

GOOD GOVERNANCE & PUBLIC ADMINISTRATION STRENGTHENING (GGPAS) PROGRAM

YEAR THREE: QUARTERLY REPORT N° 3

APRIL 1 – JUNE 30, 2016

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TABLE OF CONTENTS

- TABLE OF CONTENTSV**
- ACRONYMSV**
- I. PROGRAM SUMMARY7**
 - Program Description 7
 - Program Results 8
 - Program Learning..... 17
- II. PROGRAM DETAILS 20**
 - Country Context..... 20
 - Program Evolution & Appraisal 23
 - Bilateral Agreement Regarding USG Assistance 25
 - Program Implementation & Achievements by Focus Area..... 27
 - Programming Handover & Legacy Planning..... 67
- III. MANAGEMENT 72**
 - Budget..... 72
 - Program Management Processes 75
 - Operational Management Highlights 76
- VI. ANNEXES 77**

ACRONYMS

AIS	Automated Information System	LSG	Local Self-Government
AKF	Aga Khan Foundation	LSGA	Limited Scope Grant Agreement
AMG	Activities Management Guide	LYA	Liberal Youth Alliance
AO	Assistance Objectives	M&E	Monitoring and Evaluation
AO	Aiyl Okmotu	MoEI	Ministry of Energy and Industry
APM	Administrative Procedures Manual	MoE	Ministry of Economy
BPA	Business Process Analysis	MoES	Ministry of Education and Science
CEC	Central Election Committee	MoH	Ministry of Health
CDCS	Country Development Cooperation Strategy	MoSD	Ministry of Social Development
CIO	Chief Information Officer	MOU	Memorandum of Understanding
CO	Contracting Officer	MP	Member of Parliament
COP	Chief of Party	MSDSP	Mountain Society Development Support Program
COR	Contracting Officer's Representative		
CSO	Civil Society Organization	MSU	Union of Local Self-Government
CURR	Civil Union of Reform and Results	MVD	Ministry of Internal Affairs
D&G	Democracy & Governance	NGO	Non-Governmental Organization
DDGS	Direct Distribution of Goods and Services	OSCE	Organization for Security and Co-operation in Europe
EDCF	Emerging Donors Challenge Fund		
EDF	Environmental Documentation Form	PA	Public Association
eGA	e-Governance Academy	PAB	Public Advisory Board
EGCCU	E-Government Central Coordination Unit	PAPPD	Public Administration and Personnel Policy Department
EGRN	Unified State Population Registry	PDO	Program Development Officer
EMMP	Environmental Monitoring and Mitigation Plan	PF	Public Foundation
FAA	Fixed Amount Award	PFM	Public Finance Management
FFPCA	Firm Fixed Price Contracts/Agreements	PFMS	Public Finance Management System
FGD	Focus Group Discussion	PIO	Public International Organization
GAMSUMO	State Agency for Local Self-Government and Interethnic Relations under the GoKR	PM	Prime Minister
		PME	Performance Monitoring & Evaluation
GGPAS	Good Governance and Public Administration Strengthening	PMES	Performance Monitoring & Evaluation System
GORBI	Georgian Opinion Research Business International	POC	Point of Contact
		PPR	Periodical Performance Review
GM	Grants Manager	QR	Quarterly Report
GoKR	Government of the Kyrgyz Republic	QRP	Quality Reading Project
GUC	Grants under Contract	RO	Regional Office
HICD	Human and Institutional Capacity Development	SF	Social Fund
HR	Human Resources	SOW	Scope of Work
HRMS	Human Resources Management System	SRS	State Registration Service
ICVS	International Crime Victims Survey	STS	State Tax Service
IDLO	International Development Law Organization	STTA	Short-Term Technical Assistance
IEE	Initial Environmental Examination	TAP	Transition Activity Pool
IMC	Institute of Management Consultants	TO	Task Order
INL	[Bureau of] International Narcotics and Law Enforcement Affairs	TOCOR	Task Order Contracting Officer's Representative
		ToT	Training of Trainers
IRG	International Resources Group	UNHCR	United Nations High Commissioner for Refugees
ISPI	International Society for Performance Improvement		
		USAID	United States Agency for International Development
IT	Information Technology		
JDI	Juvenile Delinquency Inspectors	USAID/KR	USAID/Kyrgyz Republic
KNO	Knowledge Needs Opportunity	USG	U.S. Government
KPI	Key Performance Indicators	USPSC	US Personal Services Contractor
KR	Kyrgyz Republic	ZAGS	State Registry Service Civil Status Registration
LOC	Letter of Collaboration		

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I. PROGRAM SUMMARY

PROGRAM DESCRIPTION

The Good Governance & Public Administration Strengthening (GGPAS) program was a flexible, three-year initiative to help strengthen key public and private institutions critical to long-term stability and democratic growth. GGPAS provides 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 emerge, strengthening existing partnerships, and establishing new relationships with key institutions. The program worked to identify 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 Kyrgyz Republic 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; and
- Enhancing capacity of local management consultants as service providers.

Cross-cutting areas

- Civil Service & Public Administration Reform
- e-Governance
- Decentralization & local governance
- Civil society engagement¹
- Performance Improvement Consulting

Targeted Touchstone service sectors

- Citizen registration & documentation
- Tax services
- Social protection & development

¹ In August 2015, following the cancellation of the bilateral agreement between with United States and the Kyrgyz Republic, GGPAS suspended and ultimately canceled 23 ongoing projects. 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 did not incur Value Added Taxes (VAT) among others.

- Education
- Healthcare
- Public safety & law enforcement
- Electricity & energy sector
- Agriculture

Management

GGPAS offered flexibility and utilized a unique USAID management structure to ensure that this flexibility was used strategically, rather than purely in reaction to opportunities. USAID had dedicated a USPSC Program Director and USAID Project Management Specialist/COR 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 represent the program to partners and stakeholders.

The team utilized the USAID Activity Database as an activity management system, to ensure clarity of interventions and enhance institutional memory and learning for USAID.

PROGRAM RESULTS

During the 27 months of full implementation, the GGPAS program successfully fulfilled its objectives of improving institutional capacity of key institutions to deliver services and expanded access to quality services. Additionally the program successfully served as a tactical vehicle for USAID to test political will and programming approaches and establish new partnerships for public administration reform. It served as a flexible mechanism to respond appropriately to strategic opportunities and unexpected obstacles, maximizing results of USG investment in what continues to be a challenging and dynamic environment. Specific results included the following:

- **Helped strengthen institutional capacity** within the State Registration Service (SRS), State Tax Services and the Ministry of Social Development by utilizing a modern approach to performance improvement to 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 reducing patient wait times at Osh Children’s Hospital and Jayil Hospital; improving tax services for clients in Aravan and Dordoi bazaar; and enabling the automation of SRS civil registry services in Bishkek and Kara-suu district;
- **Deepened the skills of more than 30 private sector consultants** who form a nascent performance improvement community of practice, 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, serving as a proof of concept for future investment in e-government, 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 to use data to assess the performance of police at the national and local levels, better engage target demographics, and improve traffic safety within their communities, effectively using 1207 funds 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;

- **Provided targeted support to complement longer-term USAID investment** through the USAID “Reading Together”, USAID Energy Links, USAID Agro-Horizon programs, and USAID support to fighting TB and HIV/AIDS, filling critical gaps and building trust with counterparts;
- **Ensured programmatic flexibility** that proved critical following the unexpected cancellation of the bilateral agreement on US governance assistance in August 2015, as it allowed for the cancellation of 24 ongoing or planned activities, and the rapid reprogramming of nearly \$3.5 million into tax-free grants to civil society for service monitoring and advocacy, maximizing USAID investment, despite what continues to be a dynamic and uncertain environment.

Primary Outputs	Year 1	Year 2	Year 3
	Mar 2014- Aug 2014	Sept 2014- Aug 2015	Sept 2015-Aug 2016
F: # of govt entities receiving USG assistance to improve performance	9	22	48
F: # of civil society orgs CSOs receiving USG assistance in engaged in advocacy initiatives	14	8	21
F: # of days of USG funded technical assistance in private sector capacity provided to counterparts	171	1,796	1,967
F: # of policies/laws/decrees developed or improved	6	21	54
F: # of administrative institutional functions developed or improved	12	128	381
F:# of textbooks and other teaching and learning materials provided with USG assistance	-	52	266,602
Secondary Outputs			#
# of administrative functions developed or improved			381
# of consultants building skills			459
# of consultants contracted: international			45
# of consultants contracted: national			248
# of days of technical assistance: international			1,477
# of days of technical assistance: national			8,186
# of CSOs supported			288
# of local government offices supported			3,519
# of national government entities supported			124
# of private companies or consultants supported			95
# of government offices renovated			5
# of consultants building skills			2
# of mechanisms supported for citizens engagement			107
# of person days of training received			35,315
# of government personnel trained FEMALE			1,224
# of government personnel trained MALE			1,546
# of NGO personnel trained FEMALE			1,274
# of NGO personnel trained MALE			1,302
# of policies/laws/decrees developed or improved			54
# of public awareness/education campaigns			46

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** 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 seven business processes, functional scopes of work 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 six 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 USG assistance.

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.

SRS Video [Link](#)

The **Ministry of Social Development (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 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. 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 Orange HRM Open Source™ human resource management software to improve the employee performance appraisal process². The HRM system includes a variety of modules that can be deployed in the future for other HRM processes like recruiting, hiring, and payroll. Finally, the Human Resource department established revised Scopes of Work (SOWs) with Key Performance Indicators (KPIs) for the documentation, strategic planning, M&E, and public procurement departments, and revised 20 job descriptions with individual KPIs in line with the new SOWs. The implementation of the package of performance solutions was suspended mid-stream given the potential tax liability.

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, human resources 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 **State Tax Service** 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 their personnel unit into a modern human resource management unit, capable of ensuring qualified and productive human resources necessary to deliver on the strategic objectives for the institutions. The resulting HR management strategy and action plan was integrated as one of four components into broader institutional strategy for 2015-17, 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 key performance indicators (KPIs) for all ten (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 100 million KGS (\$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

² Alfresco is used by KLM airline, NASA, and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker

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 State Personnel Service, Ministry of Health and Ministry of Education & Science, 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.

STS Video [Link](#)

Expanded Access to & 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, 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 bazaar** were launched with revised processes to improve the tax payer experience for thousands of clients, reduce opportunities for corruption, and increase tax revenues. In 2015, the new Service Centers in Dordoi Bazaar issued eight times the number of “patents” and nearly 2.5 times more property tax payments when compared with the first quarter 2014. Moreover, the center was able to process 4,023 tax declarations; 523 more declarations than the same quarter 2014. Bakytbek Nurmatov Momunovich, the Director of the Service center in Aravan, reported that by November 2015, the center in Aravan had already taken in 11 million KGS (\$145,000) more than in 2014, a 10% increase in revenues in less than a year.

More importantly, the renovations reduced opportunities for corruption and improved the services provided to 25,000 tax payers 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 on 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 nation-wide service centers. In June 2015 GGPAS supported the launch of additional STS Service Centers serving Dordoi bazaar, Kara-suu Bazaar and Nookan District of Jalalabad; however, these projects were suspended following the cancellation of the bilateral agreement.

Similarly, a GGPAS-supported automated information management system helped the **Osh Inter-regional Children’s Hospital** reduce the average time an out-patient spends in the hospital from 12 hours to two 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:BoInitsa* platform, 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 six-month delay in implementation; however, in January 2016, the Mandatory Health Insurance Fund (FOMS) invested \$25,000 to procure necessary computer hardware to roll the system out in eight departments of the hospital. Prior to this rollout 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 Mandatory Health Insurance Fund (FOMS) 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 Kara Balta rayon hospital in less than a month, and at a fraction of the cost of the pilot.

The Insurance Fund is developing plans to replicate the system at a Hospital in Issy-kul, and UNICEF is exploring

the potential for replication in Batken and Jalalabad children's hospitals.

Hospital Video [Link](#)

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)** improving services for 915,700 citizens of Bishkek and 348,645 citizens of 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), developed independently by the SRS, to modernize the official registry of civil status acts (e.g. birth, adoption, marriage, divorce, and death). Prior to the 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 (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 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 15 million KGS (\$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 Jalalabad 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 USG assistance.

Deepened Consulting Skills

The 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.

GGPAS support to management consultants included pairing nationals with international HICD consultants when possible maximizing opportunities for knowledge transfer. Additionally the program provided opportunities for the best and brightest to tap into learning and networking opportunities provided by the International Society of 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 six-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 that they had learned while helping their clients improve their institutional performance. Participants provided their time pro-bono to conduct assessments and propose solutions for the National Hospital of the Ministry of Health, the central office of the State Registration Service, and the SRS State Enterprise "Infocom" to improve performance.

The director of the hospital, and former Minister of Health, Dinara Sagynbaeva said the suggested solutions were innovative, realistic, and most importantly require very little cost to implement. 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, 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.

Piloted an E-Governance Proof of Concept

In January 2015, USAID allocated \$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 US State Department's **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 government of the Kyrgyz Republic and been outlined during an assessment conducted in 2014 with the government and supported by the UN Development Programme (UNDP).

Under **phase one**, experts from Estonia provided technical support to equip the newly established 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 promoting its own interests. It failed to identify a skilled institutional “operator” to manage the platform, was not willing to engage with and marginalized 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, the action plan, and make real headway. On two occasions senior officials, either failed to show up for or participate in important training and learning opportunities in Tallinn, despite commitments after [non-USAID] financial commitments had been made by. 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 – 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 e-Government Central Coordination Unit **successfully installed the unique Tunduk 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**, effectively intra-agency automated data exchange to streamline government service.

- *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, the Tax office and Customs service to use PIN number to search a list of passports linked to a person;
- *MoSD e-service*: Allows MoSD users inquire by PIN number whether persons receive pensions and whether the payments of insurance premiums were made;
- *MoE Single Window e-service*: Allows the Customs Service to use the code of customs clearance folders to inquire about the relevant permits;
- *MoF Infosystem e-service*: Allows the Bishkek Mayor’s office Tax Office, Customs service to use an internal Treasury identifier to display individual accounts of organizations;
- *MoF Infosystem e-service*: Allows the Bishkek Mayor’s office Tax Office, Customs service to use PIN to display information about taxpayer debts by date.

The success of this platform and pilot services served as a proof of concept that, if adopted by the Kyrgyz Republic, will lay the foundation for further development of secure electronic governance services (e-governance) in the coming years.

“Tunduk” Video [Link](#)

Developed Tools & Approaches to Prevent Crime

Law enforcement reform is notoriously an opaque and difficult sector. Owing to inconsistent political will in recent years, in August 2014 the USG allocated \$2.8 million (1207 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 Ministry of Internal Affairs (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.

Using 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.”

At the national level, GGPAS supported the NGO Liberal Youth Alliance 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 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 are people 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 web site <http://icvs.reforma.kg/>

At the local level, GGPAS supported the NGO Foundation for Tolerance International 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 LCPC’s 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 & Toolkit referenced below.

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: developing basic curricula, training manuals, and practical guides on effective community engagement especially among the Juvenile and Neighborhood Inspectors.

In February 2016, GGPAS partner NGO Foundation for Tolerance International (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 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 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 US Embassy colleagues in International Narcotics and Law Enforcement (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.

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 of 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 a 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.

More Effective & Accountable Traffic Police. The Traffic Police (DPS) is among the institutions with which citizens interact most frequently, and 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 Initiative's "Road Triangle" **outreach campaign, 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 on-line test about basic traffic safety rules. To date, more than 26,700 people have taken the test on-line, with fewer than 23% of all participants having passed. In April 2016, the group administered the same test to 310 city bus drivers across Bishkek and only 16% got 8 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 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, with nearly 12,000 views in the first two 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 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 and was distributed 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** recently distributed to Traffic Police in Bishkek, Osh, Jalal-Abad, Tokmok, Kara-Balta and Kara-Kol cities, to pay their traffic fines paid officially. A final survey confirmed that following the campaign the level of the awareness of drivers about POS terminals has indeed increased in the targeted communities, and continued a much needed public dialogue about corruption and administrative obstacles to compliance.

Complemented USAID programming

The GGPAS program served a strategic function for USAID, providing targeted support to complement longer-term USAID investment through the USAID "Reading Together", USAID Energy Links, USAID Agro-Horizon programs, and USAID support to fighting TB and HIV/AIDS, filling critical gaps and helping to build trust with counterparts.

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

- During the summer of 2015, supported the Aga Khan foundation **to improve upon and produce 26 additional episodes** of their popular television show "Reading Together", broadcast on Balastan TV to increase reading comprehensive and enthusiasm about reading among children.
- In January 2016, the Aga Khan Foundation (AKF), launched an **innovative mobile phone application** that allows children, parents, and teachers access to **27 different story books**. 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

Energy Sector. In coordination with the teams from the USAID RESET and Energy Links program, GGPAS provided target assistance to improve transparency and efficiency in the energy sector. Targeted interventions included:

- 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 in these countries. The planned ISC in Kyrgyz Republic will play a critical role 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 independent settlement center, and by September 2014, the Ministry issued a resolution

establishing a legal framework for regulating the new centers future operations.

- In June 2015, GGPAS handed over to the Ministry of Economy'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 & Industry 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 independent settlement center, and will improve collection and exchange of data among companies that generate, transmit, and distribute electricity in the country's main component of the government's plans to improve efficiency and reduce corruption in the sector.
- Finally, from October 2015 to March 2016, NGO UNISON conducted a **nation-wide 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, the NESK reported a 13% reduction in electricity consumption in February 2016 compared with the same month the year before. It cited both 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 kWh, or a cost savings of nearly 500,000 KGS.

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, the UNISON service center in 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.

Agriculture Sector. At the request of the USAID agriculture team, beginning in February 2016, **940 members of 16 water user associations (WUAs)** from Nookat district of Osh province, and Nookan and Bazar-Korgon districts of Jalalabad province learned a variety of techniques and tools to improve irrigation water management and improve governance practices within their associations. GGPAS supported NGOs Mehr Shavkat, TES Center, and Rural Advisory Services, 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 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 HELVETAS SEP II project to invest more of its own resources to increase access to and equitably distribute 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 Jalalabad. Collectively these improved irrigation systems will be used to irrigate approximately 27,111 hectares of arable land.

Health Sector. USAID investment in the health sector prioritizes combatting multi-drug resistant TB, 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 that 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, monitoring & evaluation, and management. While the interventions were hindered by significant turnover at the senior levels of the ministry, outside experts have found that 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 Mandatory Health Insurance Fund. Members of the USAID health team commented that the highly successful and visible USAID support for the hospitals in Osh and Karabalta, contributed to a warming of relations with the current Minister, which had been complicated since he assumed the office in late 2014.

Ensured Flexibility & Pivoted to Civil Society

The August 2015 cancellation of the bilateral agreement, and the resulting tax implications, affected many USAID programs, but the 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, providing tax-exempt grants to non-commercial 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, providing a key source of data to help public sector to continue to realize improvements and improve policies. Initiatives were undertaken to monitor services provided by the SRS, STS, MoSD, MoH, MoES, and local governments.

Targeted support was provided to improve the performance and planning of the Public Councils for STS, MoH, and MoSD, as well as to complement support of the USAID Collaborative Governance program to the Coordination Council of Public Councils. These councils have the potential to serve a critical function to helping improve inclusivity of the public policy making function. One initiative laid the groundwork for Public Councils to continue shadow monitoring of the 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, the GGPAS program pivoted to provide grants to non-commercial entities, to channel critical citizen feedback on service delivery, a key source of data to help public sector to continue to realize improvements and improve policies.

Additionally we have been proud to help cultivate an expanding “community of practice” 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 sectors institutions is a critical to helping other institutions realize operational gains similar to those we will discuss today.

PROGRAM LEARNING

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 level³. These few interventions had limited success, and so did not result in expanded programming. It appears that major policy-level reform faces challenges due a variety of reasons:

- 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 the 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 the 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 most critical issues to game-changing public administration reform. The government lacks consensus on **civil service reform, decentralization** (e.g. devolution, delegation, or deconcentration) **of service delivery, anti-corruption priorities, and e-governance.**

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 time contradictory and could be improved, 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.

- Budget restrictions on institutions are real and significant. While increases in tax revenues are possible, give 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 and institution. Active engagement of the State Secretary, the senior civil servant with the rank of Deputy Minister, helps to increase potential of institutionalization
- There is real value when focusing on a limited number of key institutions. Making a substantive holistic investment is required to really 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 **State Registration Service**, the **State Tax Service**, the **Ministry of Social Development** (later Ministry of Labor & Social Development), and following a change in leadership in early 2015, the **Ministry of Education & Science**

Service Delivery Level: Real, tangible improvements to service delivery require a willingness to invest at least minimal resources in capital improvements: 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

³ Policy-level engagements included: coordinating progress monitoring on the Public Sector Reform Roadmap 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 E-Governance Central Coordination Unit, and oversight of implementation for the MVD Reform Action Plan, Engagement on Anti-Corruption with the Working Group from the Defense Council

savings in efficiency, instantly close opportunities for corruption, and delivery improvements in citizen satisfaction.

- From the beginning pilot projects should be designed with the central state institution to enhance potential for replication; however, it 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, that tests a number of different approaches simultaneously.
- Tangible investments at the service delivery level help to strengthen the relationship and build trust with your partners. Additionally these investment 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.

Communication & 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 public. Specifically institutions struggle to identify appropriate “clients”, solicit sufficient feedback to develop appropriate messages, nor understand and use the best tools to effectively deliver these messages.
- Public sector institutions can more effectively engage civil society stakeholders, sector expertise, and public council members in the policy-making process, thereby improving the quality of, understanding of, and support for policy initiatives
- Public sector institutions don't 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 public sector to utilize internally or engage civil society independently to generate citizen feedback
- The development of Public Advisory Boards, later changed to Public Councils, are an overall positive trend in the Kyrgyz Republic, and could/should be utilized more to enhance the three areas above.

Performance Improvement Community of Practice: 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 are critical to partner public sector actors to continue progress on performance improvement interventions or other institutions replicate approaches to achieve their desired performance. Additionally 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. This approach reflected best practice identified in earlier USAID investments in the Kyrgyz Republic, Georgia, and Rwanda.⁴

- When possible, GGPAS worked to magnify the outcome of international expertise by pairing them 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 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 the final year, the program provided a nine-month training and practicum specific training modules -- Principles of Performance Consulting, Solution Set Interventions, Project Management, Monitoring and Evaluation, Communications, and a practicum. Participants, including the current and past head of the Association of Management Consultants, commented how the new the processes and tools were for the participants. More importantly they commented that the 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 practices the skills that they had learned.
- Finally the program used the annual International Society for Performance Improvement (ISPI) MEA conferences in Warsaw and Istanbul, as an opportunity to help the best local consultants tap into international networks of performance improvement

⁴ When possible simultaneously investing in service providers as secondary beneficiaries demonstrated a multiplier effect and the USAID Kyrgyz Republic Transition Initiative; USAID Georgia Forecast, Public Administration Reform, and G3 Good Governance in Georgia programs; as well as the USAID HICD Rwanda project.

professionals, expanding their networks, repertoire of tools, approaches and models.

USAID Program Management: The unique management model of the GGPAS program demonstrated a number of key benefits that USAID should try to continue to 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, less of a tolerance for calculated risk-taking and learning, tangible investment in citizen service delivery and de-prioritization of a focus on the population in the southern oblasts.
- The flexibility of the program, without a required rigid annual work plan and with authorities delegated to Program Director and COR for activities up to \$250K, ensured the programs ability to rapidly and appropriately 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 USG assistance;
- The flexibility of the program also allowed the program to respond appropriately to windows of opportunity that arise. Given a lack of a common vision, and ineffective coordination of development partner initiatives, the responsiveness allows USAID to better leverage other donor support, that are in-line with the programming objectives;⁵
- The close relationship with the implementing partner helped to build mutual trust and confidence that strengthened program implementation. It encouraged a shared responsibility for program successes and failures.
- It 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 deeper understanding ensured USAID delegated team members remained abreast of ongoing activities, and facilitated sharing and coordination with all USAID technical offices, and

maximized linkages with the rest of the USAID portfolio and relevant departments of US 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. Unlike USAID traditional processes database allowed to reduce timelines, bureaucratic requests in working with the implementing partner. As well database proved to be an effective tool in informing management and timely decision making process.

⁵ 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."

II. PROGRAM DETAILS

COUNTRY CONTEXT

During GGPAS program implementation, the Government has replaced three Prime Ministers. On April 13, 2016, after two days of former Prime Minister's resignation, the parliament proposed the candidacy of Sooronbay Jeenbekov, former Governor of Osh province and a brother of the former parliament speaker, as a new prime minister. His candidacy was approved quickly and the new government took office on April 28, 2016. Asylbek Jeenbekov resigned as a parliament speaker after his brother's appointment. The parliament elected Chynybay Tursunbekov, former leader of the President's Social Democratic Party of Kyrgyzstan, as a new speaker.⁶

Closure of the U.S. Transit Center at Manas International Airport. After a number of announced intentions to close the U.S. military base at Manas Airport in Bishkek, the closing officially took place on June 3, 2014 with a symbolic handover of a key to the base to the Kyrgyz side. The Transit Center handover also includes US\$ 30 million worth of equipment, facilities, and generators.⁷ According to the Kyrgyz authorities, the country's budget may lose an estimated US\$ 60 million in annual rent payments.⁸

Kyrgyz Republic's Membership to the EEU. On May 20, 2015 parliament ratified the agreement of the KR to join the EEU as a full member of the integration union consisting of Russia, Kazakhstan, Belarus and Armenia. President Almazbek Atambayev signed the last agreement to join the EEU on May 8, 2015 in Moscow at the first meeting of the Supreme Eurasian Economic Council. Earlier, the President signed a preliminary agreement to join the EEU on December 23, 2014. The agreement passed ratification in parliaments of EEU members latest by July 9 and only on August 12, the agreement became effective and the KR was officially informed about it by the EEU Committee.

Termination of the Bilateral Agreement between the U.S. and KR. On July 21, 2015, Prime Minister Temir Sariyev signed a government resolution terminating a 1993 agreement on cooperation between the governments of the KR and the United States.⁹ The

agreement is a legal framework facilitating the U.S. humanitarian and technical economic assistance to the KR. The U.S. government said it was disappointed by KR's decision to cancel the treaty, but hoped that it could continue delivering aid to the country. The termination followed the KR's protest against a U.S. State Department's decision to grant a 2014 Human Rights Defender Award on Azimjon Askarov, an ethnic Uzbek journalist and rights activist currently serving a life sentence on charges of "creating a threat to civil peace and stability in society". He was convicted of inciting ethnic hatred, organizing mass disorder and complicity in the murder of a law-enforcement officer following interethnic clashes in southern Kyrgyzstan in June 2010 when more than 450 people were killed.

On July 17, the Kyrgyz Foreign Ministry handed the protest note to the U.S. Chargé d'Affaires. The statement expressed the Kyrgyz authorities' extreme concern over the U.S. awarding a person convicted of such serious crimes, noting doubts about the U.S.'s intentions. The KR threatened it would unilaterally cancel the 22-year cooperation agreement between the two governments. The United States warned Kyrgyzstan that escalating tension in their relations could limit the activities of a wide range of U.S.-funded aid programs. "We are studying the technical impact of such a decision, which could put assistance programs that benefit the Kyrgyz people in jeopardy," the U.S. government said in a statement published by the U.S. embassy in Bishkek on July 19.¹⁰ Much of the assistance has been channeled through USAID, said Kyrgyz Deputy Foreign Minister Emil Kaikiyev. "Accordingly, the renouncement of this treaty will directly affect USAID and other organizations working on other projects," he said.

After August 20, when the renouncement entered into force, 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, Kaikiyev said.¹¹ On September 8, the Kyrgyz Foreign Minister Erlan Abdyldayev met with the Assistant Secretary of State for South and Central Asian Affairs Nisha Biswal to

⁶ <http://rus.azattyq.org/a/27703452.html>

⁷ <http://ria.ru/world/20140603/1010417196.html>

⁸ <http://kloop.kg/blog/2014/06/04/video-tstp-manas-zavershaet-svoyu-missiyu-v-ky-rgy-zstane/>

⁹ http://www.jamestown.org/programs/edm/single/?tx_ttnews%5Btt_news%5D=44267&cHash=fc116726e7f7c9634692d7418ddd237a#.Vhx9d_nmtmkp

¹⁰ <http://kabarlar.org/politika/54142-gosdep-ssha-izuchayut-posledstviya-denonsacii-kirgiziev-soglasheniya-o-sotrudnichestve.html>

¹¹ <http://kyrtag.kg/society/ssha-moqut-sokratit-ili-svernut-pomoshch-kyrgyzstanu-mid-video>

discuss projects and programs in Kyrgyzstan funded by the U.S. Government and the sides agreed to continue the dialogue.¹²

Parliamentary Elections and Citizen Biometric Data Registration. By September 18, 2015 the State Registration Service (SRS) of the Kyrgyz Republic reported that 2,849,542 citizens nationwide had registered their biometric data.¹³ Launched on August 28, 2014, the national biometrics collection campaign suspended on September 19, when the SRS submitted the final list of voters prepared on the basis of biometric data to the Central Elections Committee (CEC). Authorized to make an accurate voters' list and prepare technical procedures for voter identification at the upcoming elections, the SRS tested the identification process at several precincts during the local council elections held in mid-May. In September, the SRS launched "Verify Yourself in Voters' List" project and called on the citizens to check and introduce themselves to the new model of election system identification on the basis of biometric data prior to the election day:
<https://shailoo.srs.kg:8443/votingsystempublic/>.¹⁴

Parliamentary Elections and Majority Coalition Formation. On October 4, 2015, the KR held nationwide parliamentary elections. Out of the 14 parties formally registered by the Central Election Committee (CEC), six parties were able to overcome the 7-percent threshold to secure their places in a 120-seat parliament. President Atambayev's Social Democratic Party (SDPK) led with 27.56 percent. The other five qualifying parties included Respublika-Ata Jurt (20.26 percent), Kyrgyzstan party (13.07 percent), Onuguu-Progress (9.39 percent), Bir Bol (8.59 percent) and Ata Meken (7.08 percent).¹⁵ These results were officially verified on October 15 by the CEC. After President Atambayev mandated SDPK's leader to form the coalition on October 29, SDPK, Kyrgyzstan, Onuguu-Progress and Ata-Meken eventually joined into the majority coalition on November 2. The coalition agreement called "Stability, Faith and New Opportunities in Jogorku Kenesh (name of the Kyrgyz parliament)" was signed by the leaders of these four parties. Respublika-Ata-Jurt and Bir Bol remained in parliamentary opposition each by itself.¹⁶ According to the coalition agreement, the

structure of parliament changed with two vice speakers instead of five and the number of committees was reduced from 14 to 9.¹⁷

Both local and international observers agreed that the elections were the most democratic in the history of Central Asia.¹⁸ The marked decrease in fraud was ensured in part by the introduction of biometric registration which required voters to submit to a fingerprint check before they could cast their ballot and by the use of automatic ballot box-readers. The OSCE did maintain that there was still room for improvement.

"Despite efforts to ensure that all citizens were included in the population register, some did not submit biometric data, due to concerns over data protection," the OSCE said in a post-election statement. "While there was a public information campaign to familiarize voters with the new voter registration system, the information provided was insufficient."¹⁹ The national biometric campaign was launched in August 2014 and was headed by the then First Vice Prime Minister Taiyrbek Sarpashev, who now chairs the State Registration Service (SRS) after the new cabinet's appointment. Mr. Sarpashev said in one of his post-election statements that any shortcomings would be addressed prior to local elections in the early spring of 2016 and the presidential elections in 2017. He added that the SRS will launch biometric ID passports in the second half of 2016 to be used as voter identification in the upcoming elections.²⁰

Additionally, the SRS has been given the function of issuing personal PIN codes to citizens from birth, which earlier belonged to the Social Fund, to be indicated in birth certificates under the "One citizen, one passport, one PIN" principle²¹ and created the automated information system "AIS PIN". A pilot project "AIS Passport", another component of EGRN, was launched by the SRS in a test mode to allow electronic application by citizens to save money and time in applying for and receiving passports in the future.²²

Secretary of State John Kerry's visit to the KR. On October 31, 2015, the US Secretary of State John Kerry visited the KR as part of his Central Asian tour. John Kerry held meetings with President Atambayev and the acting Minister of Foreign Affairs Erlan Abdylidayev, and he took part in the official opening ceremony of the new US Embassy compound in Bishkek and the American

¹²

http://www.gezitter.org/politic/43285_v_mid_obsudili_voprosyi_sotrud_nichestva_kyrgyzystana_i_ssha/

¹³ <http://grs.gov.kg/ru/news/867-V-Kyrgyzystanie-na-16-sientiabria-biomietrichiesku/>

¹⁴ <http://grs.gov.kg/ru/news/848-GRS-nachinaiet-aktsiiu-Provier-siebia-v-spiskie-iz/>

¹⁵ <http://kloop.kg/blog/2015/10/15/live-tsentrizbirkom-oglashaet-rezultaty-parlamentskih-vyborov/>

¹⁶ http://www.vb.kg/doc/327775_v_parlamente_sozdana_koaliciia_bolsh_instva_iz_chetyreh_frakciy.html

¹⁷ <http://ru.sputnik.kg/politics/20151102/1019818421.html>

¹⁸ <http://www.gezitter.org/world/44086/>

¹⁹ <http://www.eurasianet.org/node/75391>

²⁰ <http://grs.gov.kg/ru/news/901-Taiyrbiek-Sarpashev-So-vtoroi-poloviny-2016-ghoda/>

²¹ http://www.24.kg/parlament/14819_parlamentskaya_fraktsiya_odobрила_zakonoproekt_o_peredache_funktsiy_sotsfonda_po_prisvoeniyu_pin_registratsionnoy_slujbe/

²² <http://www.kabar.kg/society/full/89667>

University campus in Central Asia (AUCA). In a meeting with President Atambayev, Kerry highly praised the results of the recent parliamentary elections and stressed the need for a new bilateral agreement signed between the two countries. At a joint press-conference, Foreign Minister Abdyldayev said that the meeting of Secretary Kerry with President Atambayev was a turning point in relations between the KR and US²³ and the sides agreed to develop a “roadmap” for multilateral cooperation.²⁴ A working group including both representatives of the State Department and the Kyrgyz Foreign Ministry will work on the new program of developing relations. “We know that the US is one of the first countries which recognized the sovereignty of the KR and since then we’ve been supporting the country. This position will not change,” Secretary Kerry said at the opening of AUCA’s new campus. At an annual meeting with journalists on

December 30, 2015, Foreign Minister Abdyldayev stated that the relations between the KR and US became healthier than before and stressed that the KR will not reconsider its interpretation of the award granted last summer to the Kyrgyz human rights activist who was sentenced to life imprisonment at home.²⁵ This award was followed by KR’s unilateral renouncement of the cooperation agreement with the US, effective on August 20.

Draft Law on Foreign Agents. On May 12, 2016, changes to a law on noncommercial organizations were voted down by parliament. Only 46 deputies voted for the bill, while 65 were against. The draft law was initiated by deputies from the parliamentary faction “Ar-Namys” Tursunbai Bakir uulu and Nurkamil Madaliyev. They support the necessity of state control over the activities of NGOs for security of the state.

²³ <http://ru.sputnik.kg/Kyrgyzstan/20151031/1019787081.html>

²⁴ <http://www.open.kg/news/political-news/2883-promezhutochnye-itogi-vizita-dzhona-kerri-v-centralnuyu-aziyu.html>

²⁵

http://www.24.kg/vlast/25634_erlan_abdyldaev_otnosheniya_kyrgyzstana_i_sshi_stali_bolee_zdoroviyimi/

PROGRAM EVOLUTION & APPRAISAL

Task Order

Year One: Sept 2013 to Aug 2014

Phase One – Startup: Despite being awarded with a start date on August 26, 2013, at the request of USAID, the International Resources Group (IRG), a wholly owned subsidiary of Engility Corporation, deferred the launch of the program until November. The start-up phase (defined in the task order as Phase 1) ended on January 31, 2014.

Phase Two – Implementation: 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.

2014 June: Program Performance Review

FY 2014 Annual Program Review

Despite an unsteady start, internal and USAID management changes, and an overall shift in expectations on the part of USAID, GGPAS demonstrated significant successes in the first seven months of active implementation, particularly related to Social Development, Tax, and State Registration Services. 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 FY2015, GGPAS's management team had successfully designed and initiated 25 projects totaling nearly \$1.5 million in the first seven 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 tapped into a variety of resources and international consultants with comparable contexts, including Georgia.

Year Two: Sept 2014 to Aug 2015

2015 June: Program Performance Review

FY 2015 Annual Program Review

GGPAS demonstrated significant successes in the first 19 months of activity implementation (March 2014-September 2015) focused and targeted support to the State Registration Service, Social Development and Tax Services. With the arrival of a new, reform-minded Ministry of Education, it initiated a new series of projects in this sector. In year two, GGPAS demonstrated a significant comparative advantage to flexibly respond

when opportunities emerge and recede. 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 fulfil a key function for USAID of identifying the government partner and sectors with the highest potential for substantive reform. It was helping to identify a set of new and effective approaches to strengthening institutions writ large.

By the end of FY2015, the GGPAS's management team had successfully designed and initiated 62 unique projects totaling nearly \$5.44 million; 79% of available funding programmed in 70% 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.

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 \$3.54 million. At the end of August GGPAS issued a stop-order on all affected sub-contracts pending guidance from USAID on continuation.

Year Three: Sept 2015 to Aug 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 II: Implementation Period (September 2015-May 2016). Despite being the most affected USAID program by the cancellation of the bilateral, USAID was able to use this program's hallmark flexibility, and the one-team management model, 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 developed the GGPAS program using the SWIFT III IQC. Nevertheless, these delays and obstacles resulting from the cancellation of the bilateral created significant obstacles and risk that the team would be able to successfully expend all funding within the program's time frame.

This programmatic pivot, in response to recent contextual changes, dramatically increased the program's focus on civil society, largely NGOs that focus 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, in particular a focus on the objective "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 (e.g. using standard, simple, and fixed amount grants to non-profit organizations)

- Continue to build on the existing body of knowledge & learning developed under GGPAS program.
- Continue to exploit the comparative advantage of the GGPAS team with regard to organizational performance improvement, including the local consultants with whom we have 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 our objectives

Phase Three – Closeout: The closeout phase (defined in the task order as Phase 3) started on June 1, 2016 and included both operational and program closeout and handover activities.

BILATERAL AGREEMENT REGARDING USG ASSISTANCE

On July 21, 2015, the Government of the Kyrgyz Republic announced its decision to cancel the 1993 bilateral agreement regarding the provision of assistance from the U.S. government, effective August 20, 2015. On August 12, 2015, the GGPAS program received a letter from the USAID Contracting Officer stating that until there is clarity about the Government of the Kyrgyz Republic's intentions for providing tax exemptions for U.S. foreign assistance moving forward, acquisition of goods and services that may incur large amount of VAT or similar taxes should be minimized.

On December 29, 2015, the OSH007 activity "Osh Hospital: Automation of Patient Intake & Administrative Processes" was revised to remove the equipment that would incur VAT.

On March 31, 2016, GGPAS was notified by USAID to move forward with the book procurement under the activity BIS054 MOES: Encouraging Early Grade Reading through Provision of Books for Schools with the total amount \$685,075.54.

The table below reflects all the cleared and pending activities in the database that were suspended and their estimated amounts and disbursements. The first column shows the approximate dates that the team needed to decide to cancel or reject the suspended activities in order to reprogram it responsibly in line with revised programming priorities. The second column shows the approximate date by which the existing activities would need to resume in order to be completed within the Phase II Implementation Period of the GGPAS.

Focus Area	Status	Estimate Deadline to Reprogram available fund	Deadline to Resume & Complete under GGPAS	Grant Number	Awardee	Est Grant Amount USD	Amount Disbursed USD	Activity Title
Citizen Documents	Canceled	Reprogrammed		BIS064	State Registration Service (SRS)	\$ 248,918	\$ 119,403	SRS #6: Institutionalizing Strategic Planning across the SRS System
	Canceled	Reprogrammed		BIS070	State Registration Service (SRS)	\$ 82,437	\$ 110	SRS #7a: Development of Public Relations /Communication Strategy
	Canceled	Reprogrammed		BIS071	State Registration Service (SRS)	\$ 197,621	\$ 111	SRS #3b: Establishing E-Communication System at the Central Office
	Rejected	Reprogrammed		BIS069	State Registration Service (SRS)	\$ 245,000	\$ -	SRS: Population Service Center in Jalalabad #1
Education	Canceled	Reprogrammed		BIS063	Ministry of Education (MoES)	\$ 129,891	\$ 24,230	Analysis of the MoES Financial Management System
	Cleared	*	Feb-16	BIS054	Ministry of Education (MoES)	\$ 685,076	\$ -	MOES: Encouraging Early Grade Reading through Provision of Books for Schools
	Pending	*	Feb-16	BIS055	Ministry of Education (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 & 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	Ministry of Social Development (MoSD)	\$ 204,681	\$ 101,758	MOSD Phase 3 & 4: Building Organizational Structure & Embedding Systems
	Canceled	Reprogrammed	same	OSH009	MOSD: Nookan Department	\$ 151,890	\$ 134	MOSD Nookan District: Modeling Improved Social Service Delivery
	Rejected	Reprogrammed		BIS074	Ministry of Social Development (MoSD)	\$ 50,000	\$ -	MOSD: Phase 5 Communication Strategy
Tax Service	Canceled	Reprogrammed		OSH012	State Tax Service (STS)	\$ 58,685	\$ 31,899	Launch of STS Service Center in Dordoi Bazaar #2
	Canceled	Reprogrammed		OSH008	State Tax Service (STS)	\$ 161,347	\$ 133	Launch of STS Service Center in Kara-suu Bazaar and Nookan District
	Rejected	Reprogrammed	Jan-16	BIS075	State Tax Service (STS)	\$ 120,000	\$ -	STS: #3b & #4b Installing e-HRM and Coaching
	Rejected	Reprogrammed	Jan-16	OSH014	State Tax Service (STS)	\$ 55,000	\$ -	Launch of STS Service Center in Osh City
Agriculture	Rejected	Reprogrammed		BIS076	Ministry of Agriculture (MoAA)	\$ 83,500	\$ -	MoAA: Optimization of the Ministry
Energy Sector	Rejected	Reprogrammed		BIS077	Osh/Jalalabad Electro	\$ 213,000	\$ -	Industrial Efficiency & HICD
						\$3,475,100.05	\$364,501.51	
						\$3,110,598.54	To reprogram	

* During quarter 1, Based on a cost amendment, the estimated amount of the activity OSH007 under the Health focus area was revised from \$ 169,882.21 to \$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 \$75,900.46 to \$120,900.46

PROGRAM IMPLEMENTATION & ACHIEVEMENTS BY FOCUS AREA

Cross-cutting Focus Areas

- Civil Service & Public Administration Reform
- Decentralization & Local Governance
- e-Governance
- Civil Society Service Monitoring & Engagement
- Performance Improvement Community of Practice

Targeted Public Services

- Citizen registration & documentation
- Tax services
- Social protection & development
- Education
- Healthcare
- Public safety & law enforcement
- Electricity & energy sector
- Agriculture

Civil Service & Public Administration Reform

Civil Service Reform & Public Administration		Amount	Start	End
Institutional Strengthening of State Personnel Service & Government Office				
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 Roadmap	\$21,665	10-Apr-14	2-Mar-15
BIS017	DIS-GO: Institutionalizing Communications Processes & 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

Civil Service Reform

*In early 2014 the GGPAS team developed a number of early projects with the **State Personnel Service** to gauge interest in substantive reform of the civil service. Through three interventions the State Personnel Service 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 human resource management. As such USAID determined the potential for success was limited.*

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 State Personnel Service (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

Support to the State Personnel Service 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 bi-weekly newsletter for civil & municipal servants, *Mamlekettik Jana Munitsipaldik Kizmat* for six months
- Developed draft Code of Ethics for the civil service

with ministries and agencies, the Government Office finalized the draft law and submitted 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 Ethics Code at the 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.

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 BISO08 project *Mamlekettik Jana Munitsipaldik Kizmat* (State and Municipal Service) printed articles about ongoing civil service reforms, new regulations, and job



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

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 six 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 to facilitate the development of a three-year internal and external communication strategy and mentor the press office on their communication skills.

Coordination & Communication Public Administration Reforms

“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

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 Road Map and improving strategic communications through the Department of Information Services. Neither one of these interventions were particularly successful, due to

- Support to the Government Office at a glance**
- 25 days of international advisor
 - 422 days of national consultants
 - Developed a set of tools for DISGO to prioritize key issues, develop better messages, and coordinate government outreach
 - Developed requested public outreach materials and infographics

the high complexity of the Road Map that in fact was reflecting reforms in all key governance sectors without highlighting a precise time frame, indicators framework, cross-governmental coordination of reforms etc..

Support to Government Office in Coordination of Public Sector Reform Roadmap. 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 communication of progress toward achieving objectives outlined in the Public Sector Reform Roadmap (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 sort of prioritized composite of a wide variety of different strategies, programs, and action plans that serves as a dashboard for the PM’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 Roadmap, 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 PM's office marginalized the permanent staff, could not articulate a clear Scope of work, 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 project 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 Public Sector Road map (above) 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, seven oblast Governors, the Mayors of Bishkek and Osh, and the 40 rayon Governors. Furthermore, the Department of the Government Apparatus also presented the review portfolio to all 453 Aiy! Okmotu.

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 International Republican Institute (IRI) 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 communications was among a large variety of contributing factors.

Despite these achievements, there were considerable reservations about continued partnerships due to lack of engagement by senior members of the DISGO 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.

Local Governance & Decentralization

Decentralization & Local Governance				
BIS011	GAMSUMO: Business process analysis of selected AO/municipalities	\$56,003	3-Nov-14	1-Sep-15
BIS027	GAMSUMO: STTA for Union of Local Self-Governance	\$44,911	2-Sep-14	29-Jun-15
BIS028	GAMSUMO: Citizen Feedback on Services provided by Aos	\$17,913	2-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 & observation of local elections	\$201,956	29-Dec-15	27-May-16
BIS099	NGO Center for Public Policy: Local monitoring of public services	\$80,112	11-Mar-16	31-May-16

Public Administration: Improving Local Government Functions

During the second year of implementation, the GGPAS program continued to implement a series of activities with the Personnel Policy Department (PAPPD), the State Agency of Local Self-Government and Inter-ethnic Relations (GAMSUMO), and the Union of Local Self-Government (MSU). In June 2015, the Union of Local Self-Government (MSU) completed a detailed analysis of local institutional capacity and issued a series of policy recommendations, based on an assessment of the degree to which a sample of six local governments are able to fulfill obligations with regard to the 23 issues of local significance. The Director of Public Administration and Personnel Policy Department (PAPPD) called the work a critical step toward optimizing function and services within local governments. They recommended replicating the approach in other communities. The study was originally conceived by the PAPPD and the State Agency of Local Self-Government and Interethnic Relations (GAMSUMO).

GGPAS also hired the SIAR company to conduct a citizen satisfaction survey in a sample of six (6) AO/municipalities to assess the public perception of their institutional capacity to implement the 23 issues of 'local significance' which 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 policy makers to more effectively distribute and delineate the functions, powers and responsibilities of local government as prioritized in the Public Sector Reform Roadmap. 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

Support to Local Governance at a glance

- 65 days of international advisors
- 40 days of national consultants
- 180 consultants building skills
- Analysis of six (6) AO/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 six state services against established standards

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. 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 till March 2016 GGPAS assisted Jalalabad-based non-governmental organization (NGO) Abad to conduct a pilot project to help community groups across the south engage more constructively in local budgeting process. Abad coached citizens in 30 local communities in Osh and Jalalabad provinces use an innovate public service score-card to objectively assess the delivery of prioritized services in their communities, like providing veterinary services and irrigation water, or maintaining municipal roads.

Results

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

Following public hearings, the local in council in Markaz ayil okmotu (AO) of Kadamjai district allocated 800,000 KGS for maintaining a critical irrigation canal. In Uzgen district the council in Tort-Kol AO budgeted 1.2 million KGS to reconstruct a village drinking water system, and Kyzyl-Oktyabr AO decided invest 1.3 million KGS 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 Jazy community in Uzgen district. "The head of the AO [local government] promised to allocate one million KGS 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 round-table, 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 budget around 2 million soms 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 25th, 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 score-card 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 ayil okomotus. 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 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 spring 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 seven regions, including Bishkek and Osh cities, on how to use the UNDP-developed methodology for monitoring state and municipal services.

NGO "Center for Public Policy" supported 27 teams to use the methodology to monitor delivery of six 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.

E-governance

e-Governance & e-Services		Amount	Start	End
Institutional Strengthening E-Governance Central Coordination Unit & Pilot Ministries				
BIS050	E-Governance Phase 1: Institutional Architecture for Interoperability	\$145,400	13-Feb-15	9-Feb-16
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability & Services	\$249,999	1-Sep-15	30-Jun-16

Laying the Foundation for Interoperability

In January 2015, USAID allocated \$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 US State Department's **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 government of the Kyrgyz Republic and been outlined during an assessment conducted in 2014 with the government and supported by the UN Development Programme (UNDP).

Under **phase one**, experts from Estonia provided technical support to equip the newly established 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.**

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, 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 E-Government Central Coordination Unit, train its members, support the development of Chief Information Officer (CIOs) 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.

Support to E-governance at a glance

- 888 days of International advisors
- 760 days of national consultants
- Action Plan for interoperability framework developed
- Interoperability framework developed
- Provision for e-government CCU developed
- 10 system administrators and developers mentored
- CIO tasks and responsibilities and necessary legal acts developed
- Kyrgyz interoperability solution 'Tunduk' developed and installed
- Necessary hardware procured/installed
- Video produced

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

E-governance Academy provided a study tour to Tallinn for 11 IT specialists from Kyrgyzstan. On the tour were represented the ECC, Social Fund, the Ministry of Economic Affairs ("Jedinoe Okno"), the Ministry of Finance, 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 database of databases, the regulation about x-road etc) were translated into Russian language and circulated; opinions about draft Kyrgyzstan legal acts were prepared by request and delivered; 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. Main aim 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. In December 2015- January 2016, an additional analysis of the existing legislation was prepared. 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 the government of the Kyrgyz Republic to lay the foundation for successful electronic governance services (e-governance) in the coming years.



Also E-governance Academy procured equipment on behalf of the E-government Central Coordination Unit 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 eID, portals, and others.

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

Kyrgyz X-road was named Tunduk that means historical accession process of 40 tribals in Kyrgyzstan, and is also the x-shaped roof element of a traditional dwelling - yurt.

“Development of Management system of interoperability solution concept” and the Management system of interoperability solution’s prototype (CatIS) were developed and completed in deep 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 3 training sessions were organized in Bishkek and 3 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 US State Department's 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 US 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 first-hand 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>).

Results

In April 2016, the e-Government Central Coordination Unit supported by the e-GA installed and launched the Tunduk interoperability solution and piloted six government e-services. The intra-governmental e-services automate specific data queries and exchange among the SRS, the State Customs Service, the MoE, the Social Fund and the Ministry of Finance. A pilot citizen service is planned to allow citizens to check the status of their applications for passports, birth and marriage certificates, and other civil documents. Tunduk is modeled on the cutting-edge Estonian X-road platform.

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

See “Tunduk” Video [Link](#)

Civil Society Service Monitoring & Engagement through Public Councils

Civil Society Engagement				
Strengthening of Public Councils				
BIS093	NGO LBD Consulting: Strengthening targeted Public Councils of MOH, STS, MoSD	\$100,849	31-Dec-15	27-May-16
BIS103	Coordination Council of Public Councils: Strategic planning	\$45,738	11-Apr-16	3-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 Shailloo: Increasing Citizens Awareness on SRS Biometric data Registry	\$145,497	1-Sep-14	30-Apr-15
BIS083	PA Taza Shailloo: 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	42536
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	8-Feb-16	20-Jun-16
BIS099	NGO Center for Public Policy: 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 public sector to providing grants to civil society that do not incur Value Added Taxes (VAT) 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 Public Councils (PCs).

On December 31, 2015, GGPAS launched an activity to provide a grant to the LBD consulting, a civil society organization, to conduct institutional context assessment of PCs under the Ministry of Social Development (MoSD), the State Tax Service (STS) and the Ministry of Health (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 to develop an annual Action Plan complemented with series of mentorship trainings for PC members of at least ten 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, the STS and the MoH's PCs would improve their function of increasing public participation in

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 Public Councils
- 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 3rd 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

policy-making, independent monitoring of public services, and increased citizens' engagement with the public sector as a result of this activity.

Results

In May 2016, the Center for Public Policy 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. 27 teams monitored the delivery of six specific services provided by the MoH, the MoSD, the SRS, and the Bishkek Municipal government. The results were presented at a round table in Bishkek on Thursday, May 12. The Head of the Government Department of Public Administration and Personnel Policy 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 Public Council associated with ministry or state agency to better advocate and make data-driven policy recommendations.

Strategic Planning for the Coordination Council of Public Councils (PCs). Additionally, at the request of the chair person for the Coordination Council of Public Councils, in April 2016, GGPAS hired a team of two consultants to facilitate the development of a three year 2016-2018 strategic plan, which articulates a clear vision and mission of the Coordinating Council and establish specific institutional objectives for the coming three years. The team also assisted to revise its current organizational regulations, processes, procedures, and clarify 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. This plan was developed for the Kyrgyz Republic under the aegis of the Organization for Economic Cooperation and Development (OECD) Anti-Corruption Network for Eastern Europe and Central Asia (ACN). Conducting independent civil society "shadow" monitoring was recommended by the OECD ACN 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 web site. In addition to developing the report, they trained 75 members of public councils 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 Center for Public Policy Raises Awareness about Service Standards and Monitoring. In February 2016, the GGPAS program launched a project with the NGO Center for Public Policy 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 Public Administration and Personnel Policy, the State Agency for Local Self-Governance (GAMSUMO), civil society groups supported by the UN Development Programme. 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 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 six specific provided by the Ministry of Health, Ministry of Labor Social Development, State Registration Service, 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 Performance Improvement & Management Consultants

Cultivating a Performance Improvement Community of Practice		Amount	Start	End
BIS006	Performance Improvement CoP #1: HICD Introduction	\$4,503	8-Apr-14	9-May-14
BIS024	Performance Improvement CoP #2: HICD Solutions	\$12,747	24-Nov-14	26-Dec-14
BIS045	Performance Improvement CoP #3: Training & Needs Assessment	\$50,356	26-Jan-15	26-Apr-15
BIS062	Performance Improvement CoP #4: Training & 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 & Practicum in Osh	\$9,944	28-Mar-16	10-Jun-16
BIS104	Performance Improvement CoP #8: Curriculum & Conference	\$160,724	11-Apr-16	24-Jun-16
BIS018	ISPI: Cultivating Culture of Performance Improvement - Warsaw, Poland	\$19,316	18-Aug-14	7-Nov-14
BIS067	ISPI: Focus on People & 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 utilized 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 civil society organizations.

Building a Performance Improvement Community of Practice #1: HICD Introduction. One of GGPAS' earlier activities was the workshop on HICD Best-Practice in the Kyrgyz Republic which allowed for sharing of programmatic experiences and lessons learned from using HICD tools and increased motivation and sense of ownership among GGPAS partners. The Ministry of Social Development 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 the several projects.

Building a Performance Improvement Community of Practice # 2: HICD Solutions. As a follow-up to HICD Introduction, GGPAS organized a one-day workshop for 80 representatives of USAID public sector, private sector, and non-profit/academic partners to share their experiences with institutional performance improvement,

Support to Performance Improvement & Management Consultants at a glance

- 184 of consultants building skills
- 203 of 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 non-profit sectors participated in a regional workshop "Focus on People and Performance: Beyond Training to Organization Results" organized in Istanbul, Turkey, by the International Society For Performance Improvement (ISPI);
- Organized a series of workshops for more than 100 representatives of USAID public sector, private sector, and non-profit/academic partners
- Developed a one-year Capacity Development (CD) 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.

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 human resource management, 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.

Results

The Participants provided their time pro-bono to conduct performance gap analyses and propose solutions for the National Hospital of the Ministry of Health, the central office of the State Registration Service, 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 that 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 CO and strengthen teamwork. And according to the partner, the communication action-plan developed by the practicum team, would be thoroughly implemented.

Performance Improvement Community of Practice #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 one-year Capacity Development (CD) training plan with recommendations for institutional partners, and conducted specific two-day training for 35 local consultants and a half-day workshop for 25 public sector managers on key topics and best practice 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 & 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 (6) 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 six-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, Monitoring and Evaluation, Communications, and a practicum. Participants, including 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.

The final practicum provided an opportunity for participants to put into practices the skills that they had learned while help 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 Ministry of Health, the central office of the State Registration Service, and the SRS State Enterprise "Infocom".

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.

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.

Performance Improvement CoP #5: HICD Solutions.

In Autumn 2015, to nurture a growing Performance Improvement/HICD Community of Practice, and increase participant awareness of practical tools and processes, GGPAS funded a one-day workshop for non-governmental actors—private sector and non-profit organizations—to share performance solutions identified using practical tools and processes that they have employed in their constructive engagement with public sector institutions.

Performance Improvement Community of Practice #6 and #7: HICD Solutions, Training & Practicum in Osh.

In June 2016, GGPAS initiated two projects and funded a two-day workshops in Osh for non-governmental actors, private sector and non-profit organizations, operating in the South Region to share performance solutions identified using practical tools and processes that 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 Community of Practice, and increased participant awareness of practical tools and processes that they can use as they constructively engage with public sector partners.

Performance Improvement CoP #8: Curriculum & Conference.

GGPAS hired-consultants and partners organized and facilitate 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 1.5-day conference included both plenary sessions and focused, thematic working groups. The conference was divided into four Plenary and twelve Panel sessions. Totally 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 International Society for Performance Improvement (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 (EMEA) 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 non-profit sectors focused on institutional performance improvement, utilizing the Human and Institutional Capacity Development (HICD) and institutional performance improvement methodology, and 10 GGPAS employees, that participated in a regional workshop “Focus on People and Performance: Beyond Training to Organization Results” organized in Istanbul, Turkey, by the International Society For Performance Improvement (ISPI). Participation at the HICD conference for GGPAS team was useful, they learned new tools/processes/methods, which are going to use to improve their own performance and help to maximize program outcomes of the GGPAS program. Participants added that following tools/processes/methods are applicable for GGPAS program as: balanced scorecards, performance system mapping, system thinking, Successes, Opportunities, Aspirations and Anticipated Results (SOAR) as performance management tool, strategic framework.

“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

Citizen Registration & Documentation

Citizen Document Services		Amount	Start	End
Institutional Strengthening of State Registration Service (SRS)				
BIS021	SRS Performance Analysis: Business Processes, Work Flow Organization and HRM	\$95,189	20-Oct-14	20-Feb-15
BIS047	SRS #1 & #2: Optimize Function of Units & 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	6-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	1-Jun-15	Cancelled
BIS070	SRS #7a: Development of Public Relations /Communication Strategy	\$110	24-Aug-15	Cancelled
BIS069	SRS: Population Service Center in Jalalabad #1	0	Cancelled	
Improving Access & Quality of Citizen Document Services				
BIS060	SRS ZAGS: Enabling introduction of Automated Information System	\$199,017	24-Apr-15	9-Oct-15
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability & Services		1-Sep-15	30-Jun-16
BIS019	PA Taza Shailloo: Increasing Citizens Awareness on SRS Biometric data Registry	\$145,497	1-Sep-14	30-Apr-15
BIS083	PA Taza Shailloo: 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 Center for Public Policy: Monitoring Public Services	\$80,112	1-Mar-16	31-May-16

The State Registration Service 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 seven business processes, functional scopes of work 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 six 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 USG assistance.

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

GGPAS Support to State Registration Service at a glance

- 237 days of International advisors
- 1,069 days of national consultants
- Performance analysis of central office
- 7 business processes re-designed
- 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 Jalalabad “Service Center”
- Civil Society monitoring of 22 services with detailed recommendations for improvement
- Robust national civil society outreach on biometric registration process, ensuring 75% enrollment, in the lead up to the parliament elections in 2015
- Electricity upgrades in two ZAGS offices, enabling roll-out of automated information system and improved services for 915,700 citizens of Bishkek and 348,645 citizens of Kara-Suu district

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.

SRS Video [Link](#)

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 the **recommendation #1& #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 six 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 State Personnel Service 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 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 recommendation #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, six sub agencies, and 251 territorial offices, institutionalize strategic planning and program budget processes, outline actions to change the personnel management system (PMS) to human resources management system (HRMS) and standardize the services throughout the SRS system.

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 Jalalabad 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 (est. \$250,000) to implement the Citizen Service Center in Jalalabad 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 let 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.

-Improving Service Delivery

Increasing Citizens Awareness on the State Registration Service (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 rollout 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% 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 Registration of Civil Status Acts (ZAGS) offices in Bishkek City and Kara-Suu District. According to the SRS, the primary component of the Universal Citizen Biometric Registry (EGRN) will be an automated registry of civil status acts (e.g. birth, adoption, marriage, divorce, and death). Currently this registry is maintained and documents/services are provided by a number of Civil Status Registration Offices (ZAGS) across the country. The renovations of two 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 15 million KGS 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 (FG) 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.

Community Monitoring of the SRS Services As highlighted above, during the spring of 2016, the NGO Center for Public Policy trained 180 civil society representatives from across the country how to systematically monitor public services. Following the training, 27 teams of civil society monitors utilized focus groups and a “mystery shopper” methodology to assess the delivery of six 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 Ministry of Health, Ministry of Labor Social Development, State Registration Service, and the Bishkek Municipal government.

Piloting of E-Services on Tunduk. As mentioned in a previous sections, following the launch of the Tunduk 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 Tunduk. 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)

“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

See **“Tunduk” Video [Link](#)**

Tax Services

Tax Services		Amount	Start	End
Institutional Strengthening of State Tax Service (STS)				
BIS010	STS Performance Analysis: Developing HRM Strategic Plan	\$65,802	3-Jun-14	3-Oct-14
BIS044	STS #3a & #4a: Developing the Foundation for STS HRM System	\$81,821	16-Mar-15	14-Jul-15
BIS075	STS: #3b & #4b Installing e-HRM and Coaching	0	Cancelled	
Improving Access & Quality to Tax Services				
BIS029	STS Service Center in Dordoi's Alkan Bazaar	\$68,981	6-Oct-14	30-Jan-15
OSH002	STS Training Center: Revising Tax Service Center Launch Materials	\$27,165	3-Nov-14	15-May-15
OSH006	STS Service Center in Aravan District	\$36,400	6-Oct-14	30-Jan-15
OSH008	STS Service Center in Kara-suu Bazaar & Nookan District	\$133	6-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 & Services		1-Sep-15	30-Jun-16
BIS093	NGO LBD Consulting: Strengthening targeted Public Councils of MOH, STS, 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 State Tax Service 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 their personnel unit into a modern human resource management unit, capable of ensuring qualified and productive human resources necessary to deliver on the strategic objectives for the institutions. The resulting HR management strategy and action plan was integrated as one of four components into broader institutional strategy for 2015-17, 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 key performance indicators (KPIs) for all ten (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 100 million KGS (\$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

GGPAS Support to State Tax Service 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 depart eliminated
- Functions and set key performance indicators (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 Consult helped STS Public Council develop operational manual and annual Action Pan
- 6 e-services launched on Tunduk: one allowing to have data by PIN information about the debts of the taxpayer as of a certain date is displayed.

and state agencies. Unfortunately implementation of the solution package was suspended mid-stream due to new tax liabilities.

Engagements with the State Personnel Service, Ministry of Health and Ministry of Education & Science, 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. [STS Video Link](#)

The State Tax Service 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% 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 Human Resources 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 Ministry of Finance 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 Human Resources Management system.

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.

Performance Improvement

Supporting State Tax Service 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.

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 Human Resource Management:

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 human resources 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.

Results

Newly opened Tax Service Centers in Dordoi Bazaar issued eight times the number of patents and nearly 2.5 times more property tax payments when compared with the first quarter 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 three months in 2015, and the number of patents issued in the first quarter was 57% 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 State Tax Service has also developed a single revised package of materials to more effectively expand its network of nation-wide service centers.

Additionally they have taken steps to eliminate duplicate functions within the department, revised the functions and set key performance indicators (KPIs) for all ten employees of the HR Department employees.

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 100 million KGS (\$1.6 million) to be used, in part, to fund bonuses that will be allocated by a new employee incentive program. According to the head of the HR department, this fund doubles the allocation from previous years. A newly designed performance appraisal system, developed with consultants from GGPAS, will be used to allocate these funds with more transparency and objectivity to the highest performing employees. It has the potential to be a model that could be easily adapted by other ministries and state agencies.

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

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 US 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 Gwaltney 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 11 million KGS (\$145,000) more than in 2014. (This is already a 10% increase over the 105 million KGS in revenues in 2014, exclusive of December 2015 figures). With support from USAID in 2015, the State Tax Service has also developed a single revised package of materials to more effectively expand its network of nation-wide service centers.

Piloting of E-Services on Tunduk As mentioned in a previous sections, following the launch of the Tunduk 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 Tunduk. 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: Infosistema

Developer: Kuttubek Aidaraliev

See [“Tunduk” Video Link](#)

Public Fund Abad Assesses the Delivery of Tax Services From January 2016 to May 2016, GGPAS supported Jalalabad-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, the State Agency for Local Self-Governance (GAMSUMO), civil society groups supported by the UN Development Programme. 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's 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 5000 KGS 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 Public Council (PC): As mentioned above, on December 31, GGPAS provided a grant to the LBD consulting to help improve the Public Councils under the Ministry of Social Development (MoSD), the State Tax Service (STS) and the Ministry of Health (MoH) improve their individual performance.

Social Protection and Development

Social Protection & Development Services		Amount	Start	End
Institutional Strengthening of Ministry of Social Development (MOSD)				
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 & 2: Laying the Foundation for Reform	\$130,962	1-Dec-14	8-Jun-15
BIS068	MOSD Phase 3 & 4: Building Organizational Structure & 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 & 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	8-Feb-16	20-Jun-16
BIS093	NGO LBD Consulting: Strengthening targeted Public Councils of MOH, STS, MoSD	\$100,849	31-Dec-15	27-May-16
BIS051	E-Governance Phase 2: Piloting E-Government Interoperability & Services		1-Sep-15	30-Jun-16



*The **Ministry of Social Development (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 human resources management. 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*

Support to Social Protection at a glance

- 130 days of International advisors
- 2152 days of national consultants
- In-depth institutional performance/functional analysis of MoSD conducted
- Conducted a detailed work flow 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 (TF).
- Key performance indicators (KPIs) developed
- 20 job description revised with KPIs
- Developed a Performance Management & Evaluation System (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 Orange HRM Open Source™ human resource management software which improved the employee performance appraisal process.
- The projects of the job description for five department of the Central Unit developed
- The Operational Manual, Annual Plan and Internal Regulations for MOSD Public Advisory Board were developed

platforms with Jira: the Alfresco Content Management™ system, which will streamline and automate document management; and the Orange HRM Open Source™

human resource management software to improve the employee performance appraisal process²⁶. The HRM system includes a variety of modules that can be deployed in the future for other HRM processes like recruiting, hiring, and payroll. Finally, the Human Resource department established revised Scopes of Work (SOWs) with Key Performance Indicators (KPIs) for the documentation, strategic planning, M&E, and public procurement departments, and revised 20 job descriptions with individual KPIs in line with the new SOWs. The implementation of the package of performance solutions was suspended mid-stream given the potential tax liability.

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, human resources 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 Ministry of Social Development 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% 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 the Government of the Kyrgyz Republic 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 Human Resources Management System (HRMS)
- Need for a Performance Monitoring & 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

GGPAS engaged two teams of international and local consultants to conduct a functional assessment at the Ministry and analyze the current workflow and Human Resources (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 an 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.

²⁶ Alfresco is used by KLM airline, NASA, and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker

MOSD: Phase 1b & 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 Ministry of Social Development (MoSD) has realized a number of key milestones along its institutional performance improvement road map. It has established a systemization task force with clear roles, responsibilities, and sufficient authority to effectively manage the systematization process. A GGPAS-supported consulting team from the Experts of Central Asia procured, configured, installed, and installed a low-cost JIRA™ project management solution on the ministry's intranet. This helped the Ministry to dramatically improve the IT Service Desk and the Public Reception functions. Additionally the consulting teams developed a plan to integrate and configured two additional IT software platforms with Jira: the Alfresco Content Management™ system, which will streamline and automate document management; and the Orange HRM Open Source™ human resource management software to improve the employee performance appraisal process. The HRM system includes a variety of modules that can be deployed in the future for other HRM processes like recruiting, hiring, and payroll. Finally, the Human Resource department established revised Scopes of Work (SOWs) with Key Performance Indicators (KPIs) for the documentation, strategic planning, M&E, and public procurement departments, and revised 20 job descriptions with individual KPIs in line with the new SOWs. Implementation of the package of performance solutions was suspended following the government's cancellation of the bilateral agreement. (NOTE: Alfresco is used by KLM airline, NASA, and Saks Fifth Avenue; Orange is used by Lufthansa and Black & Decker)

Performance Improvement Interventions in the Ministry of Labor & 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 Ministry of Social Development.

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 Ministry of Social Development continues to be ranked among the most trusted institutions in the Government's own public opinion surveys. The Minister Bazarbaev told

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 TF, the Minister included a number of MoSD's staff from regional offices in TF and subsequently approved the establishment of 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.

the US Ambassador how important the GGPAS support was to his Ministry and requested that it continue.

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 civil society organization, to develop an integrated database tracking system for nine (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 (9) 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 Min of Justice.
- Improving advocacy of Kelechek Plus & 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 daycare 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 MOLDS Public Council (PC): As mentioned above, on December 31, GGPAS provided a grant to the LBD consulting to help improve the Public Councils under the Ministry of Social Development (MoSD), the State Tax Service (STS) and the Ministry of Health (MoH) improve their individual performance.

Pilot Monitoring of MOL&SD Services by Communities As highlighted above, the NGO Center for Public Policy, has trained 180 civil society representatives from across the country how to monitor public services. NGO "Center for Public Policy" supported 27 teams to use the methodology to monitor delivery of six 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 Tunduk As mentioned in a precious sections, following the launch of the Tunduk 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 Tunduk. 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 Labor and Social Development

Responsible authority: Ministry of Labor and Social Development
Developer: Atai Abdykerimov

See "Tunduk" Video [Link](#)

Healthcare Provision

Health Services		Amount	Start	End
Institutional Strengthening of Ministry of Health				
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 & 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 & Jayil Hospital: Automation of Patient Intake & 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 Public Councils of MOH, STS, MoSD	\$100,849	31-Dec-15	27-May-16
BIS094	NGO Kelechek: Monitoring of public services for children with disabilities	\$159,350	8-Feb-16	20-Jun-16

Charting a Course for Strengthening the Ministry of Health: 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 & 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.

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 local network and transferring to electronic document flow. 6 months required for this process. Total Estimated Cost: \$119,000
- **Alternate solution 2:** Automation of the working processes from patient arrival until admission into the hospital (includes only clinical/diagnostics department and laboratory, traumatology, surgery department and reception department. Total Estimated Cost: \$52,000

In line with 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.

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: Bolnitsya platform configured and installed at two hospitals: Osh Interregional Children’s Hospital and Jaiyl District Joint Hospital
- Civil society outreach on cancer patients’ rights

On June 25, GGPAS hired local company “Reverse Group Ltd.” presented the demo version of the medical practice management (MPM) software to the hospital managers. According to them, the suggested “1C Enterprise 8.3” is a highly flexible and adjustable software package which supports variety of databases and can be installed on Windows and Linux operating systems on the server and client parts.

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 Good Governance and Public Administration Strengthening (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 Mandatory Health Insurance Fund (FOMS) invested \$25,000 to procure necessary computer hardware and install the system in eight 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 Jalalabad.

Following a full inspection of the system, the director of FOMS 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.

Results

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 out-patient spends in the hospital has reduced from 12 hours to as low as two hours. The system, which uses the open source *IC:Bohnitsya* 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.

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.

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 two women – one 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



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

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.

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 KR Sheila Gwaltney to raise awareness about cancer, access to palliative care and pain relief medicines. Ergene also worked with national and private TV channels to broadcast PSAs about cancer patients' rights.

Improving Effectiveness of the MOH Public Council (PC) As mentioned above, on December 31, GGPAS provided a grant to the LBD consulting to help improve the Public Councils under the Ministry of Social Development (MoSD), the State Tax Service (STS) and the Ministry of Health (MoH) improve their individual performance.

Pilot Monitoring of MOH Services by Communities As highlighted above, the NGO Center for Public Policy, has trained 180 civil society representatives from across the country how to monitor public services. In the coming

Results

“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 healthcare sector by the Ministry, which oversees over 1 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.

quarter, 27 teams to use the methodology to monitor delivery of selected six specific provided by the Ministry of Health, Ministry of Labor Social Development, State Registration Service, 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 In February 5, 2016 GGPAS provided a grant to the NGO Kelechek Plus, a civil society organization, to develop an integrated database tracking system for nine (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](#)

Education Sector

Education Services		Amount	Start	End
Institutional Strengthening of Ministry of Education and Science (MOES)				
BIS003	MOES: Improving Action Planning and Budgeting Process	\$42,170	4-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	1-Dec-14	30-Apr-15
OSH015	MoES: Supporting Communication through the Congress of Educators	\$34,411	10-Aug-15	30-Sep-15
Improving Access & 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	8-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 Ministry of Education and Science was one 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 eight communities nationwide and conduct a budget analysis of the final work plan proposal. budget analysis. The focus group findings and program budget analysis intended to strengthen the MoES's work plan before presentation to the Government, identified opportunities for enhanced work plan monitoring and evaluation, and set a precedent for the future use of participatory planning processes.

Improving Institutional Financial Management Project Cancelled On March 11, 2016 USAID the project with "Socium Consult" to conduct a full analysis of financial management within the Ministry of Education. 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, eighty-nine school managers and administrators from Osh, Jalalabad, and Batken have improved their knowledge of recent regulatory and legislative changes and learned modern techniques on school management. The training was provided by the Osh Education Institute and a team of consultants from the Mountain Societies Development Program (MSDSP), a local NGO. On average, participants demonstrated a 42% increase in knowledge and management skills after participation in the five-day module.

Supporting Communication through the Congress of Educators In summer 2015, GGPAS provided grant to NGO Mountain Society Development Programme

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 Ministry of Education
- 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 two (2) cities in the country for 250,000 young readers
- Develop an integrated database tracking system for nine (9) Day-Care centers to monitor the public services provided by the MoSD, MOH, MoES and Local Municipalities for 259 children with disabilities

(MSDSP) to cover the transportation costs for 200 school administrators from the southern provinces to participate in the Ministry of Education and Science (MOES) back-to-school "Congress of Educators". The trainers from the Mountain Societies Development Program (MSDSP) conducted training module for 200 educators and school administrators, printed and distributed 1,100 copies of training materials on contemporary management skills. The participants of the section were teachers, school principals, specialists and experts in the education sphere, specialists of the Ministry of Education and Science and specialists of the district / municipal education departments. All manuals and presentations were printed in Kyrgyz and

Russian. The participants were trained on management issues, planning, organization, management and control, how to conduct control in education institutions, main differences between the leader and the manager, what activities should carry out in the management process.

Innovative Mobile Application to Encourage Children to Read In January 2016, with support of USAID’s Good Governance and Public Administration Strengthening (GGPAS) project, the Aga Khan Foundation (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 окуйбуз 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 the Aga Khan Foundation.



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 ten 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

Results

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“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 the Aga Khan Foundation.

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.

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 Value Added Taxes (VAT). 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 Ministry of Education 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 two (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 which 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 civil society organization, to develop an integrated database tracking system for nine (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 multi-media public outreach campaign to increase out-of-school reading time. The National Reading Committee was established by MOU with among USAID and the Ministry of Education 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 a 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 nation-wide, as well other available stakeholder resources, tools, events and opportunities that parents, teachers, and community leaders can utilize 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 TV Show, Mobile Application, and the GGPAS procured Kyrgyz language books.

Public Safety & Security

Community Safety & Security		Amount	Start	End
Citizen Oversight & Engagement on Reform				
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	1-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 & Use of the ICVS	\$77,874	7-Dec-15	30-May-16
OSH019	NGO FTI: LCPC Scorecard & 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: Local Crime Prevention Center (LCPC) Manual & Action Planning	\$67,931	12-Oct-15	15-Mar-16
BIS102	NGO LYA: Expanding use of LCPC manual & Action Planning	\$48,967	2-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 & Handbook	\$78,938	19-Jan-15	11-Sep-15
BIS043	MVD: Improving Engagement of Juvenile Unit: Training #1		Cancelled	Cancelled
BIS084	NGO Generation Insan: Preventing Juvenile Crime #1	\$95,762	2-Nov-15	1-Feb-16
BIS091	NGO CRDL:Piloting School Safety& Violence Prevention Action Planning	\$43,203	8-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 & AccountableTraffic Police				
BIS032	SRS & MVD & Kyrgyz Post: Assessment of Interagency System for Traffic Violations		Cancelled	Cancelled
BIS049	SRS & MVD: Designing Automated Data Exchange for Safe City	\$20,819	26-Jan-15	25-May-15
OSH017	NGO BDK: Increasing use of Point of Sale (POS) payment Terminal for traffic fines	\$65,170	1-Dec-15	10-May-16
BIS085	NGO Urban Initiatives: Improve Compliance Traffic Laws & Police Accountability	\$48,000	13-Jan-16	20-May-16
BIS086	NGO Dorojnaya Bezopasnost: Improving Traffic Safetywith school children	\$75,727	8-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 USG allocated \$2.8 million (1207 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 Ministry of Internal Affairs (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.

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.”

At the national level, GGPAS supported the NGO Liberal Youth Alliance 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 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 are people 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

Support to the Security Sector at a glance

- 168 days of International advisors
- 1183 days of national consultants
- Supported 5 members from MVD and 2 experts from civil society organizations 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 Ministry of Internal Affairs (MVD) with an introduction to the use of modern methods and software platforms to collect and analyze crime-related data
- Supported Liberal Youth Alliance/Civic Union for Reform and Results (LYA/CURR) in execution the First International Crime Victim Survey
- Conducted a targeted outreach and advocacy campaign about the International Crime Victim Survey dataset, the findings, and recommendations
- Supported the State Registration Service (SRS) in designing an automated information system (AIS)
- Supported the participation of the representative of civil society in the White House Summit to Counter Violent Extremism in Washington D.C.
- 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

meeting with MVD. The full analysis and infographics can be downloaded on LYA's web site <http://icvs.reforma.kg/>

NGO Foundation for Tolerance International to Support LCPCs to Engage Neighborhood Inspectors

Building on the success of the Local Crime Prevention Center (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 LCPC's 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 & 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.

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.

Project Support

- 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 Parent Teacher Associations 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 Local Crime Prevention Centers (LCPCs) and developed an Administrative Manual & Resource Toolkit that can be used by LCPCs nation-wide,
- Facilitated the development of four unique and realistic one-year Crime Prevention Operational Plans with the four target LCPCs;
- Developed and delivered trainings for 12 targeted LCPCs on how to use the new USAID-developed LCPC Administrative Manual & 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 LCPC's 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.

NGO FTI Helped Local Crime Prevention Centers (LCPCs) Use Tools To Improve Planning and Management

In February 2016, GGPAS partner NGO Foundation for Tolerance International (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 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 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 US Embassy colleagues in International Narcotics and Law Enforcement (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 & Toolkit for distribution to LCPCs, district-level "LCPC Resource Centers".



NGO Generation Insan helped communities prevent crimes among youth: On February 2016, civil society organization “Generation Insan” hosted a stakeholder round table 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 Local Crime Prevention Centers (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 Child's Rights Defenders League Develops Models for School Safety Planning In February 2016, GGPAS provided a grant to Public Foundation "Child's Rights Defenders League" (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 project, 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 D.C.

Targeted Support for More Effective & Accountable Traffic Police

Innovative Approaches to Improve Compliance Traffic Laws & 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 National Institute of Strategic Studies (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 on-line test about basic traffic safety rules. To date, more than 26,700 people have taken the test on-line, with fewer than 23% of all participants having passed. Last week the group administered the same test to 310 city bus drivers across Bishkek and only 16% 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 which 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 Parent Teacher Associations 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 Bir Duino Kyrgyzstan Increases Driver Awareness about POS Terminals to Pay Traffic Fines

The Public Association Human Rights Movement Bir Duino Kyrgyzstan (BDK) conducted their ongoing public 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.

Energy Sector

Electricity Services		Amount	Start	End
Institutional Strengthening of Electricity Providers				
BIS002	NESK: Study tour to support to draft energy regulations for a settlement center	\$27,416	4-Mar-14	25-Apr-14
BIS020	MoE: Procurement and Translation of Electricity and Metering Standards	\$43,601	1-Oct-14	26-Jun-15
Improving Access & 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	4-Apr-16	6-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 independent settlement center, which was followed by a presentation of results to the Ministry of Energy and Industry (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 Ministry of Economy's Center for Standardization to adopt the standards. These standards are critical to establishment of the independent settlement center, a main component of the government's plans to improve efficiency and reduce corruption in the sector. This support complemented the long-term engagement in the energy sector by the USAID Energy Links program. On June 2016, Kyrgyzstandard - the Kyrgyz national standards organization adopted - 25 International Electrotechnical Commission (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.

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 civil society organization promoting energy reforms, conducted a nation-wide public outreach campaign, "Be Warm, Kyrgyzstan!" As part of this campaign, supported by USAID's Good Governance and Public Administration Strengthening (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 re-designed [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.

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% 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 500,000 KGS.” 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.

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.

Food Security & Agriculture

Agricultural Services		Amount	Start	End
Strengthening Water Users Associations & Improving Services and Engagement of Rural Enterprises				
OSH001	Expansion of National Alliance of Business Associations (NABA) in the south	\$19,403	9-Apr-14	7-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 Jalalabad: 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	1-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.

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 Nookat district.

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 \$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

Project Support to the Agriculture Sector at a glance

- 100 days of national consultants
- 400 metric tons of seed distributed to each of seven oblast centers
- 940 members of 16 Water Users' Associations in Nookat district of Osh province, and Nookat and Bazar-Korgon districts of Jalalabad province trained on efficient water management and governance practices

costs of 15 staff members (13 program staff, and two drivers) for a period of two weeks, office rental, and transportation costs necessary to manage the distribution of 400 metric tons of seed to each of seven oblast centers.

16 Water Users' Associations (WUAs) to Improve Governance and Water Management: Beginning in February 2016, 940 members of 16 WUAs from Nookat district of Osh province, and Nookat and Bazar-Korgon districts of Jalalabad 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 Rural Advisory Services, received grants from USAID's Good Governance and Public Administration Strengthening (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 Nooken and Bazar Korgon districts of Jalalabad. Collectively these improved irrigation systems will be used to irrigate approximately 27,111 hectares of arable land.

PROGRAMMING HANDOVER & LEGACY PLANNING

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 final quarter of programming, as well as in June 2016, the first month of the closeout (identified as “Phase 3: Closeout”, in the Task Order.)

The planned products and events are being 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 practice and lessons learned developed through the USAID GGPAS experience.

Public Sector Institutional Improvement

These products and events focused on sharing the tools, processes, best practice and lessons learned to improved institutional strategic planning and, human resource management, 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, e-Governance & data exchange.

EVENT: Final Closeout Performance Improvement (HICD) Conference

GGPAS hired-consultants and partners organized and facilitate 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 conference 1.5 day and included both plenary sessions and focused, thematic working groups. The conference was divided into four Plenary and twelve Panel sessions. Totally 100 participants from Government, civil society and international organizations and higher educational institutions were at the conference.

Opening Plenary Session: The plenary session like started with a brief introduction to the GGPAS program and an overview of Performance Improvement (USAID HICD) approach to institutional strengthening. Examples might be used from other successful countries like Georgia and Estonia. Each presenter delivered a short (7-10minutes) presentation providing a broad overview of their targeted working group discussions – a short of rapid marketing pitch to summarize the outcomes, themes, and obstacles that would be discussed in more details in their group.

Thematic Working Groups: Presentations in these break out 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 practice 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 children’s regional hospital;
4. “Resource Manual for Organizational Performance Improvement”, Section 4 – Improving quality of service Delivery, Standardizing processes;
5. “Course on Organizational Performance Improvement”, Module 3–“Organization 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 the 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: “Scorecard” and “Mystery Shopper”;
8. “Resource Manual for Organizational Performance Improvement”, Section 2 – “Developing of Personnel Management System (PMS) to Human Resource Management System (HRMS)” and Section 3 – Improving efficiency of organizational business processes”, Key principles of improving business processes in your organization, From personal management system to human resources management system;
9. E-Governance: “Data Exchange Layer Tündük 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 PR and communication function”;
12. “Course on Organizational Performance Improvement”, Module 5 -“Organization Performance

Concepts - Assessment of the Internal Environment at the Work Process Level”.

The themes were likely focused on strategic planning, improving human resource management, 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 & public councils), e-Governance & data exchange, integrating performance improvement into academic programs and other appropriate topics.

The final conference summary will be generated and shared with the Government and the Development Partners Coordinating Council (DPCC). It will be integrated into the GGPAS final program report.

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 with a number of public sector managers in the implementation of a number of initiatives to improve organizational efficiency, supports the program support good governance (GGPAS) in the Kyrgyz Republic, financed by USAID.

Part 1: Overview of Organizational Performance Improvement

Part One provides public sector managers, a general overview of the main approaches, tools, and processes of modern practices to improve the organizational effectiveness and results-based management, introduces a common terminology and principles of engagement of consultants. Additionally, the publication highlights some of the common challenges that are often faced in practice.

- 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 Two presents actual examples of tools and processes in real world performance improvement initiatives under the USAID GGPAS program

- Section 1: Institutionalization of the Strategic Planning Function
- Section 2: Developing of the Personnel Management System (PMS) to Human Resource Management System (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 Public Relations (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 2-4 minute video testimonials with representatives of the State Registration Service, Ministry of Social Development, the State Tax Service, 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 description of the performance improvement interventions, incorporated infographics, and ultimately identified how the approach that was undertaken was new or different, and demonstrate the resulting changes or improvements in their institutions. These testimonials was edited into one longer 5-7 minute video highlighting key achievements and partners of the GGPAS program for use by the national government and donor community.

Link to the video

<https://www.youtube.com/watch?v=7xGCbXZaxKI>

PRODUCT: Course Curriculum: Organization Performance Improvement

Based on the experience from GGPAS products and as per specific suggestions/requests from public sector actors, as part of the “handover” the GGPAS program developed a full academic course curriculum that follows the organizational performance assessment and improvement roadmap unique to USAID’s Human and Institutional Capacity Development methodology (HICD). It would be aligned with best practice, which views organizational performance as “systemic” while following a “systematic” approach to the performance assessment and improvement process.

The course would use 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. Overall, it would emphasize “practice” towards immediate usage and transfer of knowledge learned in class into the work place rather than theory, concepts or models. It was designed for public sector

managers first and foremost, preferably from the public sector, and preferably moreover participating as teams so that together they take newly acquired knowledge and practice to their organizations and help them become more performance driven. Course content is most valuable to public servants, while practice exercises are team exercises aiming to apply lessons learned to organizations that employ participants.

This course would be most valuable if “client” organizations enroll groups of employees in the course. The curriculum consists of eight (8) modules. Each module will consist of a concepts session, and a practice session that makes use of GGPAS Tools, Case Study Demonstration and Team Practice Exercise in Support of Concepts Session 1

- 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 (PSP)
- Module 8 Performance Monitoring & Evaluation Systems

This course will represent approximately 68 hours spaced over 8 + 1/2 days. The course could be given over a period of two weeks, four days during week 1 and four + half-a-day on week 2, a format that is suitable for most professionals.

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

Management Consultants: 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.

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 six-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, Monitoring and Evaluation, Communications, and a practicum. Participants, including 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—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 practice the skills that they had learned while help 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 Ministry of Health, the central office of the State Registration Service, and the SRS State Enterprise “Infocom”.

PRODUCT: Management Consultant Reference Manual on Institutional Performance Improvement

The program will compile and publish “Institutional Performance Improvement Course for Consultants in the Kyrgyz Republic” manual and DVD that will provide a brief summary of the professional development training conducted for management consultants and recognizes the participants’ achievement. The publication summarizes the key concepts and learning, serves as a reference manual and toolkit for participants to use in their future work, helps to identify course participants to enhance opportunities for future networking, and as possible service providers for interested public sector institutions desiring a holistic approach to institutional performance improvement. The participants, trained in the basic theory and tools for modern institutional performance improvement, represent the nucleus of a growing community of practice for performance improvement in the Kyrgyz Republic. The outline of the product is:

- 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 & Evaluation
 - Module 5: Stakeholder Communications
 - Module 6: Transition from Project to Internal Operations. Practicum
- Application of Knowledge and Skills: Practicum
 - Practicum in Central Office of State Registration Service (SRS)
 - Practicum in National Hospital under the Ministry of Health

- Practicum in State Enterprise “INFOCOM” at State Registration Service (SRS)
- Recommendations for Strengthening Client Relations
- Training Team Biographies & Contacts
- Participating Consultants & Contacts
- E-Annexes: All training materials & modules will be included on the attached DVD for use by participants

Public Safety & Security Activities

Since receiving the 1207 Law Enforcement Reform, funding, the GGPAS program has made clear to its partners and other stakeholders that USAID had no plans to remain in this sector following the closeout & handover of the GGPAS program. On June 7, 2016 as part of the closeout the GGPAS program organized a handover event and develop a final legacy product maximize potential that a variety of crime prevention stakeholders from selected Local Crime Prevention Centers (LCPCs), civil society, public sector institutions, and international development partners are able to share and build on each other’s experience and best practice, magnifying the potential results of the USAID GGPAS investment in improving community safety and security and encourage wider adoption and institutionalization of successful products and processes by stakeholders.

The primary international targets for handover of successful interventions are UNODC, OSCE, US Embassy International Narcotics & Law Enforcement (INL). They would be engaged along with leading civil society actors to participate in a coordination committee. Even though OSCE took an active role in the preliminary meetings, unfortunately OSCE officially declined their participation in the conference.

EVENT: National Conference on Crime Prevention Policy and Community Security

As part of this closeout and handover the USAID GGPAS partner organizations organized a one-day National Crime Prevention conference for more than 100 participating stakeholders. Stakeholders included representatives of as many as 16 Local Crime Prevention Centers (LCPCs) from all regions as well as national and international civil society organizations, public sector stakeholders international development partners like UNODC, OSCE and others. Additionally, GGPAS invited/hired two International TTAs – Andro Gigauri and John Van Kesteren to share with participants international experiences on crime prevention policy and best practices.

The National Conference on Crime prevention policy and community security in Kyrgyz Republic took place on June 7th, 2016 and was divided into one Plenary and four Panel sessions:

Plenary Session

The Plenary Session was facilitated by international expert Andro Gigauri and Local Partner Timur Shaihutdinov. Moderators of all four Panel Sessions – local consultancies/partners - made a brief presentation of their Panel sessions.

Panel Sessions

- Session 1. MoIA external evaluation: International Crime Victim 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 including those mentioned above.

PRODUCT: Crime Prevention Sourcebook & Toolkit

The recommendations generated at the conference were included in a Crime Prevention Sourcebook & Toolkit, which also included electronic versions of all conference materials, and the useful tools, manuals, research, and other products developed by GGPAS partners over the previous year and a half. The sourcebook and toolkit would be distributed on USB sticks to ensure maximum access and utility.

Reading Activities

PROCESS & PRODUCT: One Year Communication Strategy for National Reading Committee

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 multi-media public outreach campaign to increase out-of-school reading time. The National Reading Committee was established by MOU with among USAID and the Ministry of Education 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 a 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 nation-wide, as well other available stakeholder resources, tools, events and opportunities that parents, teachers, and community leaders can utilize 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 TV Show, Mobile Application, and the GGPAS procured Kyrgyz language books.

Overall

PRODUCT: Final Program Performance Review

The program management of GGPAS has recommended to USAID to conduct a final USAID Annual Program Performance Review (PPR) in June 2016, which includes at least three senior advisors from USAID. It is recommended that the team spends at a minimum two weeks exploring program achievements and lessons learned, and a week writing an evaluation. The final program performance review should provide an independent, third party assessment of the program multiple functions: namely was this the right tool and was it used to its fullest? Were the programming approach

- **Strategic Level:** Provide a retrospective/hindsight examination of USAID’s strategic decision in 2013 to design and launch the GGPAS mechanism, as a flexible tool for USAID to respond in a fluid environment, assess political will for reform in a number of critical yet uncertain sectors, develop new public sector partnerships and new approaches to public sector engagement, and pilot innovative models for improving citizen service delivery;
- **Programmatic Level:** Assess the degree to which the USAID GGPAS reflected the expectations outlined in the Task Order. Did the program achieve the objectives established by USAID? Did the program objectives and approach appropriately evolve to the changing context? Did the program successfully and effectively take an iterative approach to programming, integrate the lessons and learning of initial interventions, into the design of subsequent activities? Did this iterative approach help to inform program design through the duration of the program? Did the USAID mission maximize and leverage this investment as a tool for institutional learning?
- **Activity-level:** Which partnerships and interventions have resulted in real organization impact and actual improvements to service delivery? Which partnerships and interventions have had the least impact on improving institutional performance and increasing access and quality of citizen services? Did the GGPAS program successfully package this learning and experience in a manner to enhance institutional memory for USAID and other stakeholders?

Finally, USAID has decided not to conduct Final Program Performance Review

III. MANAGEMENT

BUDGET

The total ceiling of the task order is \$28,029,960, and obligation to date is \$12,927,495. Based on the most recent budget submission by IRG in 2015, the GGPAS program is expected to dedicate 80% of funds to program costs and 20% of funds to operations costs.

The estimated/projected TAP – or “Transition Activity Pool” as named in the SWIFT III IQC – is the amount of funding that is allocated to directly fund activities through Grants under Contract (GUC), Direct Distribution of Goods and Services (DDGS), Short-Term Technical Assistance, and Training mechanisms. This ratio is used for management purposes in the Activity Database and should not be confused with the traditional programs/operations breakdown identified in the budget and highlighted above. The estimates/targets above are notional, and are used for planning/financial management purposes in the work plan and activity database. They were established based on the most recent detailed

budgets submitted by IRG in August 2015. On October 6 the COR provided his approval to one of the August 24 versions of the budget, corresponding to a TAP of \$6,860,000.

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

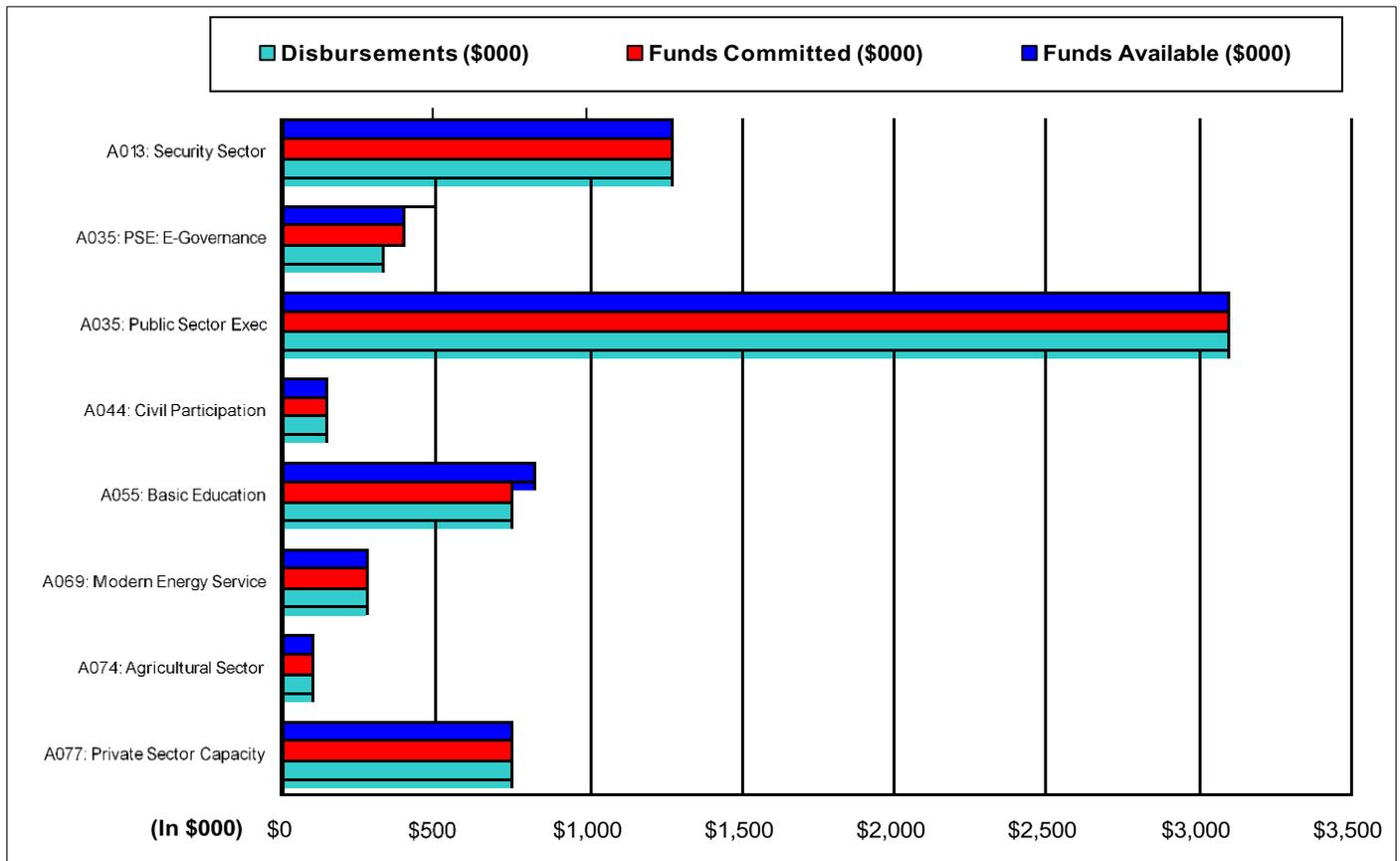
Obligation #1: Task Order					
A035: Public Sector Executive	\$438,484	43.6%	\$567,144	56.4%	\$1,005,628
A044: Civil Participation *	\$145,497	49.7%	\$147,503	50.3%	\$293,000
A069: Modern Energy Services	\$270,511	40.5%	\$396,705	59.5%	\$667,216
A074: Agricultural Sector	\$91,483	41.7%	\$127,817	58.3%	\$219,300
A077: Private Sector Capacity	\$741,516	41.7%	\$1,034,584	58.3%	\$1,776,100
Obligation #2: Mod 2					
A035: Public Sector Executive	\$11,129	42.6%	\$14,995	57.4%	\$26,124
Obligation #3: Mod 4					
A035: Public Sector Executive	\$1,715,844	44.2%	\$2,166,156	55.8%	\$3,882,000
Obligation #4: Mod 5					
A013 Law Enforcement, etc.	\$1,244,276	45.5%	\$1,492,171	54.5%	\$2,736,447
Obligation #5: Mod 6					
A035: PSE: e-Governance	\$395,399	98.8%	\$4,601	1.2%	\$400,000
A055: Basic Education	\$821,680	89.2%	\$100,000	10.8%	\$921,680
Obligation #6: Mod 8					
A035: Public Sector Executive	\$984,181	98.4%	\$15,819	1.6%	\$1,000,000
Total	\$6,860,000	53%	\$6,067,495	47%	\$12,927,495

Activity Commitment & Disbursement Rates

Between April 1 and June 30, 2016 GGPAS funded three (3) new activities totaling \$96,742 The table below shows

status by fund source as of July 27, 2016 (Source: Activity Database Program Funds Control Sheet March Budget numbers).

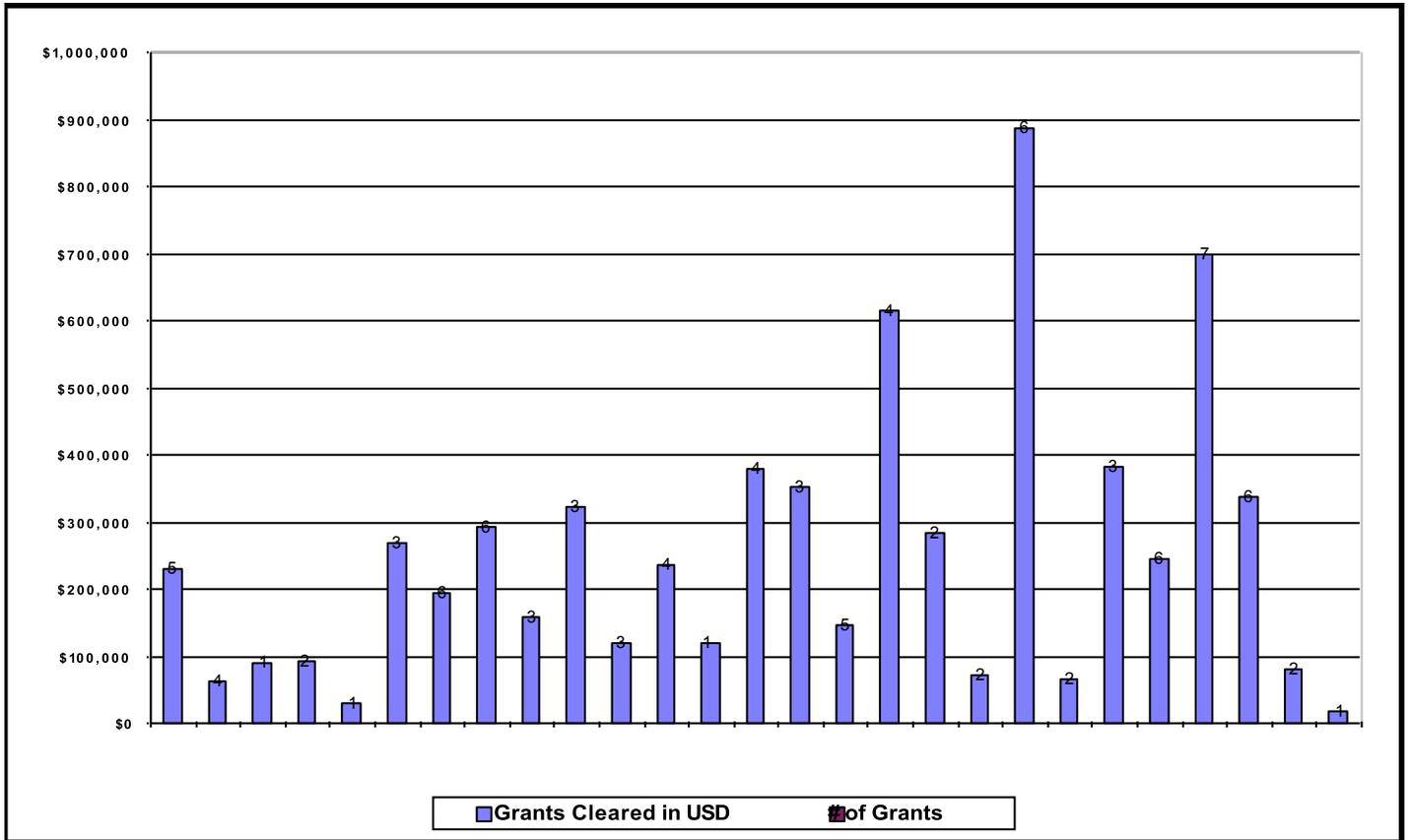
Funding Source	Funds Available (1)	Committed Grants (2)	Disbursements (3)	Uncommitted Balance (1-2)	Undisbursed Balance (2-3)
A013: Security Sector	\$1,268,770	\$1,268,770	\$1,268,770	\$0	\$0
A035: PSE: E-Governance	\$395,399	\$395,399	\$328,019	\$0	\$67,380
A035: Public Sector Exec	\$3,116,556	\$3,100,668	\$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



Clearance Projections versus Actuals

Revised Monthly Activity Clearance Target: At the end of July 2016, the team had committed \$6,773,956 of total TAP funding, it is 98.7 % of the \$6,860,000 TAP funding.

Activity Commitment Rates per Month



Source: Activity Database Activity Commitment by Month Report

PROGRAM MANAGEMENT PROCEESS

Completed Program M&E Milestones

- November 2013: TO Startup Meeting
- March 2014: Phase 2 Initiation Meeting
- May 2014: Year one USAID Program Performance Review (PPR)
- June 2014: Semi-Annual Work plan Review
- October 2014: USAID Portfolio Review
- March 2015: Annual Program and Work plan Review
- May 2015: Year two USAID Program Performance Review (PPR)
- *September 2015: Unplanned suspension of the projects*
- February 2016: GGPAS Closeout conference
- May 2016: End of Phase 2 – Implementation
- May 2016: Year three USAID Program Performance Review (PPR)
- 2016 June: GGPAS Final Conference
- 2016 June: Final Closeout Event

By the end of FY2015, GGPAS's management team had successfully designed and initiated 62 unique projects totaling nearly \$5.44 million; 79% of available funding programmed in 70% of the implementation time. Despite the complexity and challenges in the first year, the program was on target to achieving its programmatic objectives within the program timeline. The model is efficient: 80% of funds support programs; and 53% of

funds go directly to activities that support partners. Finally, USAID has unprecedented access to public sector partner institutions, and the program uses tools like the Activity Database that facilitates programmatic learning and institutional memory.

GGPAS demonstrated significant successes in the 19 months of activity implementation (March 2014-September 2015), particularly with regard to State Registration Service, Social Development and Tax Services. In this time, GGPAS has demonstrated a significant comparative advantage to flexibly respond when opportunities emerge and recede. Despite operating at an extremely uncertain, politically-fluid time, it is helping 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 is fulfilling a key role for USAID by identifying the government partners with the highest potential for substantive reform, the most potentially successful areas for substantive and long-lasting reform, and the most effective approaches to strengthening institutions writ large.

As the flagship public administration project for USAID, the GGPAS program was the most affected by the cancellation of the bilateral. The GGPAS program suspended 12 ongoing projects, and 12 planned projects valued \$3.54 million. At the end of August the partner issued a stop-order on all affected sub-contracts pending guidance from USAID on continuation.

OPERATIONAL MANAGEMENT HIGHLIGHTS

Facebook: During this reporting period, GGPAS shared 25 posts about partner activities and achievements.

By June 30, 2016, the page had 697 likes – gaining total 800 likes during this quarter

<https://www.facebook.com/usaiddggpas/>

Operational Obstacles

- The bilateral agreement cancellation affected the program, since GGPAS had more and larger procurements going on than any other USAID projects, and interacted with more government agencies than any other DG program.

For this reason, USAID requested the suspension of 12 cleared projects and 12 pending activities, in line with the criteria identified at the beginning of this report.

During first quarter 2016, 12 of these 24 activities were cancelled or rejected as of December 31, 2015, while the other 12 activities remain suspended.

Some of these activities included equipment purchase components which in case of procurement would incur considerable amount of VAT costs and lengthy approval procedure at USAID/Washington. Both Program and Procurement teams worked together to extend the second batch of stop work orders.

During Y3 of the GGPAS implementation, on January and June 2016, according to the meetings and letters received from USAID, GGPAS has cancelled 6 projects /rejected 2 projects.

On March 31, 2016, GGPAS was notified by USAID in moving forward with the book procurement under the activity BIS054 MOES: Encouraging Early Grade Reading through Provision of Books for Schools with the total amount \$685,075.54.

- With more rejected and cancelled activities, GGPAS further worked to develop activities partnering with civil society actors guided by the Program guidance/Criteria for new activities developed during the last reporting year.

VI. ANNEXES

Program Outputs in Detail

GGPAS Partners and Consultants List

2014 June GGPAS Program Performance Review Memo

2015 June GGPAS Program Performance Review Memo & SMT Response

GGPAS Database Snapshot: Program Funds Control Sheet

GGPAS Database Summary Report: Activity Commitment by Month

GGPAS Database Summary Report: Activity Commitment by Fund Source

GGPAS Database Report: Activities by Status

GGPAS Database Report: Activities by Cluster

GGPAS Database Report: Activity Media Coverage

USAID Quarterly Snapshots

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