of programming, the USAID Mission did not prioritize in-kind assistance for capital improvements (investments in equipment and the renovation of physical infrastructure); however, there is now a better understanding of the importance of this investment to the citizen experience in the short run.
- 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.

Our findings by focus area are summarized in the table below:

	Primary "Touchstone" Services: Why did we pick this partner?	Does GGPAS support Inward-Facing Changes?	Outward-Facing: Does GGPAS increase the Quality of the service provided?	Outward-Facing: Does GGPAS increase the Access/Footprint of the service provision?	Third-Party Supplemental or Workarounds
State Tax Service	Extraction is one of the core functions of any functioning state, and thus an inevitable "touch-point" between citizens and the government. Clean and effective management of tax collection and business registration	YES, high political will to work smarter and restructure, especially to address the challenges to effective Human Resource Management.	YES, STS Service Centers provide a model that is physical manifestation of "cleaner and easier." Complete "pilot" and possible near expanded coverage possible under GGPAS.		NO
Ministry of Social Development	Redistribution is another core function of any state. Clean and easy access to social services (unemployment, disability, pensions)	YES, interest in internal restructuring, improving internal systems, and using databases and software to decrease fraud and increase efficiency and better monitor organizational and individual performance. State Social Contracting under CGP is an innovative service delivery system and new form of procurement that may ultimately prove more flexible and efficient than traditional state procurement mechanisms. won't cover core services, though.	NO	NO	NO

State Registration Service	Clean and easy access to vital documents	YES, high political will to compile the unified citizen registry (biometric database); improve automated data-exchange among its plethora of unique databases using the UCR as the central hub; and improve performance of the central office, in particular more effectively manage and increase accountability the six sub-agencies that together compose the entire system for citizen documentation.	NO, not interested in unified Citizen Service Center model in the short-term, owing to an institutional focus on greater data integration and automation. In the long term, the SRS would like to focus on in e-government services, which would improve both quality and access. They also would like to unify services in a true "One Stop Shop" Model, when the central office can exert sufficient authority over sub-agencies, and the necessary data exchange/ desired automation makes it feasible. Ongoing upgrades to front office of ZAGS facilities of that will enable the rollout of existing "back office" automated systems, could result in tangible service improvements within the existing service delivery model, divided by sub-agencies		YES, Taza Shailoo public outreach campaign.
Ministry of Education and Science	Improve quality of education and Reduce corruption at all levels	YES, the initial lack of interest in even in internal system change but new Minister is a known change agent	NO, and there may not be enough time under GGPAS to consider exploiting new political will.		YES, purchase of books for schools can be considered a work around to improve overall quality of reading instruction, but does not address the corruption issue.
Ministry of Internal Affairs	Better security and order, less predation, especially GAL	NO, new leadership and traditional closed system precludes any serious reform of internal systems to date. Oversight by public council is formalistic.	YES, potential work with juvenile crime inspectors and NO, "Safe City" program seems stuck. Would be a major "touchstone" win.	YES, potential for creating juvenile engagement centers or spaces	YES, grants to LYA to conduct the ICVS as a tool to solicit citizen perception into institutional performance appraisal, and advocacy is high visibility and strategic.

Ministry of Health	Reduce corruption, increase access	NO, initial TA on strategic planning was not successful due to failure of engagement of POC on behalf of Ministry	YES, Osh Children's Hospital a model to improve both quality and access. Could be replicated in other places.		NO
Ministry of Agriculture	Unclear.	No, although there has been positive engagement with USAID Agro-Horizon team type performance improvement analyses in the future, which the technical program has significant less comparative advantage to launch.	NO	NO	NO
Ministry of Energy	Unclear. Goal of energy tariff reform is likely to destabilize. Increasing cheap energy is beyond GGPAS manageable interest	There has been limited successful in-kind support provided to partners, at the request of the USAID RESET program, that brings added-value to their efforts to develop an independent settlement center, which has the potential to dramatically reduce endemic corruption and loss. The team has engaged positively with the USAID Energy Links program for HICD-type performance improvement analyses in the future, which the technical program has significant less comparative advantage to launch.	NO	NO	NO
State Personnel Service	A key bottleneck, every agency's "back office" but no direct public deliverable	NO. The relationship was initially successful, resulting in 1) an inclusive policy-making process that merged and improved the law on civil and municipal services, and 2) the	NO	NO	NO

		<p>development of the very first "Ethics Code" that guides the behavior of all state and municipal employees (currently waiting for Presidential approval).</p> <p>The relationship was terminated because the efforts to improve stakeholder communication, designed to improve engagement with key intra-governmental stakeholders, did not go beyond production of internal newsletter of questionable value to the Kyrgyz taxpayer. Writ large the SPS has not demonstrated a willingness to engage with other ministries and state agencies to learn about their own performance gaps with regard to institutional information, resources & tools, incentives, or individual knowledge, capacity, motives. No earnest desire for reform of the civil services, including improving recruitment, performance appraisal, retention, professional development.</p>			
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GGPAS Objectives

The Task Order specifically states that program objectives are expected to shift over time. We think it would be helpful for the program to revise the GGPAS summary and objectives at this time to more clearly reflect realistic expectations of what the GGPAS program can achieve during its remaining lifespan.

Original GGPAS Objectives:

- Improve management processes in key institutions to formulate better policies and deliver services more effectively and efficiently;
- Improve inclusiveness in policy-making and equitable service delivery for all citizens across the provinces

Suggested revised GGPAS Objectives:

- Strengthen the abilities of key public sector institutions to deliver key services more effectively and efficiently;
- Expand access to and improve the quality of citizen services at the point of delivery
- Empower non-GOKR institutions to pressure, support and oversee service delivery

Other Recommendations:

- GGPAS was designed to be more than a barometer of political will. It has largely achieved this, and, in its final phase, should focus on end-user service delivery or on finding “third party” supplements and work arounds. Based on what we observed in a short review, expansion of STS service centers and upgrading previous ADB-funded “single tax window” front-end solutions to match the “service center in a box” designed by GGPAS would be a good prospect.
- GGPAS should review the “NOs” in the table in the “outward-facing” reform cells above and determine if there are as yet unexplored ways 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.
- GGPAS should also review third-party opportunities to supplement the end-user improvements above through advocacy, support and oversight from civil society. “Making democracy deliver” in a very tough context, like security sector reform, may be in the end be limited to the engagement of civil society in pressing for reform and continuing engagement.
- Where change is really happening, this might also take the form of supporting media coverage and outreach to maximize the impact of service-delivery improvements. 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 the effect. Another important form of strategic communication that has not been thoroughly explored is intra-governmental / inter-agency communication: successful HICD and/or “one-stop window” customer service reforms at one state body can serve as a powerful model to support the replication of these efforts in other parts of the government – but only if other parts of the government are aware of these efforts.

- USAID and GGPAS should have a serious conversation with the Ministry of Education and Science about what, if anything can be done in the upcoming year that gets at project goals of improving public engagement and reducing corruption. There may have been a misunderstanding on the part of Ministry leadership as to what the exact goals and programmatic parameters of GGPAS are. MoES needs to understand the specific goals and limitations of GGPAS to prevent ad hoc requests.
- The “Safe City” program should be followed closely, since it would potentially be a major end-user “win.” Preparation for this program through the SRS driver and vehicle database is worth pursuing to prepare for this should it happen.
- Given the nature of Kyrgyzstan’s parliamentary system of government, it is highly likely that the upcoming elections period will impact and reshape opportunities for GGPAS engagement. Political will for radical reforms, specific personalities, and the administrative capacity to implement reforms (given the politicized staffing of certain government bodies) are all likely to change over the upcoming months. The GGPAS team, therefore, must take this into account in deepening their focus for the remaining year of activities.

ANNEX G – GGPAS ANNUAL PROGRAM PERFORMANCE REVIEW – JUNE 2015

GGPAS Annual Program Performance Review Summary, Recommendations, and Response MEMORANDUM TO FILE

DATE: June 2015
TO: GGPAS Staff & To File
FROM: GGPAS Senior Management Team
RE: Second Program Performance Review Summary, Recommendations, and Response

Introduction: This “memorandum to file” serves to document and provide a brief summary of the findings of the second Program Performance Review conducted by third party advisers by USAID in May 2015. Additionally, it provides the opportunity for the USAID GGPAS Senior Management Team to provide additional relevant information and directly respond to the recommendations. This memo will be shared with all team members and will be submitted in annex with the next GGPAS quarterly report. The full PPR Scope of Work (SOW) and report with annexes will also be submitted with the Quarterly report.

Summary Actions: In its final year of programming (June 2015 – August 2016), GGPAS will capitalize on USAID support for more tangible “outward-facing” service delivery improvements that would have short-term, noticeable impact on citizen perception of government. However, given the long-term intractability of solving key areas of citizen dissatisfaction (such as corruption in the education sector), GGPAS will focus on *accessibility* (both in terms of user-friendliness and geographic location) of services provided by key institutional partners, particularly the State Tax Service (STS), State Registration Service (SRS), Ministry of Social Development (MoSD), security sector actors, and to a lesser extent, the Ministry of Education and Science (MoES), and the Ministry of Health (MoH). Internal program meetings will iteratively review the PPR focus area matrix included in the PPR report to identify targets of opportunity for turning NOs to YESes within the time and resources of the Task Order.

Simultaneously, given its initial mandate to improve institutional capacity for service delivery through performance improvement solutions, GGPAS will see out its existing core partnerships (primarily with the SRS and MoSD) with an emphasis on communicating about service delivery improvements resulting from these reforms, and on modelling and communicating successful reforms to other Government partners and citizens.

Additionally the program will continue to focus limited resources on building the capacity of local management consultants, to help enhance opportunities for “replicability” of performance improvement processes and solutions, encapsulated in the USAID Human and Institutional Capacity Development (HICD). Greater local capacity for providing consulting services will ensure greater accessibility to public sector partners with limited budgets, as well as efficiencies for development partners moving forward.

Background: Annual Program Performance Reviews (PPR) are recommended in the GGPAS Task Order as a key component of program management, providing the program team, GGPAS management, and USAID with a critical third-party perspective, valuable feedback, and programmatic/strategic insight and recommendations. From May 11-15, 2015, Gavin Helf and David Hoffman conducted an abbreviated PPR to look at GGPAS’ achievement of results to date, particularly with key institutional partners (Ministry of Social Development, State Tax Service, and State Registration Service.)

Program Reviews are specifically referenced in the GGPAS Task Order in two places:

“C.5 PERFORMANCE MONITORING PLAN: The Contractor’s performance will be evaluated based on the completion of specific tasks as outlined in the SOW, adherence to the work plan,

and reports submitted to the TOCOR. USAID/Kyrgyz Republic conducts a number of reviews and evaluations: management reviews, financial reviews, program performance reviews, annual Contractor performance reports, and evaluations. The Contractor will cooperate with and contribute to these reviews and evaluations.

Program Performance Reviews and Evaluations: USAID/Kyrgyz Republic will also conduct annual program performance reviews (PPR) that will examine the program's impact and strategic direction as measured by USAID/Kyrgyz Republic's mandate, approach, program goals, and objectives. Program evaluations, including a final evaluation, which measure program outcome and impact, will include the Contractor's performance as part of the broader program team's performance."

"E.1 TASK ORDER PROGRAM REVIEW: There will be a Senior U.S. Government Review of the USAID/Kyrgyz Republic GGPAS Program toward the end of the first year of implementation. Pending the findings of this senior review, the USAID/Kyrgyz Republic GGPAS Program could be terminated or redirected.

Recommendations & Responses

The PPR team's report summarized the following recommendations:

Recommendation: GGPAS has largely achieved its objectives of finding and testing political will and in its final phase should focus on end-user service delivery or on finding "third party" supplements and work-arounds. Expansion of STS service centers and upgrading previous ADB-funded "single tax window" front-end solutions to match the "service center in a box" designed by GGPAS would be a good prospect.

GGPAS response: Capitalizing on USAID support for expanded capital improvements, USAID has initiated support for STS service centers and rehabilitation of the Bishkek and Kara-Suu ZAGS; and is designing activities to support a One Stop Shop for MoSD services in Nookan and potential support for a "next generation" SRS One Stop Shop in Jalal-Abad. GGPAS will also explore opportunities to duplicate successful end-user-focused interventions such as support to the Osh Regional Children's hospital. In line with the PPR observation that political will has been sufficiently tested, service delivery activities will be undertaken with existing GGPAS partners, rather than new institutions.

Recommendation: GGPAS should review the "NOs" in the table in the "outward-facing" reform cells (see below) and determine if there are as yet unexplored ways 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.

GGPAS Response: This recommendation will form the basis of GGPAS' approach to designing and implementing new activities over the next year.

Recommendation: GGPAS should also review third-party opportunities to supplement the end-user improvements above through advocacy, support and oversight from civil society. "Making democracy deliver" in a very tough context, like security sector reform, may be in the end be limited to the engagement of civil society in pressing for reform and continuing engagement.

GGPAS Response: In critical sectors where reform is particularly difficult, such as security sector, GGPAS has already focused on strengthening civil society's ability to monitor and push reform (for example, through the International Crime Victim's Survey). However, given the lack of additional civil society funding for third-party workarounds, as well as GGPAS' broad success in engaging government partners, the demand for these workarounds with GGPAS' core institutional partners outside of the

security sector is marginal. If supported by USAID technical offices, GGPAS will use remaining non-core (Energy and Agriculture) funding to seek third-party opportunities.

Recommendation: Support media coverage and outreach in sectors where meaningful change is taking place, helping partners better communicate to citizens about these gains can have a magnifying effect. Another important form of strategic communication that has not been thoroughly explored is intra-governmental / inter-agency communication: successful HICD and/or “one-stop window” customer service reforms at one state body can serve as a powerful model to support the replication of these efforts in other parts of the government – but only if other parts of the government are aware of these efforts.

GGPAS Response: GGPAS will explore opportunities with successful, truly reform-oriented partners such as the SRS to more effectively communicate reforms and meaningful improvements to citizens. Previous activities aimed at improving strategic communication at the inter-agency/governmental level have proven risky, with partners in the Government Office more interested in manipulating media coverage and “putting lipstick on a pig”. GGPAS has, both directly and indirectly, convened institutional partners from across the government to learn about performance improvement approaches, and will continue to do so both directly and indirectly throughout the life of this program.

Recommendation: USAID and GGPAS should have a serious conversation with the Ministry of Education and Science about what, if anything can be done in the upcoming year that gets at project goals of improving public engagement and reducing corruption. There may have been a misunderstanding on the part of Ministry leadership as to what the exact goals and programmatic parameters of GGPAS are. MoES needs to understand the specific goals and limitations of GGPAS to prevent ad hoc requests.

GGPAS Response: Reducing corruption in the education sector is not an achievable result within the life of the GGPAS program. Since the PPR, GGPAS has met with the Minister of Education to clarify the program’s parameters and identify a number of potential shorter-term, impactful improvements in this sector. An initial outcome is that the Minister wants to expand GGPAS’ teacher training with the Osh Institute of Education to 1000 leading school administrators during their yearly trip to Bishkek in August (topics include school management, reducing conflict, planning and team building, and advisory councils).

Recommendation: The “Safe City” program should be followed closely, since it would potentially be a major end-user “win.” Preparation for this program through the SRS driver and vehicle database is worth pursuing to prepare for this should it happen.

GGPAS Response: Developments since the PPR have cast significant doubt not only on the viability of the Safe City program overall, but also the MVD’s willingness and ability to partner with other government institutions to facilitate data-sharing and reducing opportunities for corruption. The GGPAS team will continue to monitor and analyze the potential for realistic, cost-effective investments in support of Safe City, while recognizing that this is a “win” that would be realized long after the program ends.

Recommendation: Given the nature of Kyrgyzstan’s parliamentary system of government, it is highly likely that the upcoming elections period will impact and reshape opportunities for GGPAS engagement. Political will for radical reforms, specific personalities, and the administrative capacity to implement reforms (given the politicized staffing of certain government bodies) are all likely to change over the upcoming months. The GGPAS team, therefore, must take this into account in deepening their focus for the remaining year of activities.

GGPAS Response: The GGPAS team considers external political factors, particularly the coming elections, throughout the design and approval of new activities. We have determined that a number of ongoing performance improvement activities with the MoSD and SRS can continue through the election period with minimal disruption; other potential activities more vulnerable to potential politicization will be de-emphasized until after the elections themselves.

Recommendation: *Revise GGPAS objectives as follows:*

- *Strengthen the abilities of key public sector institutions to deliver key services more effectively and efficiently*
- *Expand access to and improve the quality of citizen services at the point of delivery*
- *Empower non-GOKR institutions to pressure, support and oversee service delivery*

GGPAS Response: As reflected in the February 2015 Work Plan, GGPAS' objectives have been revised as follows:

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

The GGPAS team believes that these revised objectives reflect both the program's emphasis on improving public services delivery through institutional strengthening and end-user access and quality, including the recommendations of the program team. The third proposed objective is unrealistic for GGPAS to achieve given its overall dearth of civil society funding and the existence of parallel USAID programs, such as the Collaborative Governance Program, focused on civil society advocacy (for example, CGP funds "third-party workarounds" such as advocacy for police reform, monitoring the efficacy of the online public procurement portal, and improving the transparency of court decisions.)

GGPAS Additional Comment: By design, the GGPAS program is a cross-sectoral program compiled by a variety of funding sources. When working in areas where other USAID programs maintain primary relationship with GOKR counterparts like in the Education, Health, Energy, and Agriculture sectors, the GGPAS team has invested significant time and energy into coordination with these technical offices/programs during the development and implementation of activities. Because of the deep engagement of the other technical offices, the PPR team did not focus its limited inquiry on these specific interventions. To the best of knowledge of the GGPAS management team, the coordination with other USAID technical offices and program has been extensive and the interventions have been constructive. The GGPAS team has attempted to identify interventions based on a fixed set of criteria that include:

- Fulfill the intended objectives and of GGPAS program, namely improved institutional capacity and improved quality and accessibility of key "touchstone" citizen services;
- Capitalize on the comparative advantage of the GGPAS program vis-à-vis the other USAID program, specifically institutional performance improvement or the timely in-kind provision of targeted goods and services;
- Complement or otherwise bring added value to the existing USAID program and contribute to the achievement of broader USAID programming objectives;
- Reflect the reform priorities of the government designed to improve citizen services

It should be noted that the expectation of the USAID technical offices and various programs has been that these funds, while included in the initial obligation from August 2014, should be committed over the entirety of the GGPAS program. Given that the GGPAS management team must ensure sufficient buy-in from counterparts, the rate of expenditure of these "earmarked" funding sources is, in part, a function of the counterpart desire to maximize the utility of these funds.

ANNEX H – PROGRAM FUNDS CONTROL SHEET

USAID GGPAS Program Funds Control Sheet

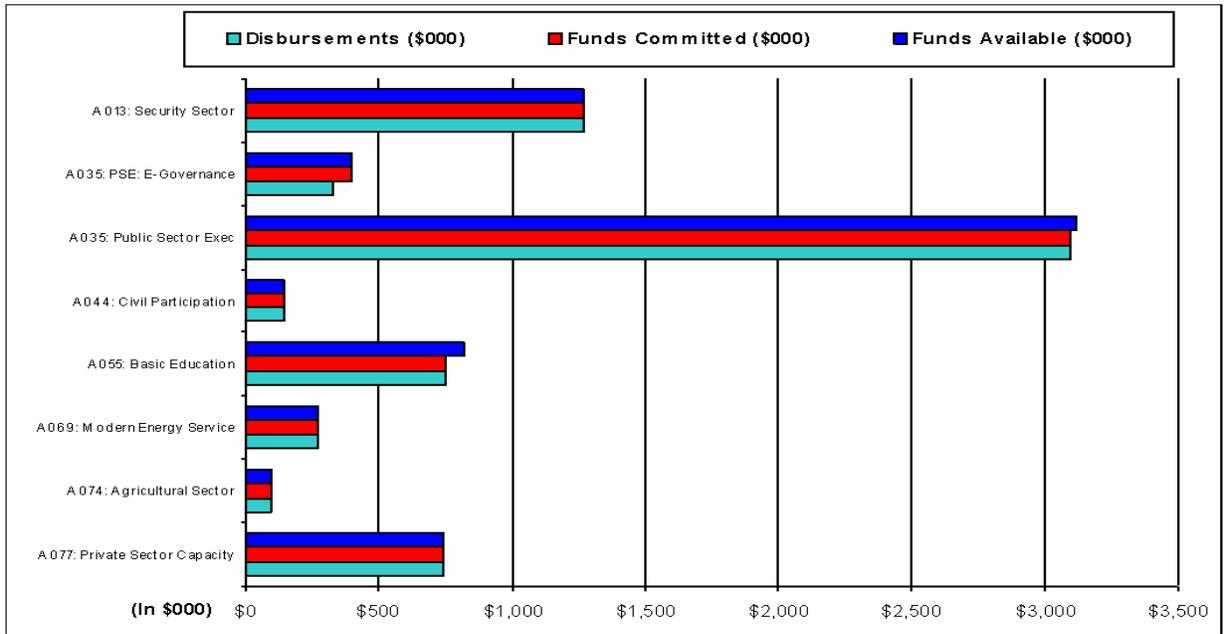
Funding History

Obligation	Funding Source	Funding Description	Funding Date	Funding FY	Ops Cost	Funding Amount
<i>Incremental Funding #1: Task Order</i>			8/26/2013	2012		\$3,961,244
	A035: Public Sector Exec	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$600,226
	A035: Public Sector Exec	Transition Activities Pool			<input type="checkbox"/>	\$405,402
	A044: Civil Participation	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$147,503
	A044: Civil Participation	Transition Activities Pool			<input type="checkbox"/>	\$145,497
	A069: Modern Energy Service	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$396,705
	A069: Modern Energy Service	Transition Activities Pool			<input type="checkbox"/>	\$270,511
	A074: Agricultural Sector	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$122,467
	A074: Agricultural Sector	Transition Activities Pool			<input type="checkbox"/>	\$96,833
	A077: Private Sector Capacity	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$1,031,346
	A077: Private Sector Capacity	Transition Activities Pool			<input type="checkbox"/>	\$744,754
<i>Incremental Funding #2: Modification #2</i>			9/30/2013	2012		\$26,124
	A035: Public Sector Exec	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$14,995
	A035: Public Sector Exec	Transition Activities Pool			<input type="checkbox"/>	\$11,129
<i>Incremental Funding #3</i>			7/10/2014	2013		\$3,882,000
	A035: Public Sector Exec	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$2,166,156
	A035: Public Sector Exec	Transition Activities Pool			<input type="checkbox"/>	\$1,715,844
<i>Incremental Funding #4 Modification #5</i>			7/30/2014	2013		\$2,736,447
	A013: Security Sector	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$1,467,677
	A013: Security Sector	Transition Activities Pool			<input type="checkbox"/>	\$1,268,770
<i>Incremental Funding #5 Modification #6</i>			1/23/2015	2014		\$1,321,680
	A035: PSE: E-Governance	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$4,601
	A035: PSE: E-Governance	Transition Activities Pool			<input type="checkbox"/>	\$395,399
	A055: Basic Education	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$100,000
	A055: Basic Education	Transition Activities Pool			<input type="checkbox"/>	\$821,680
<i>Incremental Funding #6 Modification #7</i>			6/30/2015	2014		\$1,000,000
	A035: Public Sector Exec	Non-TAP (Ops, Overhead, Fees)			<input checked="" type="checkbox"/>	\$15,819
	A035: Public Sector Exec	Transition Activities Pool			<input type="checkbox"/>	\$984,181

Funds Obligated:	\$12,927,495	Non-Program Funds:	\$6,067,495 (46.9%)	Program Funds:	\$6,860,000 (53.1%)
These percentages are based on the numbers above and should not be used to meet contractual obligations					

Funding Status

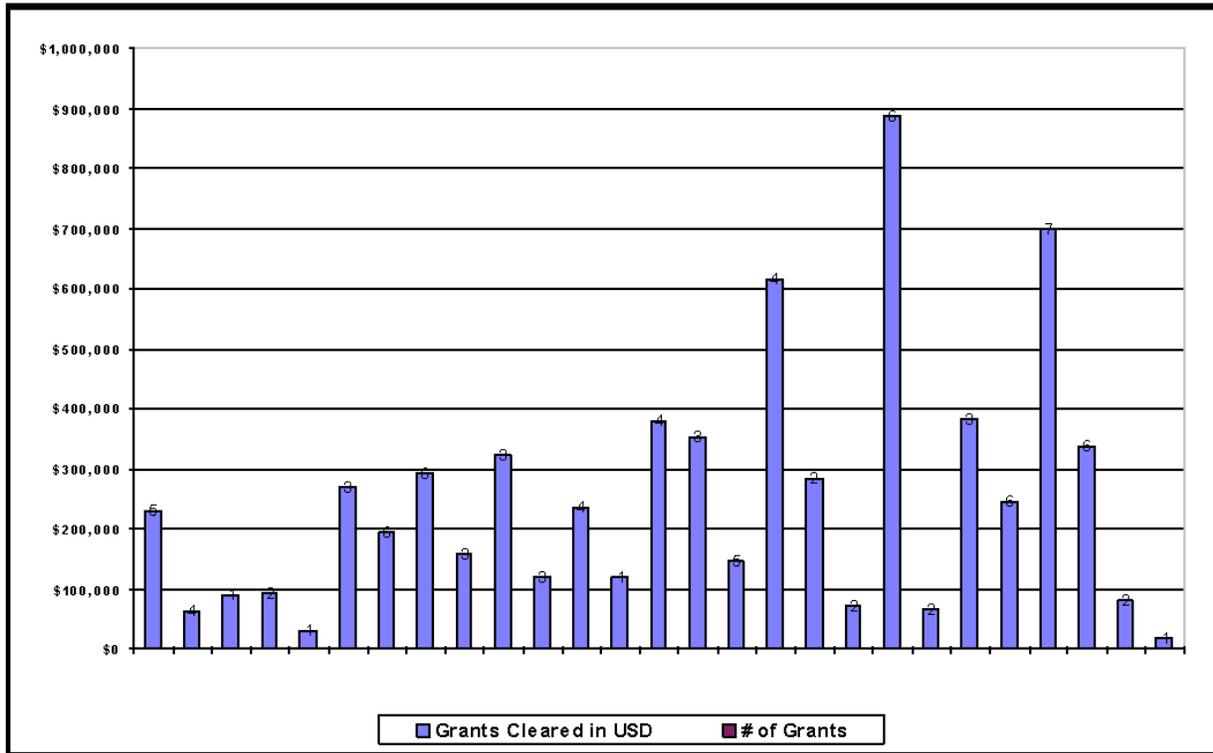
Funding Source	Funds Available (1)	Committed Grants (2)	Disbursements (3)	Uncommitted Balance (1-2)	Undisbursed Balance (2-3)
A013: Security Sector	\$1,268,770	\$1,268,770	\$1,268,770	\$0	\$0
A035: PSE: E-Governance	\$395,399	\$395,399	\$328,019	\$0	\$67,380
A035: Public Sector Exec	\$3,116,556	\$3,100,668	\$3,100,668	\$15,888	\$0
A044: Civil Participation	\$145,497	\$145,497	\$145,497	\$0	\$0
A055: Basic Education	\$821,680	\$751,525	\$751,525	\$70,155	\$0
A069: Modern Energy Service	\$270,511	\$270,511	\$270,511	\$0	\$0
A074: Agricultural Sector	\$96,833	\$96,833	\$96,833	\$0	\$0
A077: Private Sector Capacity	\$744,754	\$744,754	\$744,754	\$0	\$0
Totals	\$6,860,000	\$6,773,956	\$6,706,576	\$86,044	\$67,380



ANNEX I – SUMMARY: ACTIVITIES CLEARED BY MONTH

USAID GGPAS		
Summary: Activities Cleared by Month		
From Earliest to Latest		
Month	# of Activities	Activity Amount
March 2014	5	\$228,765
April 2014	4	\$63,319
May 2014	1	\$90,219
June 2014	2	\$91,382
July 2014	1	\$28,461
August 2014	3	\$267,795
September 2014	6	\$193,708
October 2014	6	\$292,192
November 2014	3	\$159,436
December 2014	3	\$322,484
January 2015	3	\$119,765
February 2015	4	\$234,760
March 2015	1	\$118,753
April 2015	4	\$380,273
May 2015	3	\$351,676
June 2015	5	\$147,686
July 2015	4	\$616,328
August 2015	2	\$284,410
September 2015	2	\$72,772
October 2015	6	\$885,829
November 2015	2	\$65,170
December 2015	3	\$380,679
January 2016	6	\$244,735
February 2016	7	\$697,922
March 2016	6	\$338,696
April 2016	2	\$79,922
May 2016	1	\$16,820

Month	# of Activities	Activity Amount
Grand Total	95	\$6,773,966
Monthly Average	4	\$250,887



ANNEX J – FUND SOURCE BURN-RATE SUMMARY

USAID GGPAS Fund Source Burn-Rate Summary Earliest - Latest

Month	Totals		A013: Security Sector	A035: PSE: E-Governance	A036: Public Sector Exec	A044: Civil Participation	A055: Basic Education	A069: Modern Energy Service	A074: Agricultural	A077: Private Sector Capacity
	#	Amount	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt
Mar-2014	5	\$228,765			3 \$196,044			1 \$27,416		1 \$5,304
Apr-2014	4	\$63,319			2 \$39,413					2 \$23,907
May-2014	1	\$90,219			1 \$90,219					
Jun-2014	3	\$187,527			2 \$91,382			1 \$96,144		
Jul-2014	1	\$28,461			1 \$28,461					
Aug-2014	3	\$267,795			1 \$102,982	1 \$145,497				1 \$19,316
Sep-2014	6	\$193,708			4 \$140,315			1 \$43,601	1 \$9,792	
Oct-2014	6	\$292,192	1 \$0		2 \$159,645					3 \$132,547
Nov-2014	3	\$159,436			2 \$146,690					1 \$12,747
Dec-2014	3	\$322,484	2 \$272,127							1 \$50,356
Jan-2015	3	\$119,765	1 \$20,819		2 \$98,946					
Feb-2015	4	\$234,760		1 \$145,400	3 \$89,360					
Mar-2015	1	\$118,753					1 \$118,753			
Apr-2015	4	\$380,273	1 \$37,720		3 \$342,553					
May-2015	3	\$351,676	1 \$7,022		1 \$118,950					1 \$225,704
Jun-2015	5	\$147,686	1 \$0		1 \$101,638					3 \$46,047
Jul-2015	4	\$616,328			3 \$376		1 \$615,952			
Aug-2015	2	\$284,410		1 \$249,999	1 \$34,411					
Sep-2015	2	\$72,772	1 \$67,931							1 \$4,841
Oct-2015	6	\$885,829	2 \$150,836		3 \$535,499			1 \$199,494		

Month	Totals		A013: Security Sector	A035: PSE: E-Governance	A035: Public Sector Exec	A044: Civil Participation	A055: Basic Education	A069: Modern Energy Service	A074: Agricultural	A077: Private Sector Capacity
	#	Amount	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt	# - Activity Amt
Nov-2015	2	\$65,170	1 \$65,170						1 \$0	
Dec-2015	3	\$380,679	1 \$77,874		2 \$302,805					
Jan-2016	6	\$244,735	2 \$101,659						3 \$87,040	1 \$56,035
Feb-2016	7	\$697,922	4 \$352,329		2 \$239,462					1 \$106,132
Mar-2016	6	\$338,696	2 \$115,283		2 \$206,462					2 \$16,951
Apr-2016	2	\$79,922			1 \$35,055					1 \$44,867
May-2016	1	\$16,820					1 \$16,820			
Totals:	96	\$6,870,101	20 \$1,268,770	2 \$395,399	42 \$3,100,668	1 \$145,497	3 \$751,525	4 \$366,655	5 \$96,832	19 \$744,754

Note: The numbers below reflect the total funding for each funding source, not the Activity Type or the date range listed above.

Overall Totals:								
Funding:	\$2,736,447	\$400,000	\$5,913,752	\$293,000	\$921,680	\$667,216	\$219,300	\$1,776,100
Obligated:	\$1,268,770	\$395,399	\$3,100,668	\$145,497	\$751,525	\$366,655	\$96,833	\$744,754
% Obligated:	46.4%	98.8%	52.4%	49.7%	81.5%	55.0%	44.2%	41.9%

ANNEX K – ALL ACTIVITIES BY STATUS

USAID GGPAS All Activities By Status

Activity # Status	Activity Title Awardee	Start End	Activity Amt. Disbursed
Cancelled			
BIS032 Cancelled	SRS & MVD & KPost: Assessment of Interagency System for Traffic Violations State Registration Service (SRS)	11/3/2014 12/26/2014	\$0
BIS040 Cancelled	MVD: Designing "Your Neighborhood Inspector" Web page and Management Processes Ministry of Internal Affairs (MVD), Neighborhood Inspectors Unit	4/20/2015 12/31/2015	\$37,720 \$37,720
BIS043 Cancelled	MVD: Improving Engagement of Juvenile Unit: Training #1 Ministry of Internal Affairs (MVD), Juvenile Inspectors Unit	7/13/2015 12/31/2015	\$0
BIS063 Cancelled	Analysis of the MoES Financial Management System Ministry of Education and Science (MoES)	4/27/2015 5/23/2016	\$24,230 \$24,230
BIS064 Cancelled	SRS #6: Institutionalizing Strategic Planning across the SRS System State Registration Service (SRS)	6/1/2015 4/29/2016	\$118,950 \$118,950
BIS068 Cancelled	MOSD Phase 3 & 4: Building Organizational Structure & Embedding Systems Ministry of Social Development (MoSD)	6/15/2015 5/27/2016	\$101,638 \$101,638
BIS070 Cancelled	SRS #7a: Development of Public Relations /Communication Strategy State Registration Service (SRS)	8/24/2015 5/27/2016	\$110 \$110
BIS071 Cancelled	SRS #3b: Establishing E-Communication System at the Central Office State Registration Service (SRS)	9/14/2015 3/14/2016	\$111 \$111
BIS080 Cancelled	Support to SEP Irrigation Governance Project in Nookat and Nooken Districts HELVETAS Swiss Intercooperation	11/23/2015 5/31/2016	\$0
OSH008 Cancelled	Launch of STS Service Center in Kara-suu Bazaar and Nooken District State Tax Service (STS)	7/6/2015 5/27/2016	\$133 \$133
OSH009 Cancelled	MOSD Nooken District: Modeling Improved Social Service Delivery MOSD: Nooken Department of Social Development	7/15/2015 2/28/2016	\$155 \$155
OSH012 Cancelled	Launch of STS Service Center in Dordoi Bazaar #2 State Tax Service (STS)	6/15/2015 5/27/2016	\$31,899 \$31,899
Number of Cancelled Activities: 12			
Total Activity Amount			\$314,947
Total Disbursed Amount			\$314,947

Activity #	Activity Title	Start	Activity Amt.
Status	Awardee	End	Disbursed

Closed

BIS001	Activity Development Support Services	3/20/2014	\$5,304
Closed	Various	3/19/2015	\$5,304
BIS002	Study tour to support NESK to draft energy regulations for a settlement center	3/4/2014	\$27,416
Closed	National Electricity Transmission Company (NESK)	4/25/2014	\$27,416
BIS003	MOES: Improving Action Planning and Budgeting Process	3/4/2014	\$42,170
Closed	Ministry of Education and Science (MoES)	8/31/2014	\$42,170
BIS004	MOSD Performance Analysis: Workflow and HR assessments within Central Office	3/20/2014	\$101,127
Closed	Ministry of Social Development (MoSD)	7/11/2014	\$101,127
BIS005	MOH Institutional Context Assessment for Central Office	3/12/2014	\$52,748
Closed	Ministry of Health (MoH)	6/30/2014	\$52,748
BIS006	Performance Improvement Community of Practice #1: HICD Introduction	4/8/2014	\$4,503
Closed	Public Fund "Door Media"	5/9/2014	\$4,503
BIS007	Support Government Office Coordination of Public Sector Reform Roadmap	4/10/2014	\$21,665
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)	3/2/2015	\$21,665
BIS008	Improving Internal and External Communication of the State Personnel Service	5/23/2014	\$90,219
Closed	State Personnel Service (SPS)	12/12/2014	\$90,219
BIS009	Conduct public discussions of the draft Law "On civil and municipal service"	4/18/2014	\$17,747
Closed	NGO Development Policy Institute (DPI)	5/30/2014	\$17,747
BIS010	STS Performance Analysis: Developing HRM Strategic Plan	6/3/2014	\$65,802
Closed	State Tax Service (STS)	10/3/2014	\$65,802
BIS011	Business process analysis of selected AO/municipalities	11/3/2014	\$56,003
Closed	Union of Local Self Government (MSU)	9/1/2015	\$56,003
BIS012	Supporting Civil Service Code of Ethics development and implementation	7/15/2014	\$28,461
Closed	State Personnel Service (SPS)	2/13/2015	\$28,461
BIS016	MOSD Phase 1a: Developing an MOSD Institutional Strategic Plan	6/24/2014	\$25,580
Closed	Ministry of Social Development (MoSD)	9/30/2014	\$25,580
BIS017	DISGO: Institutionalizing Communications Processes & Tools	6/30/2014	\$102,982
Closed	Govt Office: Dept. of Information Support (DISGO)	3/31/2015	\$102,982
BIS018	ISPI: Cultivating Culture of Performance Improvement - Warsaw, Poland	8/18/2014	\$19,316
Closed	Various	11/7/2014	\$19,316
BIS019	Increasing Citizens Awareness on SRS Biometric data Registry	9/1/2014	\$145,497
Closed	Public Association "Taza Shaloo"	4/30/2015	\$145,497
BIS020	Procurement and Translation of Electricity and Metering Standards	10/1/2014	\$43,601
Closed	Ministry of Energy and Industry (MoEI)	6/26/2015	\$43,601

Activity #	Activity Title				Start	Activity Amt.
Status	Awardee				End	Disbursed
BIS021	SRS Performance Analysis: Business Processes, Work Flow Organization and HRM				10/20/2014	\$95,189
Closed	State Registration Service (SRS)				2/20/2015	\$95,189
BIS024	Performance Improvement Community of Practice #2: HICD Solutions				11/24/2014	\$12,747
Closed	Various				12/26/2014	\$12,747
BIS027	STTA for Business process analysis of selected AO/municipalities				9/2/2014	\$44,911
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)				6/29/2015	\$44,911
BIS028	Informing process improvement through public opinion				9/2/2014	\$17,913
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)				4/26/2015	\$17,913
BIS029	Launch of STS Service Center in Dordoi's Alkan Bazaar				10/6/2014	\$68,981
Closed	State Tax Service (STS)				1/30/2015	\$68,981
BIS030	Supporting USAID EDF and Ministry of Agriculture National Seed Distribution				10/1/2014	\$9,792
Closed	International Fertilizer Development Center (IFDC)				10/24/2014	\$9,792
BIS031	MOH Developing Institutional Improvement Plan for Central Office				11/10/2014	\$64,456
Closed	Ministry of Health (MoH)				3/27/2015	\$64,456
BIS034	MVD: Introducing Modern Methods for Managing Crime-Related Data				6/1/2015	\$7,022
Closed	Ministry of Internal Affairs (MVD), Information Analytical Centre				6/22/2015	\$7,022
BIS035	MVD: Improving Engagement of Juvenile Unit: Study Tour & Handbook				1/19/2015	\$78,938
Closed	Ministry of Internal Affairs (MVD), Juvenile Inspectors Unit				9/11/2015	\$78,938
BIS038	ICVS #1: Supporting Advocacy through the International Crime Victim Survey				1/19/2015	\$193,189
Closed	Public Foundation "Liberal Youth Alliance "				2/10/2016	\$193,189
BIS039	MOSD: Phase 1b & 2: Laying the Foundation for Reform				12/1/2014	\$130,962
Closed	Ministry of Social Development (MoSD)				6/8/2015	\$130,962
BIS044	STS #3a & #4a: Developing the Foundation for STS HRM System				3/16/2015	\$81,821
Closed	State Tax Service (STS)				7/14/2015	\$81,821
BIS045	Performance Improvement Community of Practice #3: Training & Needs Assessment				1/26/2015	\$50,356
Closed	Various				4/26/2015	\$50,356
BIS047	SRS #1 & #2: Optimize Function of Units/Positions in Central Office				2/10/2015	\$65,282
Closed	State Registration Service (SRS)				5/18/2015	\$65,282
BIS048	SRS #3a: Developing E-Communication Concept for Central Office and Sub-Agencies				2/16/2015	\$33,664
Closed	State Registration Service (SRS)				7/6/2015	\$33,664
BIS049	SRS & MVD: Designing Automated Data Exchange for Safe City				1/26/2015	\$20,819
Closed	State Registration Service (SRS)				5/25/2015	\$20,819
BIS050	Phase 1: Supporting Service-Oriented E-Government Interoperability Framework				2/13/2015	\$145,400
Closed	E-Governance Academy				2/9/2016	\$145,400
BIS053	Encouraging Early Grade Reading through National TV Program "Read Together"				3/16/2015	\$118,753
Closed	Aga Khan Foundation in Kyrgyz Republic				2/19/2016	\$118,753

Activity # Status	Activity Title Awardee					Start End	Activity Amt. Disbursed
BIS054 Closed	MOES: Encouraging Early Grade Reading through Provision of Books for Schools Ministry of Education and Science (MoES)					7/15/2015 6/30/2016	\$615,952 \$615,952
BIS059 Closed	Supporting Civil Society Global Engagement on Countering Violent Extremism Search for Common Ground					2/16/2015 3/23/2015	\$3,831 \$3,831
BIS060 Closed	SRS ZAGS: Enabling introduction of Automated Information System State Registration Service (SRS)					4/24/2015 10/9/2015	\$199,017 \$199,017
BIS061 Closed	Activity Development Support Services II Various					3/2/2015 3/1/2016	\$3,709 \$3,709
BIS062 Closed	Performance Improvement Community of Practice #4: Training & Practicum Various					5/25/2015 6/30/2016	\$225,704 \$225,704
BIS066 Closed	Performance Improvement Community of Practice #5: HICD Solutions Various					10/12/2015 11/13/2015	\$4,841 \$4,841
BIS067 Closed	ISPI: Focus on People & Performance Improvement - Istanbul, Turkey Various					6/24/2015 11/20/2015	\$14,015 \$14,015
BIS073 Closed	Stakeholder mapping to enhance Civil society Advocacy Public Foundation "Liberal Youth Alliance "					10/20/2015 5/31/2016	\$55,074 \$55,074
BIS079 Closed	ICVS #2: Increasing Awareness & Use of the International Crime Victim Survey Public Foundation "Liberal Youth Alliance "					12/7/2015 5/30/2016	\$77,874 \$77,874
BIS081 Closed	Improving Accountability and Transparency at Oncology Centers Public Fund "Ergene"					11/16/2015 4/15/2016	\$141,330 \$141,330
BIS082 Closed	Improving Civil Society Outreach about Consumer Rights and Energy Conservation Public Fund "Unison"					10/19/2015 3/31/2016	\$199,494 \$199,494
BIS083 Closed	Facilitating Client Feedback through Civil Society Service Monitoring Public Association "Taza Shaloo"					10/26/2015 5/10/2016	\$223,986 \$223,986
BIS084 Closed	Improving engagement of local communities in Juvenile Delinquency prevention Public Foundation "Generation Insan"					11/2/2015 2/1/2016	\$95,762 \$95,762
BIS085 Closed	Innovative Approaches to Improve Compliance Traffic Laws & Police Accountability Public Foundation "Urban Initiatives"					1/13/2016 5/20/2016	\$48,000 \$48,000
BIS086 Closed	Improving Traffic Safety Knowledge and Behavior of Children in schools Public Association "Dorojnaya Bezopasnost"					2/8/2016 5/31/2016	\$75,727 \$75,727
BIS091 Closed	Piloting School Safety Boards and Violence Prevention Action Planning Public Foundation "Childs Rights Defenders League" (CRDL)					2/8/2016 5/31/2016	\$43,203 \$43,203
BIS092 Closed	Voter's education and awareness campaign for upcoming local elections in KR Public Association "The Coalition for Democracy and Civil Society"					12/29/2015 5/27/2016	\$201,956 \$201,956
BIS093 Closed	Strengthening the institutional sustainability of the Public Advisory Boards LBD Consulting					12/31/2015 5/27/2016	\$100,849 \$100,849

Activity #	Activity Title					Start	Activity Amt.
Status	Awardee					End	Disbursed
BIS094	Monitoring of public services for children with disabilities					2/8/2016	\$159,350
Closed	Public Foundation "Kelechek Plus"					6/20/2016	\$159,350
BIS096	Improving engagement of local communities in Juvenile Delinquency prevention					2/17/2016	\$129,042
Closed	Public Foundation "Generation Insan"					5/31/2016	\$129,042
BIS097	Civil Society Progress Monitoring of the Istanbul Anti-Corruption Action Plan					2/16/2016	\$104,357
Closed	Public Foundation "Result"					5/27/2016	\$104,357
BIS099	Building capacity of local communities in monitoring of public services					3/1/2016	\$80,112
Closed	Center for Public Policy					5/31/2016	\$80,112
BIS101	National Conference on Crime Prevention Policy and Practice					4/11/2016	\$66,316
Closed	Various					6/24/2016	\$66,316
BIS102	Strengthening LCPCs in Effectively Managing Safety and Security in Communities					3/2/2016	\$48,967
Closed	Various					5/31/2016	\$48,967
BIS103	Strategic planning for the Coordination Council of Public Councils					4/11/2016	\$45,738
Closed	Coordination Council of Public Councils					6/3/2016	\$45,738
BIS104	Performance Improvement Community of Practice #8: Curriculum & Conference					4/11/2016	\$160,724
Closed	Various					6/24/2016	\$160,724
BIS105	Improving energy efficiency in public schools					4/4/2016	\$44,867
Closed	Public Fund "Unison"					6/6/2016	\$44,867
BIS106	Increasing access to public services for vulnerable children					4/29/2016	\$35,055
Closed	Eagl, Public Foundation					6/15/2016	\$35,055
BIS107	Developing Public Outreach Plan to Increase Early Grade Reading					5/18/2016	\$16,820
Closed	National Reading Steering Committee					6/22/2016	\$16,820
OSH001	Expansion of National Alliance of Business Associations (NABA) in the south					4/9/2014	\$19,403
Closed	Analytical Center "BizExpert"					11/7/2014	\$19,403
OSH002	STS Training Center: Revising "Tax Service Center" Launch Materials					11/3/2014	\$27,165
Closed	State Tax Service (STS)					5/15/2015	\$27,165
OSH003	Osh Hospital: Assessing Improvements to Patient Intake and Document Flow					9/29/2014	\$21,488
Closed	MOH: Osh Interregional Children's Hospital					1/30/2015	\$21,488
OSH004	School Management Training Module for OEI					12/1/2014	\$15,728
Closed	MOES: Osh Education Institute					4/30/2015	\$15,728
OSH006	Launch of STS Service Center in Aravan District					10/6/2014	\$36,400
Closed	State Tax Service (STS)					1/30/2015	\$36,400
OSH007	Osh Hospital: Automation of Patient Intake & Administrative Processes					4/20/2015	\$119,306
Closed	MOH: Osh Interregional Children's Hospital					6/15/2016	\$119,306
OSH011	Advancing Crime Prevention Work through LCPCs					10/12/2015	\$67,931
Closed	Foundation for Tolerance International					3/15/2016	\$67,931

Activity #	Activity Title				Start	Activity Amt.	
Status	Awardee				End	Disbursed	
OSH015	MOES: Supporting Communication through the Congress of Educators				8/10/2015	\$34,411	
Closed	Mountain Societies Development Support Programme				9/30/2015	\$34,411	
OSH016	Using Local Community Service Scorecards to Improve Local Budgeting Process				10/12/2015	\$170,183	
Closed	Public Foundation "ABAD"				3/31/2016	\$170,183	
OSH017	Increasing use of Point of Sale (POS) payment Terminal for traffic fines				12/1/2015	\$65,170	
Closed	Public Association "Human Rights Movement BDK"				5/10/2016	\$65,170	
OSH019	LCPC/community engagement with Neighborhood Inspectors				1/27/2016	\$53,660	
Closed	Foundation for Tolerance International				5/30/2016	\$53,660	
OSH021	Monitoring of services of the Service Centers of the State Tax Service				1/18/2016	\$58,035	
Closed	Public Foundation "ABAD"				5/31/2016	\$58,035	
OSH022	Support to SEP Irrigation Governance Project in upper zone of Nookat District				1/15/2016	\$23,395	
Closed	Public Foundation Mehr Shavkat				5/31/2016	\$23,395	
OSH023	Support to SEP Irrigation Governance Project in central zone of Nookat district				1/18/2016	\$31,744	
Closed	TES Center				5/31/2016	\$31,744	
OSH024	Support to SEP Irrigation Governance Project in Nookan District				1/18/2016	\$31,901	
Closed	Public Foundation Rural Advisory Services Jalalabad				5/31/2016	\$31,901	
OSH025	Performance Improvement Community of Practice #7: Training & Practicum in Osh				3/28/2016	\$9,944	
Closed	Various				6/10/2016	\$9,944	
OSH026	Performance Improvement Community of Practice #6: HICD Solutions in Osh				5/10/2016	\$7,007	
Closed	Various				6/10/2016	\$7,007	
					Number of Closed Activities: 81	Total Activity Amount	\$6,102,879
						Total Disbursed Amount	\$6,102,879

Completed

BIS051	Phase 2: Supporting Service-Oriented E-Government Interoperability				9/1/2015	\$249,999	
Completed	E-Governance Academy				6/30/2016	\$182,619	
BIS095	Identifying market-based income generating opportunities for youth				2/26/2016	\$106,132	
Completed	Mercy Corps				6/30/2016	\$106,132	
					Number of Completed Activities: 2	Total Activity Amount	\$356,131
						Total Disbursed Amount	\$288,750

Total Number of Activities: 95 **Total Activity Amount** **\$6,773,956**
Total Disbursed Amount **\$6,706,576**

ANNEX L – ALL ACTIVITIES BY CLUSTER

USAID GGPAS All Activities By Cluster

Activity #	Activity Title	Start	Activity Amt.
Status	Awardee	End	Disbursed

1.1 Civil Service Reform

BIS008	Improving Internal and External Communication of the State Personnel Service			5/23/2014	\$90,219
Closed	State Personnel Service (SPS)			12/12/2014	\$90,219
BIS009	Conduct public discussions of the draft Law "On civil and municipal service"			4/18/2014	\$17,747
Closed	NGO Development Policy Institute (DPI)			5/30/2014	\$17,747
BIS012	Supporting Civil Service Code of Ethics development and implementation			7/15/2014	\$28,461
Closed	State Personnel Service (SPS)			2/13/2015	\$28,461

Number of 1.1 Civil Service Reform Activities: 3 Total Activity Amount \$136,427
Total Disbursed Amount \$136,427

1.1 Decentralized Service Delivery & Local Governance

BIS011	Business process analysis of selected AO/municipalities			11/3/2014	\$56,003
Closed	Union of Local Self Government (MSU)			9/1/2015	\$56,003
BIS027	STTA for Business process analysis of selected AO/municipalities			9/2/2014	\$44,911
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)			6/29/2015	\$44,911
BIS028	Informing process improvement through public opinion			9/2/2014	\$17,913
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)			4/26/2015	\$17,913
BIS092	Voter's education and awareness campaign for upcoming local elections in KR			12/29/2015	\$201,956
Closed	Public Association "The Coalition for Democracy and Civil Society"			5/27/2016	\$201,956
BIS099	Building capacity of local communities in monitoring of public services			3/1/2016	\$80,112
Closed	Center for Public Policy			5/31/2016	\$80,112
OSH016	Using Local Community Service Scorecards to Improve Local Budgeting Process			10/12/2015	\$170,183
Closed	Public Foundation "ABAD"			3/31/2016	\$170,183

Number of 1.1 Decentralized Service Delivery & Local Governance Activities: 6 Total Activity Amount \$571,077
Total Disbursed Amount \$571,077

<u>Activity #</u>	<u>Activity Title</u>	<u>Start</u>	<u>Activity Amt.</u>
<u>Status</u>	<u>Awardee</u>	<u>End</u>	<u>Disbursed</u>

1.1 Government Oversight & Coordination of Reform Initiatives

BIS007	Support Government Office Coordination of Public Sector Reform Roadmap			4/10/2014	\$21,665
Closed	Govt Office: Dept. of Public Administration & Personnel Policy (PAPPD)			3/2/2015	\$21,665
BIS017	DISGO: Institutionalizing Communications Processes & Tools			6/30/2014	\$102,982
Closed	Govt Office: Dept. of Information Support (DISGO)			3/31/2015	\$102,982
BIS050	Phase 1: Supporting Service-Oriented E-Government Interoperability Framework			2/13/2015	\$145,400
Closed	E-Governance Academy			2/9/2016	\$145,400
BIS051	Phase 2: Supporting Service-Oriented E-Government Interoperability			9/1/2015	\$249,999
Completed	E-Governance Academy			6/30/2016	\$182,619
BIS097	Civil Society Progress Monitoring of the Istanbul Anti-Corruption Action Plan			2/16/2016	\$104,357
Closed	Public Foundation "Result"			5/27/2016	\$104,357

Number of 1.1 Government Oversight & Coordination of Reform Initiatives Activities: 5

Total Activity Amount

\$624,403

Total Disbursed Amount

\$557,023

Activity #	Activity Title	Start	Activity Amt.
Status	Awardee	End	Disbursed

1.2 Citizen Document Service

BIS016	MOSD Phase 1a: Developing an MOSD Institutional Strategic Plan	6/24/2014	\$25,580
Closed	Ministry of Social Development (MoSD)	9/30/2014	\$25,580
BIS019	Increasing Citizens Awareness on SRS Biometric data Registry	9/1/2014	\$145,497
Closed	Public Association "Taza Shailoo"	4/30/2015	\$145,497
BIS021	SRS Performance Analysis: Business Processes, Work Flow Organization and HRM	10/20/2014	\$95,189
Closed	State Registration Service (SRS)	2/20/2015	\$95,189
BIS047	SRS #1 & #2: Optimize Function of Units/Positions in Central Office	2/10/2015	\$65,282
Closed	State Registration Service (SRS)	5/18/2015	\$65,282
BIS048	SRS #3a: Developing E-Communication Concept for Central Office and Sub-Agencies	2/16/2015	\$33,664
Closed	State Registration Service (SRS)	7/6/2015	\$33,664
BIS051	Phase 2: Supporting Service-Oriented E-Government Interoperability	9/1/2015	\$249,999
Completed	E-Governance Academy	6/30/2016	\$182,619
BIS060	SRS ZAGS: Enabling introduction of Automated Information System	4/24/2015	\$199,017
Closed	State Registration Service (SRS)	10/9/2015	\$199,017
BIS064	SRS #6: Institutionalizing Strategic Planning across the SRS System	6/1/2015	\$118,950
Cancelled	State Registration Service (SRS)	4/29/2016	\$118,950
BIS070	SRS #7a: Development of Public Relations /Communication Strategy	8/24/2015	\$110
Cancelled	State Registration Service (SRS)	5/27/2016	\$110
BIS071	SRS #3b: Establishing E-Communication System at the Central Office	9/14/2015	\$111
Cancelled	State Registration Service (SRS)	3/14/2016	\$111
BIS083	Facilitating Client Feedback through Civil Society Service Monitoring	10/26/2015	\$223,986
Closed	Public Association "Taza Shailoo"	5/10/2016	\$223,986
BIS099	Building capacity of local communities in monitoring of public services	3/1/2016	\$80,112
Closed	Center for Public Policy	5/31/2016	\$80,112
BIS106	Increasing access to public services for vulnerable children	4/29/2016	\$35,055
Closed	Eagl, Public Foundation	6/15/2016	\$35,055

Number of 1.2 Citizen Document Service Activities: 13 **Total Activity Amount \$1,272,550**
Total Disbursed Amount \$1,205,170

<u>Activity #</u>	<u>Activity Title</u>				<u>Start</u>	<u>Activity Amt.</u>
<u>Status</u>	<u>Awardee</u>				<u>End</u>	<u>Disbursed</u>

1.2 Education Sector

BIS003	MOES: Improving Action Planning and Budgeting Process				3/4/2014	\$42,170
Closed	Ministry of Education and Science (MoES)				8/31/2014	\$42,170
BIS053	Encouraging Early Grade Reading through National TV Program "Read Together"				3/16/2015	\$118,753
Closed	Aga Khan Foundation in Kyrgyz Republic				2/19/2016	\$118,753
BIS054	MOES: Encouraging Early Grade Reading through Provision of Books for Schools				7/15/2015	\$615,952
Closed	Ministry of Education and Science (MoES)				6/30/2016	\$615,952
BIS063	Analysis of the MoES Financial Management System				4/27/2015	\$24,230
Cancelled	Ministry of Education and Science (MoES)				5/23/2016	\$24,230
BIS094	Monitoring of public services for children with disabilities				2/8/2016	\$159,350
Closed	Public Foundation "Kelechek Plus"				6/20/2016	\$159,350
BIS107	Developing Public Outreach Plan to Increase Early Grade Reading				5/18/2016	\$16,820
Closed	National Reading Steering Committee				6/22/2016	\$16,820
OSH004	School Management Training Module for OEI				12/1/2014	\$15,728
Closed	MOES: Osh Education Institute				4/30/2015	\$15,728
OSH015	MOES: Supporting Communication through the Congress of Educators				8/10/2015	\$34,411
Closed	Mountain Societies Development Support Programme				9/30/2015	\$34,411

Number of 1.2 Education Sector Activities: 8

Total Activity Amount

\$1,027,414

Total Disbursed Amount

\$1,027,414

<u>Activity #</u>	<u>Activity Title</u>				<u>Start</u>	<u>Activity Amt.</u>
<u>Status</u>	<u>Awardee</u>				<u>End</u>	<u>Disbursed</u>

1.2 Health Care Provision

BIS005	MOH Institutional Context Assessment for Central Office				3/12/2014	\$52,748
Closed	Ministry of Health (MoH)				6/30/2014	\$52,748
BIS031	MOH Developing Institutional Improvement Plan for Central Office				11/10/2014	\$64,456
Closed	Ministry of Health (MoH)				3/27/2015	\$64,456
BIS081	Improving Accountability and Transparency at Oncology Centers				11/16/2015	\$141,330
Closed	Public Fund "Ergene"				4/15/2016	\$141,330
BIS093	Strengthening the institutional sustainability of the Public Advisory Boards				12/31/2015	\$100,849
Closed	LBD Consulting				5/27/2016	\$100,849
BIS094	Monitoring of public services for children with disabilities				2/8/2016	\$159,350
Closed	Public Foundation "Kelechek Plus"				6/20/2016	\$159,350
OSH003	Osh Hospital: Assessing Improvements to Patient Intake and Document Flow				9/29/2014	\$21,488
Closed	MOH: Osh Interregional Children's Hospital				1/30/2015	\$21,488
OSH007	Osh Hospital: Automation of Patient Intake & Administrative Processes				4/20/2015	\$119,306
Closed	MOH: Osh Interregional Children's Hospital				6/15/2016	\$119,306

Number of 1.2 Health Care Provision Activities: 7

Total Activity Amount

\$659,528

Total Disbursed Amount

\$659,528

Activity #	Activity Title				Start	Activity Amt.
Status	Awardee				End	Disbursed

1.2 Public Safety & Security

BIS016	MOSD Phase 1a: Developing an MOSD Institutional Strategic Plan				6/24/2014	\$25,580
Closed	Ministry of Social Development (MoSD)				9/30/2014	\$25,580
BIS032	SRS & MVD & KPost: Assessment of Interagency System for Traffic Violations				11/3/2014	\$0
Cancelled	State Registration Service (SRS)				12/26/2014	
BIS034	MVD: Introducing Modern Methods for Managing Crime-Related Data				6/1/2015	\$7,022
Closed	Ministry of Internal Affairs (MVD), Information Analytical Centre				6/22/2015	\$7,022
BIS035	MVD: Improving Engagement of Juvenile Unit: Study Tour & Handbook				1/19/2015	\$78,938
Closed	Ministry of Internal Affairs (MVD), Juvenile Inspectors Unit				9/11/2015	\$78,938
BIS038	ICVS #1: Supporting Advocacy through the International Crime Victim Survey				1/19/2015	\$193,189
Closed	Public Foundation "Liberal Youth Alliance "				2/10/2016	\$193,189
BIS040	MVD: Designing "Your Neighborhood Inspector" Web page and Management Processes				4/20/2015	\$37,720
Cancelled	Ministry of Internal Affairs (MVD), Neighborhood Inspectors Unit				12/31/2015	\$37,720
BIS043	MVD: Improving Engagement of Juvenile Unit: Training #1				7/13/2015	\$0
Cancelled	Ministry of Internal Affairs (MVD), Juvenile Inspectors Unit				12/31/2015	
BIS049	SRS & MVD: Designing Automated Data Exchange for Safe City				1/26/2015	\$20,819
Closed	State Registration Service (SRS)				5/25/2015	\$20,819
BIS059	Supporting Civil Society Global Engagement on Countering Violent Extremism				2/16/2015	\$3,831
Closed	Search for Common Ground				3/23/2015	\$3,831
BIS073	Stakeholder mapping to enhance Civil society Advocacy				10/20/2015	\$55,074
Closed	Public Foundation "Liberal Youth Alliance "				5/31/2016	\$55,074
BIS079	ICVS #2: Increasing Awareness & Use of the International Crime Victim Survey				12/7/2015	\$77,874
Closed	Public Foundation "Liberal Youth Alliance "				5/30/2016	\$77,874
BIS084	Improving engagement of local communities in Juvenile Delinquency prevention				11/2/2015	\$95,762
Closed	Public Foundation "Generation Insan"				2/1/2016	\$95,762
BIS085	Innovative Approaches to Improve Compliance Traffic Laws & Police Accountability				1/13/2016	\$48,000
Closed	Public Foundation "Urban Initiatives"				5/20/2016	\$48,000
BIS086	Improving Traffic Safety Knowledge and Behavior of Children in schools				2/8/2016	\$75,727
Closed	Public Association "Dorojnaya Bezopasnost"				5/31/2016	\$75,727
BIS091	Piloting School Safety Boards and Violence Prevention Action Planning				2/8/2016	\$43,203
Closed	Public Foundation "Childs Rights Defenders League" (CRDL)				5/31/2016	\$43,203
BIS095	Identifying market-based income generating opportunities for youth				2/26/2016	\$106,132
Completed	Mercy Corps				6/30/2016	\$106,132
BIS096	Improving engagement of local communities in Juvenile Delinquency prevention				2/17/2016	\$129,042
Closed	Public Foundation "Generation Insan"				5/31/2016	\$129,042

Activity #	Activity Title					Start	Activity Amt.
Status	Awardee					End	Disbursed
BIS097	Civil Society Progress Monitoring of the Istanbul Anti-Corruption Action Plan					2/16/2016	\$104,357
Closed	Public Foundation "Result"					5/27/2016	\$104,357
BIS101	National Conference on Crime Prevention Policy and Practice					4/11/2016	\$66,316
Closed	Various					6/24/2016	\$66,316
BIS102	Strengthening LCPCs in Effectively Managing Safety and Security in Communities					3/2/2016	\$48,967
Closed	Various					5/31/2016	\$48,967
OSH011	Advancing Crime Prevention Work through LCPCs					10/12/2015	\$87,931
Closed	Foundation for Tolerance International					3/15/2016	\$87,931
OSH017	Increasing use of Point of Sale (POS) payment Terminal for traffic fines					12/1/2015	\$85,170
Closed	Public Association "Human Rights Movement BDK"					5/10/2016	\$85,170
OSH019	LCPC/community engagement with Neighborhood Inspectors					1/27/2016	\$53,660
Closed	Foundation for Tolerance International					5/30/2016	\$53,660

Number of 1.2 Public Safety & Security Activities: 23
Total Activity Amount
\$1,404,312
Total Disbursed Amount
\$1,404,312

<u>Activity #</u>	<u>Activity Title</u>				<u>Start</u>	<u>Activity Amt.</u>
<u>Status</u>	<u>Awardee</u>				<u>End</u>	<u>Disbursed</u>

1.2 Social Protection & Development

BIS004	MOSD Performance Analysis: Workflow and HR assessments within Central Office				3/20/2014	\$101,127
Closed	Ministry of Social Development (MoSD)				7/11/2014	\$101,127
BIS016	MOSD Phase 1a: Developing an MOSD Institutional Strategic Plan				6/24/2014	\$25,580
Closed	Ministry of Social Development (MoSD)				9/30/2014	\$25,580
BIS020	Procurement and Translation of Electricity and Metering Standards				10/1/2014	\$43,601
Closed	Ministry of Energy and Industry (MoEI)				6/26/2015	\$43,601
BIS039	MOSD: Phase 1b & 2: Laying the Foundation for Reform				12/1/2014	\$130,962
Closed	Ministry of Social Development (MoSD)				6/8/2015	\$130,962
BIS051	Phase 2: Supporting Service-Oriented E-Government Interoperability				9/1/2015	\$249,999
Completed	E-Governance Academy				6/30/2016	\$182,619
BIS068	MOSD Phase 3 & 4: Building Organizational Structure & Embedding Systems				6/15/2015	\$101,638
Cancelled	Ministry of Social Development (MoSD)				5/27/2016	\$101,638
BIS093	Strengthening the institutional sustainability of the Public Advisory Boards				12/31/2015	\$100,849
Closed	LBD Consulting				5/27/2016	\$100,849
BIS094	Monitoring of public services for children with disabilities				2/8/2016	\$159,350
Closed	Public Foundation "Kelechek Plus"				6/20/2016	\$159,350
OSH009	MOSD Nookan District: Modeling Improved Social Service Delivery				7/15/2015	\$155
Cancelled	MOSD, Nookan Department of Social Development				2/28/2016	\$155
OSH012	Launch of STS Service Center in Dordoi Bazaar #2				6/15/2015	\$31,899
Cancelled	State Tax Service (STS)				5/27/2016	\$31,899
OSH021	Monitoring of services of the Service Centers of the State Tax Service				1/18/2016	\$56,035
Closed	Public Foundation "ABAD"				5/31/2016	\$56,035

Number of 1.2 Social Protection & Development Activities: 11

Total Activity Amount

\$1,001,196

Total Disbursed Amount

\$933,815

Activity #	Activity Title	Status	Awardee	Start	End	Activity Amt.	Disbursed
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1.3 Energy Sector Reform

BIS002	Study tour to support NESK to draft energy regulations for a settlement center				3/4/2014	\$27,416	
Closed	National Electricity Transmission Company (NESK)				4/25/2014	\$27,416	
BIS020	Procurement and Translation of Electricity and Metering Standards				10/1/2014	\$43,601	
Closed	Ministry of Energy and Industry (MoEI)				6/26/2015	\$43,601	
BIS082	Improving Civil Society Outreach about Consumer Rights and Energy Conservation				10/19/2015	\$199,494	
Closed	Public Fund "Unison"				3/31/2016	\$199,494	
BIS105	Improving energy efficiency in public schools				4/4/2016	\$44,867	
Closed	Public Fund "Unison"				6/6/2016	\$44,867	

Number of 1.3 Energy Sector Reform Activities: 4 **Total Activity Amount \$315,378**
Total Disbursed Amount \$315,378

1.3 Food Security & Agricultural Services

BIS030	Supporting USAID EDF and Ministry of Agriculture National Seed Distribution				10/1/2014	\$9,792	
Closed	International Fertilizer Development Center (IFDC)				10/24/2014	\$9,792	
OSH001	Expansion of National Alliance of Business Associations (NABA) in the south				4/9/2014	\$19,403	
Closed	Analytical Center "BizExpert"				11/7/2014	\$19,403	
OSH022	Support to SEP Irrigation Governance Project in upper zone of Nookat District				1/15/2016	\$23,395	
Closed	Public Foundation Mehr Shavkat				5/31/2016	\$23,395	
OSH023	Support to SEP Irrigation Governance Project in central zone of Nookat district				1/18/2016	\$31,744	
Closed	TES Center				5/31/2016	\$31,744	
OSH024	Support to SEP Irrigation Governance Project in Nookan District				1/18/2016	\$31,901	
Closed	Public Foundation Rural Advisory Services Jalalabad				5/31/2016	\$31,901	

Number of 1.3 Food Security & Agricultural Services Activities: 5 **Total Activity Amount \$116,236**
Total Disbursed Amount \$116,236

Activity #	Activity Title	Start	Activity Amt.
Status	Awardee	End	Disbursed

1.3 Management Consulting Services

BIS006	Performance Improvement Community of Practice #1: HICD Introduction	4/8/2014	\$4,503
Closed	Public Fund "Door Media"	5/9/2014	\$4,503
BIS018	ISPI: Cultivating Culture of Performance Improvement - Warsaw, Poland	8/18/2014	\$19,316
Closed	Various	11/7/2014	\$19,316
BIS024	Performance Improvement Community of Practice #2: HICD Solutions	11/24/2014	\$12,747
Closed	Various	12/26/2014	\$12,747
BIS045	Performance Improvement Community of Practice #3: Training & Needs Assessment	1/26/2015	\$50,356
Closed	Various	4/26/2015	\$50,356
BIS062	Performance Improvement Community of Practice #4: Training & Practicum	5/25/2015	\$225,704
Closed	Various	6/30/2016	\$225,704
BIS066	Performance Improvement Community of Practice #5: HICD Solutions	10/12/2015	\$4,841
Closed	Various	11/13/2015	\$4,841
BIS067	ISPI: Focus on People & Performance Improvement - Istanbul, Turkey	6/24/2015	\$14,015
Closed	Various	11/20/2015	\$14,015
BIS103	Strategic planning for the Coordination Council of Public Councils	4/11/2016	\$45,738
Closed	Coordination Council of Public Councils	6/3/2016	\$45,738
BIS104	Performance Improvement Community of Practice #8: Curriculum & Conference	4/11/2016	\$180,724
Closed	Various	6/24/2016	\$180,724
OSH025	Performance Improvement Community of Practice #7: Training & Practicum in Osh	3/28/2016	\$9,944
Closed	Various	6/10/2016	\$9,944
OSH026	Performance Improvement Community of Practice #6: HICD Solutions in Osh	5/10/2016	\$7,007
Closed	Various	6/10/2016	\$7,007

Number of 1.3 Management Consulting Services Activities: 11 **Total Activity Amount** **\$554,895**
Total Disbursed Amount **\$554,895**

<u>Activity #</u>	<u>Activity Title</u>	<u>Status</u>	<u>Awardee</u>	<u>Start</u>	<u>End</u>	<u>Activity Amt.</u>	<u>Disbursed</u>
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1.3 Tax Services

BIS010	STS Performance Analysis: Developing HRM Strategic Plan	Closed	State Tax Service (STS)		6/3/2014	\$65,802	\$65,802
					10/3/2014		
BIS011	Business process analysis of selected AO/municipalities	Closed	Union of Local Self Government (MSU)		11/3/2014	\$56,003	\$56,003
					9/1/2015		
BIS029	Launch of STS Service Center in Dordoi's Alkan Bazaar	Closed	State Tax Service (STS)		10/6/2014	\$68,981	\$68,981
					1/30/2015		
BIS044	STS #3a & #4a: Developing the Foundation for STS HRM System	Closed	State Tax Service (STS)		3/16/2015	\$81,821	\$81,821
					7/14/2015		
BIS051	Phase 2: Supporting Service-Oriented E-Government Interoperability	Completed	E-Governance Academy		9/1/2015	\$249,999	\$182,619
					6/30/2016		
BIS093	Strengthening the institutional sustainability of the Public Advisory Boards	Closed	LBD Consulting		12/31/2015	\$100,849	\$100,849
					5/27/2016		
BIS106	Increasing access to public services for vulnerable children	Closed	Eagl, Public Foundation		4/29/2016	\$35,055	\$35,055
					6/15/2016		
OSH002	STS Training Center: Revising "Tax Service Center" Launch Materials	Closed	State Tax Service (STS)		11/3/2014	\$27,165	\$27,165
					5/15/2015		
OSH006	Launch of STS Service Center in Aravan District	Closed	State Tax Service (STS)		10/6/2014	\$36,400	\$36,400
					1/30/2015		
OSH008	Launch of STS Service Center in Kara-suu Bazaar and Nookan District	Cancelled	State Tax Service (STS)		7/6/2015	\$133	\$133
					5/27/2016		
OSH012	Launch of STS Service Center in Dordoi Bazaar #2	Cancelled	State Tax Service (STS)		6/15/2015	\$31,899	\$31,899
					5/27/2016		
OSH021	Monitoring of services of the Service Centers of the State Tax Service	Closed	Public Foundation "ABAD"		1/18/2016	\$56,035	\$56,035
					5/31/2016		

Number of 1.3 Tax Services Activities: 12

Total Activity Amount

\$810,145

Total Disbursed Amount

\$742,765

Activity #	Activity Title					Start	Activity Amt.
Status	Awardee					End	Disbursed

2.1 Provincial Integration & Expanded Service Delivery

BIS003	MOES: Improving Action Planning and Budgeting Process					3/4/2014	\$42,170
Closed	Ministry of Education and Science (MoES)					8/31/2014	\$42,170
BIS008	Improving Internal and External Communication of the State Personnel Service					5/23/2014	\$90,219
Closed	State Personnel Service (SPS)					12/12/2014	\$90,219
BIS009	Conduct public discussions of the draft Law "On civil and municipal service"					4/18/2014	\$17,747
Closed	NGO Development Policy Institute (DPI)					5/30/2014	\$17,747
BIS017	DISGO: Institutionalizing Communications Processes & Tools					6/30/2014	\$102,982
Closed	Govt Office: Dept. of Information Support (DISGO)					3/31/2015	\$102,982
BIS019	Increasing Citizens Awareness on SRS Biometric data Registry					9/1/2014	\$145,497
Closed	Public Association "Taza Shaloo"					4/30/2015	\$145,497
BIS030	Supporting USAID EDF and Ministry of Agriculture National Seed Distribution					10/1/2014	\$9,792
Closed	International Fertilizer Development Center (IFDC)					10/24/2014	\$9,792
BIS053	Encouraging Early Grade Reading through National TV Program "Read Together"					3/16/2015	\$118,753
Closed	Aga Khan Foundation in Kyrgyz Republic					2/19/2016	\$118,753
BIS054	MOES: Encouraging Early Grade Reading through Provision of Books for Schools					7/15/2015	\$615,952
Closed	Ministry of Education and Science (MoES)					6/30/2016	\$615,952
BIS060	SRS ZAGS: Enabling introduction of Automated Information System					4/24/2015	\$199,017
Closed	State Registration Service (SRS)					10/9/2015	\$199,017
BIS066	Performance Improvement Community of Practice #5: HICD Solutions					10/12/2015	\$4,841
Closed	Various					11/13/2015	\$4,841
BIS099	Building capacity of local communities in monitoring of public services					3/1/2016	\$80,112
Closed	Center for Public Policy					5/31/2016	\$80,112
BIS101	National Conference on Crime Prevention Policy and Practice					4/11/2016	\$66,316
Closed	Various					6/24/2016	\$66,316
BIS103	Strategic planning for the Coordination Council of Public Councils					4/11/2016	\$45,738
Closed	Coordination Council of Public Councils					6/3/2016	\$45,738
BIS104	Performance Improvement Community of Practice #8: Curriculum & Conference					4/11/2016	\$160,724
Closed	Various					6/24/2016	\$160,724
BIS106	Increasing access to public services for vulnerable children					4/29/2016	\$35,055
Closed	Eagl, Public Foundation					6/15/2016	\$35,055
BIS107	Developing Public Outreach Plan to Increase Early Grade Reading					5/18/2016	\$16,820
Closed	National Reading Steering Committee					6/22/2016	\$16,820
OSH002	STS Training Center: Revising "Tax Service Center" Launch Materials					11/3/2014	\$27,165
Closed	State Tax Service (STS)					5/15/2015	\$27,165

<u>Activity #</u>	<u>Activity Title</u>				<u>Start</u>	<u>Activity Amt.</u>
<u>Status</u>	<u>Awardee</u>				<u>End</u>	<u>Disbursed</u>
OSH003	Osh Hospital: Assessing Improvements to Patient Intake and Document Flow				9/29/2014	\$21,488
Closed	MOH: Osh Interregional Children's Hospital				1/30/2015	\$21,488
Number of 2.1 Provincial Integration & Expanded Service Delivery Activities: 18					Total Activity Amount	\$1,800,388
					Total Disbursed Amount	\$1,800,388

Total Number of Activities:

Total Activity Amount
Total Disbursed Amount

Rather than arbitrarily split funding across Clusters, Totals are not shown.

Activity number	News Link	Date	Attitude
BIS002	http://www.24.kg/economics/1759	4/4/2014	Attitude Positive; USAID NOT mentioned
BIS002	http://www.24.kg/economics/1759	4/4/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://www.kabar.kg/society/full/78439	4/30/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://kg.akipress.org/print:596842	4/30/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://kg.akipress.org/news:59807	5/28/2014	Attitude Positive; USAID mentioned
BIS009	http://kg.akipress.org/news:59891	6/12/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://kg.akipress.org/news:60566	11/4/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://kg.akipress.org/news:60566	11/4/2014	Attitude Negative; USAID NOT mentioned
BIS010	http://www.24.kg/community/186	9/16/2014	Attitude Positive; USAID NOT mentioned
BIS010	http://www.24.kg/community/186	9/16/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://turmush.kg/ru/news:62594/	6/16/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://turmush.kg/ru/news:62575/	6/20/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://osh.turmush.kg/ru/news:73	9/3/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://www.24.kg/community/186	9/11/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://www.24.kg/economics/1877	10/7/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://www.tazabek.kg/news:3798	10/7/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://ktrk.kg/ru/content/ekonomi	10/8/2014	Attitude Positive; USAID NOT mentioned
OSH001	http://www.24.kg/economics/1878	10/9/2014	Attitude Positive; USAID NOT mentioned
BIS009	http://www.mkk.gov.kg/index.php?	1/16/2015	Attitude Positive; USAID Mentioned
BIS009	http://kg.akipress.org/news:60927	1/16/2015	Attitude Positive; USAID not Mentioned
BIS004	http://kg.akipress.org/news:59554	4/8/2014	Attitude Positive; USAID mentioned
BIS009	http://kg.akipress.org/news:61095	2/18/2015	Attitude Positive; USAID Not mentioned
BIS008	http://mkk.gov.kg/index.php?optio	6/5/2014	Attitude Positive; USAID mentioned
BIS008	http://kg.akipress.org/news:60266	9/10/2014	Attitude Positive; USAID NOT mentioned
BIS008	http://kg.akipress.org/news:60307	9/18/2014	Attitude Positive; USAID NOT mentioned
BIS008	http://www.mkk.gov.kg/index.php?	1/15/2015	Attitude Positive; USAID Mentioned
BIS017	http://kg.akipress.org/news:60897	1/9/2014	Attitude Positive; USAID Not Mentioned
BIS017	http://www.gov.kg/?p=44879	11/3/2014	Attitude Positive; USAID mentioned
BIS017	http://www.vb.kg/doc/293454_pra	11/17/2014	Attitude Positive; USAID mentioned
BIS017	http://kg.akipress.org/news:60868	12/29/2014	Attitude Positive; USAID Not mentioned
BIS017	http://mnenie.akipress.org/news:1	1/20/2015	Attitude Positive; USAID Not Mentioned
BIS017	http://kg.akipress.org/news:61091	2/18/2015	Attitude Positive; USAID Not mentioned
OSH006	http://www.24.kg/obschestvo/406	12/26/2014	Attitude Positive; USAID Not mentioned
OSH006	http://www.vb.kg/doc/300215_usa	1/22/2015	Attitude Positive; USAID Mentioned
BIS007	http://www.tazabek.kg/news:3837	12/17/2014	Attitude Positive; USAID NOT mentioned
BIS007	http://kg.akipress.org/news:60889	1/5/2015	Attitude Positive; USAID Mentioned
BIS007	http://www.vb.kg/doc/287917_v_k	1/26/2015	Attitude positive; USAID not mentioned
BIS049	http://grs.gov.kg/ru/news/386-V-ra	2/2/2015	Attitude Positive; USAID Mentioned
BIS049	http://kg.akipress.org/news:61082	2/16/2015	Attitude Positive; USAID mentioned
BIS019	http://www.24.kg/community/186	9/24/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://kg.akipress.org/news:60336	9/24/2014	Attitude Negative; USAID NOT mentioned
BIS019	On October 1, 2014, a round table	10/7/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://www.vzglyad.kg/society/452	10/15/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://kg.akipress.org/news:60571	11/4/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://ktrk.kg/ky/content/biometri	11/14/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://kg.akipress.org/news:60655	11/18/2014	Attitude Positive; USAID NOT mentioned
BIS019	http://kg.akipress.org/news:61087	2/17/2015	Attitude Positive; USAID Not mentioned
BIS019	http://kg.akipress.org/news:61087	2/17/2015	Attitude Positive; USAID Not mentioned
BIS039	http://www.vb.kg/doc/304575_mir	2/27/2015	Attitude Positive; USAID mentioned
BIS039	http://www.vb.kg/doc/316671_mir	6/16/2015	Attitude Positive; USAID not mentioned
BIS048	http://kg.akipress.org/news:61082	2/16/2015	Attitude Positive; USAID mentioned

BIS029	http://www.tazabek.kg/news:3842	12/24/2014	Attitude Positive; USAID mentioned
BIS029	http://www.vb.kg/doc/300215_usa	1/22/2015	Attitude Positive; USAID Mentioned
BIS029	http://www.vb.kg/doc/304380_ser	2/27/2015	Attitude Positive; USAID mentioned
BIS029	Within three months work of the n	4/20/2015	First results of the new service center for entrepren
BIS021	http://grs.gov.kg/ru/news/131-v-GI	11/19/2014	Attitude Positive; USAID mentioned
BIS021	http://grs.gov.kg/ru/news/281-Razr	12/30/2014	Attitude Positive; USAID mentioned
BIS021	http://grs.gov.kg/ru/news/298-Sob	1/15/2015	Attitude Positive; USAID Mentioned
BIS021	http://kg.akipress.org/news:61030	2/4/2015	Attitude Positive; USAID mentioned
BIS021	http://kg.akipress.org/news:61082	2/16/2015	Attitude Positive; USAID mentioned
BIS021	http://grs.gov.kg/ru/news/469-Plan	3/2/2015	Attitude Positive; USAID Mentioned
BIS021	http://grs.gov.kg/ru/news/565-v-2C	4/1/2015	Attitude Positive; USAID Mentioned
OSH004	http://www.vb.kg/doc/308238_v_o	4/1/2015	Attitude Positive; USAID Mentioned
BIS012	Draft code of ethics was put into the president's webs		Draft code of ethics issued for public dussion
BIS012	http://kg.akipress.org/news:60338	9/24/2014	Attitude Positive; USAID mentioned
BIS012	http://kg.akipress.org/news:60364	9/29/2014	Attitude Positive; USAID NOT mentioned
BIS012	http://kg.akipress.org/news:60383	10/1/2014	Attitude Positive; USAID NOT mentioned
BIS012	http://www.24.kg/obschestvo/241	12/1/2014	Attitude Positive; USAID NOT Mentioned
BIS012	http://mkk.gov.kg/index.php?option	12/17/2014	Attitude Positive; USAID NOT mentioned
BIS012	http://www.mkk.gov.kg/index.php?	1/16/2015	Attitude Positive; USAID Mentioned
BIS012	http://kg.akipress.org/news:60927	1/16/2015	Attitude Positive; USAID not Mentioned
BIS012	http://mkk.gov.kg/index.php?option	2/9/2015	Attitude Positive; USAID Not Mentioned
BIS051	http://www.kabar.kg/health/full/96	9/30/2015	Attitude positive; USAID not mentioned
OSH015	On August 26, started the meeting r	8/26/2015	Attitude Positive; USAID not mentioned
BIS060	USAID under the Good Governance	4/27/2015	Signing a letter of cooperation between SRS and GG
BIS060	http://grs.gov.kg/ru/news/733-v-Ts	6/9/2015	Attitude Positive; USAID mentioned
BIS060	http://reporter.akipress.org/news:4	7/31/2015	Attitude Positive; USAID mentioned
BIS053	http://akipress.com/news:565731/	9/30/2015	Attitude positive; USAID mentioned
BIS053	http://zanoza.kg/doc/332344_usa	1/29/2016	Attitude Positive; USAID Mentioned
BIS053	http://ktrk.kg/ky/janylyktar/birge-o	1/29/2016	Attitude Positive; USAID Mentioned
BIS053	* AKIpress< http://www.akipress.c	2/1/2016	Attitude Positive; USAID Mentioned
BIS053	http://edu.gov.kg/ru/news/promez	2/1/2016	Attitude Positive; USAID Mentioned
OSH016	http://jalal-abad.turmush.kg/ru/ne	12/15/2015	Attitude positive; USAID Mentioned
BIS064	http://kg.akipress.org/news:61840	7/15/2015	Attitude Positive; USAID mentioned
BIS064	http://grs.gov.kg/ru/news/995-Podj	2/10/2016	Attitude Positive; USAID not Mentioned
BIS051	DEVELOPMENT AND APPLICATION (4/19/2016	CCU in the news. MinEconom proposed to include C
BIS051	http://trade.kg/index.php/10-news	4/21/2016	Attitude positive. USAID not mentioned.
BIS082	http://presscenter.akipress.org/new	11/25/2015	Attitude Positive; USAID Not Mentioned
BIS082	http://kg.akipress.org/news:62741	11/25/2015	Attitude Positive; USAID Mentioned
BIS082	http://members.vb.kg/2015/12/01	12/8/2015	Attitude Positive; USAID Mentioned
BIS082	http://zanoza.kg/doc/329359_gryzi	12/8/2015	Attitude Positive; USAID Mentioned
BIS082	http://www.super.kg/article/show/	12/30/2015	Attitude Positive; USAID Mentioned
BIS082	http://www.jumgal.kg/?p=117583	1/15/2016	Attitude Positive; USAID not Mentioned
BIS082	http://www.super.kg/article/show/	1/15/2016	Attitude Positive; USAID Mentioned
BIS082	http://turmush.kg/ru/news:274840	1/22/2016	Attitude Positive; USAID not Mentioned
BIS082	http://members.vb.kg/2016/01/19	1/22/2016	Attitude Positive; USAID not Mentioned
BIS082	http://kabar.kg/society/full/103635	3/16/2016	USAID was not mentioned. Attitude positive.
BIS082	USAID-funded campaign helps Kyrg	3/16/2016	USAID was mentioned attitude is positive
BIS082	http://tazabek.kg/news:404247	3/16/2016	USAID was not mentioned. Attitude positive.
BIS081	http://zdorovie.akipress.org/news:.	12/11/2015	Attitude Positive; USAID Not Mentioned
BIS081	http://zdorovie.akipress.org/news:.	12/11/2015	Attitude Positive; USAID Not Mentioned
BIS081	http://www.knews.kg/society/7405	1/14/2016	Attitude Positive; USAID not Mentioned
OSH012	http://www.tazabek.kg/news:3937	7/27/2015	Attitude Positive; USAID not mentioned

OSHO12	http://sti.gov.kg/news/2016/02/22/	2/24/2016	Attitude Positive; USAID Mentioned
OSHO11	http://osh.turmush.kg/news:28083	2/24/2016	Attitude Positive; USAID not Mentioned
BIS050	http://www.baltic-course.com/eng/	3/25/2015	Attitude Positive; USAID mentioned
BIS050	http://mineconom.gov.kg/index.ph	6/19/2015	Attitude Positive; USAID mentioned
BIS050	Health Minister, Center for e-Gover	9/30/2015	AKIpress News - September 29, 2015, USAID not me
BIS050	http://kg.akipress.org/news:630414	2/5/2016	Attitude Positive; USAID Mentioned
BIS050	http://www.24.kg/biznes_info/2720	2/5/2016	Attitude Positive; USAID Mentioned
BIS038	http://www.vb.kg/doc/307650_goll	3/25/2015	Attitude Positive; USAID Not mentioned
BIS038	http://kg.akipress.org/news:612777	3/27/2015	Attitude Positive; USAID Not mentioned
BIS038	http://kg.akipress.org/news:613055	4/2/2015	Attitude Positive; USAID Not Mentioned
BIS038	Kyrgyzstan would conduct a compre	4/20/2015	Minister M. Turganbaev supports study of Victims o
BIS038	http://rus.azattyk.org/content/artic	5/7/2015	Attitude Positive; USAID not mentioned
BIS038	http://www.eng.24.kg/community/	12/11/2015	Attitude Positive; USAID Not Mentioned
BIS038	http://www.24.kg/obschestvo/2454	12/14/2015	Attitude positive; USAID Not Mentioned
BIS038	http://kg.akipress.org/news:628344	12/14/2015	Attitude positive; USAID Not Mentioned
BIS038	http://kg.akipress.org/news:628366	12/14/2015	Attitude positive; USAID Not Mentioned
BIS038	http://kg.akipress.org/news:628345	12/14/2015	Attitude positive; USAID Not Mentioned
BIS038	http://kg.akipress.org/news:628554	12/17/2015	Attitude Positive; USAID Not Mentioned
BIS038	http://kg.akipress.org/news:628555	12/18/2015	Attitude Positive; USAID Not Mentioned
BIS038	http://knews.kg/2016/02/25/krimir	2/26/2016	Attitude Positive; USAID not Mentioned
BIS038	http://zanoza.kg/doc/337494_bishl	5/4/2016	Attitude Positive; USAID Not Mentioned
OSHO17	http://www.kabar.kg/society/full/11	3/24/2016	Attitude Positive; USAID Not Mentioned
OSHO17	http://kg.akipress.org/news:745155	5/3/2016	Attitude Positive; USAID not Mentioned
BIS083	http://tazashaloo.kg/web/index.ph	12/1/2015	Attitude Positive; USAID Mentioned
BIS083	http://kg.akipress.org/news:629730	1/21/2016	Attitude Positive; USAID Mentioned
BIS083	http://mnenie.akipress.org/unews/	5/3/2016	Attitude Positive; USAID Mentioned
BIS083	http://www.super.kg/article/show/	5/6/2016	Attitude Positive; USAID not Mentioned
BIS092	http://www.eng.24.kg/election201	3/17/2016	USAID was not mentioned. Attitudde positive.
BIS092	http://kg.akipress.org/news:632160	3/17/2016	USAID was not mentioned. Attitude positive. IRG m
BIS092	http://kg.akipress.org/news:632374	3/24/2016	Attitude Positive; USAID Not Mentioned
BIS092	http://kg.akipress.org/news:632624	3/29/2016	Attitude Positive; USAID Not Mentioned
BIS092	http://kg.akipress.org/news:632627	3/29/2016	Attitude Positive; USAID Not Mentioned
BIS092	http://www.turmush.kg/ru/news:2i	3/30/2016	Attitude Positive; USAID Not Mentioned
BIS092	http://www.turmush.kg/ru/news:2i	3/30/2016	Attitude Positive; USAID Not Mentioned
BIS085	http://zanoza.kg/doc/334602_v_ky	3/10/2016	Attitude Positive; USAID Not Mentioned
BIS085	http://ru.sputnik.kg/Videoclub/201	3/29/2016	Attitude Positive; USAID Not Mentioned
BIS085	http://kg.akipress.org/news:632697	3/30/2016	Attitude Positive; USAID Not Mentioned
BIS097	http://knews.kg/2016/04/19/v-kyrg	4/20/2016	Attitude positive. USAID not mentioned.
BIS097	http://knews.kg/2016/04/19/v-kyrg	5/26/2016	Attitude Positive; USAID Not Mentioned
BIS097	http://knews.kg/2016/05/25/iz-15-	5/26/2016	Attitude Positive; USAID Not Mentioned
BIS009	http://kg.akipress.org/news:748164	6/3/2016	Attitude Positive; USAID Not Mentioned
BIS086	http://zanoza.kg/doc/334152_shko	3/2/2016	Attitude Positive; USAID Mentioned
BIS086	http://zanoza.kg/doc/334152_shko	3/3/2016	Attitude Positive; USAID Mentioned
BIS086	http://zanoza.kg/doc/334152_shko	4/15/2016	Attitude Positive; USAID Mentioned
BIS079	http://rus.azattyk.org/content/artic	2/26/2016	Attitude Positive; USAID not Mentioned
BIS079	http://rus.azattyk.org/content/artic	3/22/2016	USAID was not mentioned.
OSHO07	http://zdorovie.akipress.org/news:7	2/24/2016	Attitude Positive; USAID Mentioned
OSHO07	http://www.ktrk.kg/media/video/2i	6/1/2016	Attitude Positive; USAID Not Mentioned
OSHO07	http://www.ktrk.kg/media/video/2i	6/1/2016	Attitude Positive; USAID Not Mentioned
OSHO07	http://kabar.kg/rus/health/full/106	6/1/2016	Attitude Positive; USAID Not Mentioned
OSHO07	http://knews.kg/2016/05/31/na-za	6/13/2016	Attitude Positive; USAID Not Mentioned
BIS054	Azamat Akeneev ?@akeneev Aug 2	9/2/2015	Azamat Akeneev's Twitter feed

BIS101	http://knews.kg/2016/06/11/deput	6/13/2016 Attitude Positive; USAID Not Mentioned
BIS101	http://rus.azattyk.org/a/27790068	6/13/2016 Attitude Positive; USAID Not Mentioned
BIS101	http://knews.kg/2016/06/07/nezav	6/13/2016 Attitude Positive; USAID Not Mentioned

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