

UNDAF Outcome: By 2015 rights and freedoms in Turkmenistan are respected and guaranteed in accordance with the international human rights standards and principles of democracy and the rule of law.

CP Outcome: *The Government integrates principles of effective public administration and rule of law into national policies, legislation and decision-making*

Project title: *Enhancing the system of civil service in Turkmenistan*
 Implementing Partner: *Civil Service Academy of Turkmenistan*

EXPECTED CP OUTPUTS AND INDICATORS INCLUDING ANNUAL TARGETS	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING CP OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: - <i>Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged</i> - <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i>
OUTPUT 1.2.1 All levels of governance formulate legislative and institutional frameworks and have enhanced capacities for more effective public services delivery <i>Indicators:</i> 1. Legal/normative framework for civil service management improved 2. Number of civil servants benefited from strengthened	Activity 1.1. Organize and hold a national conference with participation of international experts to discuss prospects of further enhancing the public administration system	\$9,957.05	National conference titled “International experience and prospects of further public administration reforms in Turkmenistan” was conducted on 30 June 2011. Four international experts, including two professors from the Russian Civil Service Academy and Belarusian Academy of Public Administration, participated in the conference and provided expertise on international experience in reforming public administration systems and training civil servants. The conference gathered about sixty participants representing the government ministries and departments, Mejlis of Turkmenistan, national research institutions, public associations and mass media. While discussing the ongoing national legislative reforms and public administration initiatives as well as training of professional civil servants, the participants were	As a result of discussions, the conference participants prioritized areas of possible public administration reforms in Turkmenistan such as strengthening civil service, introduction of e-government, results-based management, financial management and budgeting, human resource management and development.

<p>institutional capacity of the Academy for Civil Service and enhanced quality of training and curricula</p> <p>3. Platform for dialogue and networks and knowledge/information sharing among civil servants has been created and maintained.</p>	<p>Activity 2.1 – Promoting e-governance in public administration through, and including, the interaction with the Coordination Commission on introduction of ICT to public administration for:</p> <ul style="list-style-type: none"> • Study international experience on creation of the architecture of e-government; • Facilitate the development of the strategy of e-government in Turkmenistan and obtaining reference of the international expert; • Design a guideline for the use of electronic document management system for civil servants; • Adapt and pilot international certification of ICT skills of civil servants with the use of ICDL (International Computer Driving License) 	<p>\$35.84</p>	<p>also exposed to the international experience of enhancing public administration, best practices and challenges in improving local self-governance in Central and Eastern European and CIS countries, pros and cons of such elements of public administration reform as developing public-private partnerships and outsourcing. In addition, the mid-level managers of the government entities attending the conference were introduced to the experience of Russia in public sector management reform as well as to the practices exercised by the Academy of Public Administration under the aegis of the President of the Republic of Belarus in training civil servants for Belarusian public administration system.</p> <ul style="list-style-type: none"> • Working meeting with the Ministry of Economy and Development, which chairs the State Commission on ICT Introduction was conducted to discuss the initiation of strategy. • A MS Word and Power Point explanation and description of how to use the software on electronic document management system was prepared by one staff of the Academy and left for further presentation among teachers of the Academy. The document describes all necessary processes of e-document flows. The students of the Academy are expected to practice e-documentation during the training process in the Academy. • Non-Disclosure Agreement received from ICDL Foundation and was sent for consideration to Legal Support Office in New York. The comments and recommendations of the LSO were forwarded to the ECDL Foundation. Following rounds of negotiations, LSO and ECDL foundation did not agree on the content of the Non-Disclosure Agreement and therefore the ICDL certification was not conducted. 	<p>The introduction of e-governance in public administration has been very slow in Turkmenistan. There was no clarity in terms of which state ministry or organization was taking the lead in this process. On the one hand, the Ministry of Economy and Development was mandated to chair the State Commission on ICT introduction, while on the other hand the Special Unit under the Presidential Administration was tasked to lead the process of implementation of e-governance. This confusion did not allow moving forward with this component of the project.</p> <p>ICDL certification was not conducted due to failure to reach agreement between UNDP Legal Support Office and ECDL Foundation on the content of non-disclosure agreement. Alternative options for certification of public servants in ICT were explored, such as through local ICT training centres. However, no option was considered viable.</p>
--	--	----------------	---	--

<p>Activity 2.2 – Improvement of the teaching capacity of the ACS by:</p> <ul style="list-style-type: none"> Finalize the development of teaching manuals for the course “E-governance”, obtaining the reference of experts, approbation and revisiting. Adapt and institutionalize training course “Human Development”. Obtain UNDP experts’ assessment in cooperation with the regional Advisor on human development. 	<p>\$32,634.39</p>	<ul style="list-style-type: none"> A local consultant to design a teaching manual for the course “E-governance for development” was selected. The first draft of the teaching manual was developed in August. International consultant to provide expert assessment of the manual was selected and the visit to Ashgabat organized. As part of the visit of international expert, the following activities were conducted: <ul style="list-style-type: none"> Consultation with management and staff of the Civil Service Academy on adaptation of teaching manual "E-governance based on participation" into curriculum Academy; Two round-tables for teachers of the Civil Service Academy on e-governance; Three-day workshops for listeners of the Civil Service Academy on topic: "E-government, international experience and national practice." A local consultant to design a teaching manual for the course “Human Development” was selected. The first draft of the teaching manual was prepared in mid August and sent to BRC policy advisors on human development to obtain their expert assessment. The visit of Human Development Policy Analyst from Bratislava Regional Centre was organized to finalize the course on human development. The visit included the following activities: <ul style="list-style-type: none"> Consultation with management and staff of the Civil Service Academy on adaptation of teaching manual “Human development”; Organization of three-day workshop for listeners of the Civil Service Academy on topic: “Human development”. 	<p>The level of awareness of listeners Civil Service Academy under President of Turkmenistan on e-governance and electronic workflow was increased. Three informational materials on international experience in the field of e-governance were prepared.</p> <p>Teachers of the Civil Service Academy under President of Turkmenistan received information on effective teaching methods such as: role-playing games, situation analysis, brainstorming, distance learning. A preliminary training course on electronic document management was developed.</p> <p>More than 50 representatives of the Civil Service Academy have increased the level of awareness on e-government.</p> <p>Likewise, about 50 representatives of the Civil Service Academy have increased the level of awareness on human development. Informational materials on human development were developed with the assistance of international consultant.</p> <p>Teaching manuals on E-governance and Human Development were sent by the Civil Service Academy management to the Cabinet of Ministers for approval.</p>
---	--------------------	---	---

	<p>Activity 2.3 – Conducting lectures for the ACS students by UNDP international experts.</p>	--	
	Project Management	\$4,594.98	Efforts were made to conduct lectures at Civil Service Academy by international experts, visiting Turkmenistan within the frameworks of other projects and initiatives. A lecture on international electoral standards was conducted by visiting international expert on electoral standards.
Grand total		\$47,222.26	

Prepared by Hajimurad Pirmuhamedov, PM 



Approved by Begench Yazliyev, Programme Specialist on Democratic and Economic Governance