

Annual Project Workplan 2009 Checklist

#	Items checked	Checked by	Yes	No
Programme/project management: checked by Shakirat Toktosunova, ARR				
1	AWP content is in line with CPAP/Project document concept and is based on lessons learnt from 2008 and national priorities for 2009	Project Assurance (PO/PA)		
2	Required financial resources provided: TRAC 1&2 allocation, Cost-sharing agreement available	Project Assurance (PO/PA)		
3	<u>Gender Mainstreaming:</u> Gender dimension is adequately reflected in the workplan to ensure gender equality perspectives in achieving all UNDP development results	GM specialist/ Gender Programme Coordinator		
4	Output targets, baseline and indicators, management arrangements (project roles) and monitoring plan (activity results tables, issues and risks logs), legal context are in accordance with corporate requirements	SSU M&E Officer	Beif	
5	Project communication plan is in accordance with UNDP KGZ Strategic Communication Plan/requirements	SSU PD Officer	Beif	
6	The project has common platform for implementation jointly with other UNDP projects, mechanisms for joint project activities envisaged and relevant project workplans reflect them	SSU (M&E Officer/ PA)	Beif	
Operational part: checked by Saltanat Dospaeva, OM				
7	Procurement Plan is developed/approved/submitted	Procurement Unit		
8	Atlas GL details and ASL, as well as GMS if applicable are correct*	Finance Manager	ES	
9	Project Organigramme and Recruitment Plan (data on planned recruitments and contract management) are developed/approved/submitted	HR Unit		

* TRAC funds to be cleared by SSU. - TRAC funds cleared by SSU - Beif (Lilia Ermonbekova)

**United Nations Development Programme
Country: Kyrgyzstan
Project Document**

Project Title: Enhance the capacities of localities in public service delivery

UNDAF Outcome(s): Good governance reforms and practices institutionalized at all levels by Government, civil society organizations and the private sector toward poverty reduction, protection of rights sustainable human development

Expected CP Outcome(s): B.1.2 Quality of & access to public services

Expected Output(s): B.1.2.1 Capacity of Local administration and council to deliver services enhanced;
B.1.2.2 Participation of civil society and private sector in local decision making enhanced

Implementing Partner: President Administration

Responsible Parties: Ministry of Transport and Communication, National Agency on Local Self Governance, Batken and Naryn oblast administrations.

Brief Description of the 2009 – 2013 UNDP Kyrgyzstan Local Self-Governance Programme

This project will launch new outputs that will carry over into the 2009-2013. The project furthers the two purposes of the current CPAP as they relate to Local Self Governance (LSG) and civil society.

In terms of strengthening LSG the project will: mount a Village (territorial self-governance) pilot in Osh; prepare training manuals for LSGs on how to develop/strengthen territorial self-governance; prepare LSG public service improvement models on CDs for national application; prepare CD-based skills training of local staff/councillors for national application; and develop a plan for nationalizing E-Governance & MDG-based Strategic Plans.

In terms of strengthening civil society for better LSG the project will: Strengthen the National Association of Municipalities as the voice for local governments and will establish partnerships between selected national & international NGOs.

At the macro level the project will mount a national conference on decentralization & will brand UNDP as the Decentralization partner of the Kyrgyz Republic with an improved UNDP decentralization website. Total project budget is US\$ two million. UNDP has committed US\$ 190,000.00 to initiate the project implementation however UNDP will undertake the pro-active resource mobilization campaign to mobilize the remaining amount.

Programme Period:	2009-2013 (in two phases)
Key Result Area (Strategic Plan):	Democratic Governance
Atlas Award ID:	00052735
Start date 1 st phase:	1 Sept. 2009
End date 1 st phase:	31 Dec. 2011
Start date 2 nd phase:	1 Jan. 2012
End date 2 nd phase:	20 Dec. 2013
PAC Meeting Date	28.07.09
Management Arrangements	NEX

2009 AWP budget:	190,000.00
Total resources required	2,000,000.00
Total allocated resources:	190,000.00
• Regular	190,000.00
• Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	1,810,000.00
In-kind Contributions:	

Agreed by (Implementing Partner):

National Project Director

Name: Mr. Kanybek Joroev

Date: _____

Agreed by UNDP:

UNDP Resident Representative

Name: Mr. Neal Walker

Date: _____

I. SITUATION ANALYSIS

The Kyrgyz Republic is committed to achieving the Millennium Development Goals (MDGs) by 2015. The MDG Progress Reports had indicated that all goals are potentially achievable. Moreover, the Government is well equipped with national strategies, including the Country Development Strategy (CDS) till 2011. New Country Development Strategy (CDS) till 2015 is being developed. Both major conceptual documents are reflecting the medium-term vision of the Kyrgyz Republic, determining the development of basic directions and activities of the country till 2015. CDS overall objective is improvement of living standards level and quality of services delivered to citizens through achieving the sustainable economic growth, creating of conditions for full-value employment, providing high and stable incomes, availability of a wide spectrum of social services for people.

Success in the area of formation of an effective state and regional development crucially depends on the implementation of a coherent Decentralization Strategy. The National Decentralization Strategy objective is identification of basic directions, ways and methods of decentralization of state government and development of an effective local self-government (LSG) through the year of 2010, as one of the pre-conditions for condemning by Kyrgyzstan the qualities of a legal democratic state. In line with this, much is being done for development of local self-governance in the country. During last years several laws strengthening the role of local self-governments were adopted: "On local self-governance and local state administration"(new edition in 2008), "On municipal property ownership"(2002), "On financial-economic basis of local self-governance"(2003), "On municipal service"(2004), "On jamaats (community based organizations) and their associations"(2005). Capacity building activities of municipal servants and local councilors are going on with the assistance of the UNDP and other international organizations. Local communities are being involved into participatory development planning and decision making processes at a local level.

UNDP Kyrgyzstan has been making great contribution into the reforming of local government in the country during last 10 years. Support was done in different forms: starting from technical assistance to the Presidential Administration, National Agency on LSG (NALSG) and improving decision making in the country, and support in the development of municipal service, support to different levels of government, including local self governments in rural areas.

UNDP provided technical assistance to pilot LSGs in realization micro-capital grant projects of social infrastructure and improving participatory development planning through strategic mechanism. UNDP Democratic Governance Programme (DGP) supported the Government in promotion of the National Decentralization Strategy implementation, fiscal decentralization, capacity building trainings for local councilors, assistance to local self-governments in MDG-based strategic development planning, conduction of a pilot Citizen Report Card study on a quality of public services delivered at local level, establishment of E-Aiyl-Okmotu and E-learning.

However recent amendments to the legislation on LSG introduced several setbacks into decentralization. Heads of the ayil-okmotus lost their election status, according to new regulations; they are to be selected by local councils from the list of candidates recommended by the head of rayon state administrations upon consultations with Governors.

More over, at present local self-governance has not yet been granted appropriate rights and has not received financial-and-economic leverage for effective implementation of its functions and tasks. Despite the reform achievements till 2008 – the budgetary system still remains centralized. More effective taxable base of local budgets has not yet been developed, which resulted in the limitation of the budgetary possibilities of LSG. According to the new Tax Code of the Kyrgyz Republic, local taxes were reduced from eight to two, which has significantly limited the revenue-generating potential of the LSG as well as increased dependence on allocations of state-wide taxes and transfers from the republican budget. There is an observed tendency of reducing overall share of the local budget in the state budget; the revenue capacity of LSG is deteriorating. Capacity of local councilors and municipal servants remains low due to insufficient and constant trainings.

These three main trends result in strict centralization of the financial system at the republican level and strong vertical hierarchy instead of decentralized governance which lead to poor quality of public services delivered at local level. In this context UNDP is going to support LSG development

in the country and strengthen territorial self-governance (TSG), civil society organizations (NGOs, Community Based Organizations (CBOs), Self-Help Groups (SHG), etc.) at localities to become a real actor in the decentralization process.

II. STRATEGY

There is a great need in access to public services in timely and accurate manner at local level. To improve the access to public services UNDP will support activities in four directions:

- MDG-based strategic planning
- E-Aiyi-Okmotu nation wide
- Active civil society organizations (TSG, CBOs, Association of Municipalities, and local NGOs)
- Enhancing the role of localities in decision making processes at central level

To cover the above mentioned four directions UNDP DGP is going to increase the capacity of local councilors and municipal servants, TSG, CBOs, Association of Municipalities, selected NGOs and local government officials, to introduce coaching approach into trainings, to advocate decentralization and to nationalize E-Aiyi-Okmotu as part of E-governance. UNDP is going to support adjustment of strategic planning methodology by MEDT (Ministry of Economic Development and Trade) and coaching at localities in planning processes. Efficient implementation of the above interventions depends on good partnership among all stakeholders in the field of decentralization. Thus UNDP will initiate efficient and productive network of donor organizations, central government, localities and civil society.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

B.1.2 Quality of & access to public services increased and management of essential resources improved

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable MYFF Service Line:

Partnership Strategy

Efficient implementation of the planned activities depends on good partnership among all stakeholders in the field of decentralization. Thus UNDP will initiate efficient and productive network of donor organizations, central government, localities and civil society.

Project title and ID (ATLAS Award ID): Enhance the capacity of localities in public service delivery.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Specify each output that is planned to help achieve the outcome.</p> <p>For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time.</p> <p>Each output shall ultimately become a Project ID in Atlas.</p> <p>Output 1</p> <p>Capacity of local administration and councils to effectively deliver services enhanced</p> <p>Baseline:</p> <p>Village management and CBOs</p>	<p>Use this column for more complex projects where an output takes more than one year to produce.</p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> -Ministry of Economic Development and Trade's Strategic Planning Method adjusted for Ayil Okmotus - List of competencies of municipal servants is drafted and approved by the Government - Couching Method of municipal servants is drafted 	<p>List activity results and associated actions needed to produce each output or annual output targets.</p> <p>Each activity result shall ultimately become an Activity ID in Atlas.</p> <p>1 Activity Result: Territorial self-governance (TSG) pilot mounted in Osh Oblast (approx.2009-10)</p> <p>Positive experience and lessons learned introduced throughout the country. (apr.2011-13)</p> <ul style="list-style-type: none"> ▪ Action: Villages selected in collaboration with Osh Oblast State administration ▪ Action: Rapid assessment methodology developed & applied to 	<p>Specify parties that have been engaged by the executing entity to carry out these activities</p> <p>Oblast State Administrations, NALSG, Pilot villages, LSGs, CBOs, NGOs</p>	<p>Specify the nature and total costs of the UNDP inputs needed to produce each output.</p> <p>USD 4 200*</p> <p>USD 95 800[†]</p>

* Totally US\$ 190 000 from TRACK is allocated for 2009 that composes programme and administrative costs

[†] The remaining amount of US\$ 1 810 000 is to be mobilized

<p>weak & no trainings to date No guide available for local officials & citizens</p> <p>Local public services poor as indicated in the Citizen's Report Card</p> <p>Local officials have had little or no skills training</p> <p>E-Governance & MDG-based plans are piloted in a few A/Os; now there is a need to nationalize them</p> <p>Decentralization losing momentum – need to keep it before the public eye</p> <p>UNDP has a depth of experience in decentralization that is not being made available here in Kyrgyzstan</p> <p>Indicators:</p> <p>Pilot villages on introduction of territorial self-governance (TSG) selected in Osh</p> <p>Work underway in training village heads and civil society</p> <p>Village plans in place</p> <p>Guide is produced & distributed</p> <p>Consultants contracted to develop service improvement models & guide LSGs</p> <p>Consultants contracted to prepare skills training courses</p>	<p>- Couching Programme of municipal servants is drafted</p> <p>Targets (year 2)</p> <p>-Village plan is being implemented with evidence of improved services</p> <p>- Coaching programme of municipal servants is started</p> <p>- Guide is used and having impact</p> <p>- LSG/TSG perspective on decentralization brought before the government and the people resulting in renewed force for more decentralization</p> <p>- Public service improvement guide is used</p> <p>- New UNDP Kyrgyzstan website about decentralization launched</p> <p>Targets (year 3)</p> <p>- Stakeholders use new UNDP Kyrgyzstan website and become more informed about decentralization</p> <p>- Public service improvement guide having impact</p> <p>- Local officials skills self-training with coaches brings about improved service to the public</p> <p>Targets (year 4)</p> <p>-Public participated at decision – making at local</p>	<p>selected villages</p> <ul style="list-style-type: none"> ▪ Action: TSG formed and developed by local volunteers working with village head ▪ Action: TSG participate in village plan development with village head ▪ Action: Village plan endorsed at public meeting <p>2 Activity Result: Village Head, TSG & CBO representatives trained and coached (apr.2010-11)</p> <ul style="list-style-type: none"> ▪ Action: Training needs assessment for village heads & TSG/CBOs conducted ▪ Action: Training executed along with coaching <p>3. Activity Result: Guide for LSGs on how to develop & strengthen TSG published (apr.2010)</p> <ul style="list-style-type: none"> ▪ Action: Conduct assessment of pilot TSG & lessons learned ▪ Action: Produce guide and Action draft outline ▪ Action: Guide published in hard copy and on CD for national distribution <p>4. Activity Result: LSG public service improvement models prepared (apr.2011-12)</p> <ul style="list-style-type: none"> ▪ Action: Analyze situation of local services based on citizen report card survey findings ▪ Action: Examine local services and obtain advice from LSGs and TSG/CBOs ▪ Activity: Produce models for key local public services (at least six) ▪ Action: Draft report completed and 	<p>NALSG, Local State Administrations, Academy of Management</p> <p>NALSG, LSGs, TSG, CBOs</p> <p>Presidential Administration, Governmental Office, NALSG, Local state Administrations, Pilot LSGs, TSG, CBOs</p>	<p>150,000 USD</p> <p>30,000 USD</p> <p>USD 15 800 USD 134 200</p>
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<p>Donor(s) and/or development banks and government agree to share funding of the nationalization of E-Governance & MDG-based plans</p> <p>Government agrees to contribute to funding</p> <p>National decentralization conference planning gains media attention and actual conference covered nationally</p> <p>New UNDP Kyrgyzstan decentralization website</p> <p>A deal is arranged for nationalization of these successful pilots</p>	<p>level</p> <p>Targets (year 5)</p> <ul style="list-style-type: none"> - Service delivery is improved at local level 	<ul style="list-style-type: none"> circulated Action: Guide published in hard copy and on CD for national distribution Action: List of TSG/CBOs prepared to pilot service improvement <p>5. Activity Result: Skills trained of local administration & councillors to provide enhanced services to the public (apr.2010-13)</p> <ul style="list-style-type: none"> Activity: Conduct training needs assessment Activity: Produce self-training modules for key local officials and councillors (at least six) Action: Training modules, e.g. Leadership and published in hard copy and on CD for national distribution Action: Monitoring system prepared for the training Action: Pilot training within the LSGs conducted Action: Evaluation of training modules <p>6. Activity Result: Nationalization plan for E-Governance & MDG-based Strategic plans drafted (apr. 2010-11)</p> <ul style="list-style-type: none"> Action: Cost out the nationalization Action: Prepare the proposal and discuss with government and adjust as necessary Action: Government tables proposal with donors Action: Contract negotiated with 	<p>NALSG, Academy of Management, Local State Administrations</p> <p>Presidential Administration, Governmental Office, NALSG, LSGs, TSG, CBOs,</p>	<p>USD 7260 USD 242 740</p> <p>USD 65 100* USD 184 900</p>
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		<p>donors to fund the nationalization</p> <ul style="list-style-type: none"> Action: nationalization proceeds under government management <p>7. Activity Result: National Conference on Decentralization conducted (apr.2011-12)</p> <ul style="list-style-type: none"> Action: Planning for conference Action: Discussions with LSGs, TSG/CBOs and central government about goal and contents of the conference Action: Workshops organized on specific themes, e.g. LSG strategic planning prior to conference and position papers prepared. Activity: Conference delivery Action: Final statement on conference at conclusion that presents position of LSG on decentralization Action: Formal meeting held with central government to present report and solicit action <p>8. Activity Result: Decentralisation Branding (apr.2010-13)</p> <ul style="list-style-type: none"> Action: Draft website concept Action: Build website and establish responsibilities for maintaining it. 	<p>Presidential Administration, Governmental Office, NALSG, LSGs, TSG, CBOs, NGOs, Association of Municipalities</p> <p>Ministry of Transport and Communication, NALSG</p>	<p>USD 200,000</p> <p>USD 20,000</p>
<p>Output 2 Participation of civil society and private sector in local decision-making enhanced</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> National association has more efficient structure National NGOs selected for 	<p>1. Activity Result: Improved organization of National Association of Municipalities (apr.2010-13)</p> <ul style="list-style-type: none"> Action: Review the current mandate. 	<p>NALSG, Association of Municipalities, Local Governments, Local</p>	<p>USD 150,000</p>

<p>Baseline: National Association of Municipalities is the voice for local government but it requires more capacity to perform its function National NGOs do not have the benefit of a partnership with international NGOs</p> <p>Indicators: Five year plan for the National Association of Municipalities National NGOs have formal relationship with selected international NGOs</p>	<p>their capacity building</p> <p>Targets (year 2) -National association advocates more effectively for decentralization and begins to provide basic services to its constituents - National NGOs demonstrate renewed experience, energy and confidence from their relationship with selected international NGOs</p> <p>Targets (year 3) - Localities advocate more effectively at local level</p> <p>Targets (year 4) - Public involved into decision – making at local level</p> <p>Targets (year 5) - Efficient decisions made in timely and accurate manner</p>	<p>organization & functions while drawing from that of associations internationally</p> <ul style="list-style-type: none"> ▪ Action: Examine the merit of regional (Oblast) associations as either branches of the National Association or separate organizations. ▪ Action: Develop a five year plan for the Association addressing mandate, functions, staffing & financing ▪ Action: Serve as coach intermittently over the first year of the plan <p>2. Activity Result: Established partnerships between selected national and International NGOs (apr.2010-13)</p> <ul style="list-style-type: none"> ▪ Action: Explore potential partnerships with international NGOs such as Transparency International, the Office for Democratic Institutions & Human Rights and the Organization on Security and Cooperation in Europe ▪ Action: Solicits interested national NGOs for partnerships with international NGOs ▪ Action: Formalize relationship(s) between selected national and international NGOs 	<p>Councils</p> <p>TSG, CBOs, NGOs, LSGs</p> <p>USD 100,000^v</p>
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Note: Administrative costs for four years will sum up to 600,000 USD. Total needed funds including operational expenses will be 2,000,000 USD (1,400,000 USD +600,000 USD) Implementation of activities within the framework of the Programme document is planned in two phases: 2009-2011, 2012-2013. 500 000 USD is foreseen for each year, starting from 2010.

V. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.

1. National Execution

The operational framework of the PD has been designed based on the programme approach, while aiming at a full-fledged NEX modality over the long-term. In parallel with programme implementation both UNDP and Government will undertake various measures for strengthening capacity building within the Government machinery for achieving long-term sustainability. Some of the measures envisaged in this context are to increase national ownership, infuse greater commitment to development activities and internalise UNDP and donor inputs.

The programme detailed in this PD will be nationally executed and will be headed by a National Programme Director (NPD) representing National counterpart agency, relevant to the programme goals and tasks.

Due to insufficient capacity of the Government to undertake the administrative, financial and technical tasks involved in managing the programme, the Programme Management Unit (PMU) will be established to carry out the tasks that cannot be handled by existing government mechanisms. They will function under the coordination of respective NPD.

2. Accountability

The National Programme Director will be accountable to UNDP for programme outputs, achievement of programme objectives, and use of UNDP resources. In this capacity, the NPD is accountable to UNDP for all UNDP programming resources under its management and in addition to that for delivery of programme objectives and coordination PMU activities.

3. Capacity Development

The capacity development is a fundamental aim of UNDP and one of the features of NEX. Therefore the capacity building of respective National Counterpart Agency will be undertaken through PMU. Also, an exit strategy for UNDP support provided via PMU will be developed and incorporated into the programme document enabling National authorities to undertake programme implementation services themselves in the future. These arrangements will be agreed upon and documented through a Memorandum of Understanding to be signed between National counterpart agency and the PMU.

4. Composition of Programme Management Unit (PMU)

Overall management of the Programme involves a matrix management approach grouping components according to the Programme Document. From the operational or effective implementation point of view, UNDP will ensure the establishment of clear linkages between the components of the PMUs, and linkages between the five UNDP Programmes.

At the PMU level, management is to consist of a Programme Manager (PM) who will work under direct supervision of a National Programme Director. PM will be charged with overall responsibility for managing and supervising Programme activities.

The position of Programme Manager is one of the crucial posts in terms of making matrix management effective. S/he will be responsible for the overall management of PMU activities, as well as for coordinating the components.

To ensure regular interactions and managerial links between different UNDP Programmes, the weekly programme meetings with participation of Programme Managers will be conducted, they will also together with the UNDP CO staff discuss their respective workplans for each quarter.

Component level management is to be carried out by a Component Coordinator in collaboration with the Programme Manager, who will have substantial programme backstopping tasks. Depending on the specifics of a component, National Experts or Specialists also will be recruited. The Component Coordinator will be responsible for the day to day operation and management of the component both at the central and field level, as well as achieving the overall objective of the component.

PMU will have an Administrative Assistant (AA) and Finance Assistant (FA). Together they will be responsible for the day to day administrative and financial operation and management of the PMU. They will be supervised by PM.

Administrative Assistant will be responsible for personnel issues (contracting), procurement of goods and services, organizing training and workshop, and use of common equipment and providing all administrative support to the field level offices.

Finance Assistant will be responsible for the preparation of Financial Forecasts/Financial Reports for the respective components of the PMU, as well as for the preparation of budget revisions, RDPs, providing support related to all financial matter to the field offices etc.

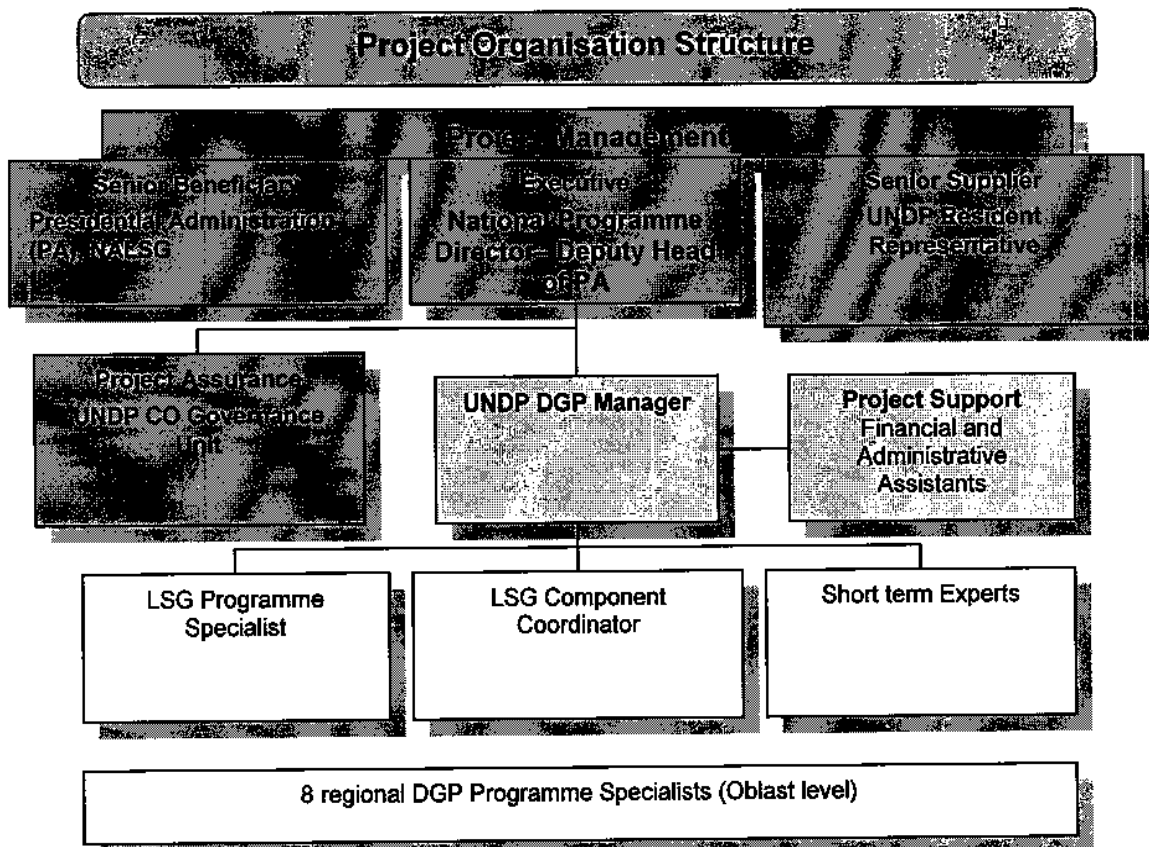
5. Separation of Duties

For the Programme's interventions to be effective, a carefully designed set of management arrangements is required. These include special implementation arrangements and an operational framework addressing such issues as separation of duties and functions, accountability, co-ordination, sharing of resources, and programme linkages.

During the transition period to the full-fledged NEX modality, concrete steps aimed at strengthening of ownership of the Programme by the Government and its further capacity building to ensure the sustainability of the programme will be undertaken. The representatives of national partner organizations will not only provide substantial policy advice but will be encouraged to participate in day-to-day activities of a PMU (on a voluntary basis) in order to provide opportunities to as many people as possible from the national counterpart agencies to get involved in the programme and provide assistance and guidance to the NPD. .

Please refer to the Deliverable Description to complete this component of the template.

Use the diagram below for the composition of the Board.



Suggested sub-headings in this component may include:

- *results of capacity assessment of implementing partner*
- *UNDP Support Services (if any)*
- *collaborative arrangements with related projects (if any)*
- *prior obligations and prerequisites*
- *a brief description/summary of the inputs to be provided by all partners*
- *audit arrangements*
- *agreement on intellectual property rights and use of logo on the project's deliverables*

VI. MONITORING FRAMEWORK AND EVALUATION

Please refer to the *Deliverable Description* to complete this component of the template.

Suggested text to be adapted to project context

Main purpose of the project monitoring is to ensure systematic and deliberate assessment of the project progress. Programme monitoring will be conducted through regular meetings of the Programme Board and Tripartite Review Meetings in accordance with established UNDP procedures. Upon project completion, final report will be prepared to evaluate the project impact and lessons learnt. The project will be subject to planned project audit to be conducted in accordance with the UNDP rules and procedures.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment will record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log will be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events

Periodical monitoring will be undertaken by the UNDP-CO through the provision of quarterly reports from the PM. Furthermore, specific meetings can be scheduled between pertinent stakeholders as deemed appropriate and relevant.

An independent final outcome evaluation will take place three months prior to the final Programme Board meeting, and will focus on the effectiveness, efficiency and timeliness of programme implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about programme design, implementation and management. The Programme outcome will be evaluated by measuring progress indicators and parameters as was reflected in the CPAP. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of Good Governance goals.

Annually

- **Annual Review Report.** An Annual Review Report will be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of

the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The Final Evaluation should also provide recommendations for follow-up activities (i.e. Strategy of Programme coming-out).

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Capacity of local administration and councils to effectively deliver services enhanced		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Capacity building of local staff	Start Date: September 2009 End Date: December 2009
Purpose	<i>What is the purpose of the activity?</i> Strengthen capacities of local councilors and local administration for effective service delivery and management of assets	
Description	<i>Planned actions to produce the activity result.</i> 1. Development of a new 2-days training module on basic competencies of local councilors 2. Assistance to National Agency on LSG in improvement of laws.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Draft modules on basic competencies of local councilors	Test training findings	November 2009
Number of improved laws	Information from NALSG on submission of laws to the Government and Parliament on approval of changes and additions	December 2009

OUTPUT 1: Capacity of local administration and councils to effectively deliver services enhanced		
Activity Result 2 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> ICT infrastructure of LSGs developed	Start Date: September 2009 End Date: December 2009
Purpose	<i>What is the purpose of the activity?</i> Implementation of the National strategy: "ICT for Development" phase by phase	
Description	<i>Planned actions to produce the activity result.</i> 1. Pilot implementation the E-region project in Batken region of the Kyrgyz Republic;	

	<ol style="list-style-type: none"> 2. Implementation of the project "First interactive E-Health services in Kyrgyz Republic" in Batken region; 3. Provide trainings for top level managers of state and municipal entities on development of strategic documents in the field of the electronic governance; 4. Presentations of the AS e-AO, e-courses on e-governance and e-social services conducted in Bishkek and all regional centers of KR. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Electronic governance pilot project in Batken region implemented;	Assessment report	December 2009
First interactive E-health services implemented in Batken region;	Assessment report	December 2009
Number of trained top level managers of local administrations and state entities; Number of conducted trainings;	Assessment report	December 2009
Presentations conducted	Assessment report	December 2009

OUTPUT 2: Participation of civil society and private sector in the local decision-making enhanced		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Civil Society in Public Policy	Start Date: September 2009 End Date: December 2009
Purpose	<i>What is the purpose of the activity?</i> Improve quality of services at local level and enhance civil society participation in decision making	
Description	<i>Planned actions to produce the activity result.</i> Present and disseminate the CRC survey findings among public service providers and local communities	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of presentations' participants at national and Oblast levels	Round table resolution Governmental Act based on the CRC findings Report publication	December 2009

OUTPUT 2: Participation of civil society and private sector in the local decision-making enhanced		
Activity Result 2 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Territorial self-governance pilot mounted in Osh Oblast	Start Date: September 2009 End Date: December 2009
Purpose	<i>What is the purpose of the activity?</i> Support the Government efforts in implementation of Decentralization strategy	
Description	Action 2.1.2. Territorial self-governance (TSG) formed and developed by consultant working with pilot village heads Conduction of a study tour on effective TSG within the Osh Oblast	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Action 2.1.3. Conduction of a study tour on effective TSG within the Osh Oblast	Date of Assessment <i>When will the assessment of quality be performed?</i>
TSGs established and their activities activated in pilot LSG	Observation Interview	November 2009
Pool of best practices of TSG formed	Interview Observation	December 2009

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

If the country has not signed the SBAA, the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs¹ (where the NGO is designated as the "executing entity") should be attached.

¹ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

The schedule of payments and UNDP bank account details.

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."



OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: Enhance the capacity of localities in public service delivery		Award ID:		Date: June 2009					
#	Description	Date Identified	Type	Impact & Probability	Countermeasure response	Owner	Submitted by	Last Update	Status
	Enter a brief description of the risk (In Atlas, use the Description field. Note: This field cannot be modified after first data entry)	When was the risk first identified (In Atlas, select date. Note: date cannot be modified after initial entry)	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Atlas, select from list)	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = (In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)	What actions have been taken/will be taken to counter this risk (In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)	Who has been appointed to keep an eye on this risk (In Atlas, use the Management Response box)	Who submitted the risk (In Atlas, automatically recorded)	When was the status of the risk last checked (In Atlas, automatically recorded)	e.g. dead, reducing, increasing, no change (In Atlas, use the Management Response box)
1	Political instability in the country	After March 2005. But it can be increased	Political	Frequent change of the Government Officials whom the project works with can give its probability are high)	Be very close to the Government, civil society organizations and	UNDP CO	UNDP CO	May 2009	While change no

		after the presidential elections, held in July 2009.		negative impact on the project implementation. Unstable situation in the country can lower the speed of decentralization process in the country. P = 3 I = 4	counterparts to take the right decision in a case					
2	Belated administrative-territorial reform in the country	September 2007	Organizational Political	It will be done but it can cause again political instability in the country (very painful issue). It will take time and lower speed of decentralization process. Administrative-territorial reform will bring to amalgamation of local self-governments which will take time again of LSGs to overcome all difficulties. P = 4 I = 4	It is necessary to support advocacy of the proposed and conducted activities in a right way.	UNDP DGP	UNDP CO	UNDP DGP	May 2009	While change no
3	Heads of the ayil-okmotus lost their election status; they are to be selected by local councils from the list of candidates recommended by	May 2008	Political, Organizational	There is no real decentralization. While it is explained as a temporary means, in fact it might be prolonged.		UNDP DGP	UNDP CO	UNDP DGP	June 2009	While change no

4	the head of rayon state administrations upon consultations with Governors.	First 2006, Last 2009	Operational	<p>P = 5 I = 4</p> <p>There is no good support from the Government side to municipal servants. Municipal servants depend on a Head of Ayil Okmotu. The change of the Head of AO is usually followed by the fired municipal servants. No institutionalization of capacity building activities.</p> <p>P = 4 I = 4</p>	Assist the Government of KR in organization of the positive and innovative experience. Assist in capacity building activities of municipal servants, local councilors and representatives of Community Based Organizations, Self Help Groups, and local NGOs .	UNDP DGP	UNDP DGP	June 2009	Slight changes
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