United Nations Development Programme
Country: Kyrgyzstan
Project Document

Title: **Capacity Development Facility**

UNDAF/CDP Outcome(s):   By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society

Expected CPAP Output(s):   Output 2.1. Capacity of public and municipal bodies from targeted areas to deliver good quality services and apply transparent and participatory decision-making at central and local levels built

Output 2.2. Key actors have institutional capacities to further develop and preserve democratic stability, rule of law, new legal framework and accountability of the government

Expected Project Output(s):   <u>Output 1:</u> The Office of the President is able to develop a strategy for political stability and reform, and policies, and to enhance effective public communication and outreach.
<u>Output 2:</u> The Prime Minister's Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnic reconciliation, trust, gender equality and economic recovery.
<u>Output 3:</u> National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place.

Implementing Partner   UNDP Kyrgyzstan

Responsible Parties: UNDP Kyrgyzstan, President Office, Prime-Minister Office, selected governmental units

Brief Description of the project content

In the light of the recent Presidential elections and considering the political situation with a new appointment of the Prime-minister and change of government composition project document have been revised.

CDF project is generally aimed at getting the government structures operational and support advisory services to the Government to allow the effective and efficient delivery of services to client beneficiaries and over time, allow service providers (e.g., government, private sector, civil society organizations) to be able to do things on their own.

The overall project duration is five years staring from Oct. 2010 till Dec. 2014. This current revision is stipulated to reflect current reforms in the governance and demands to achieve mid/long-terms developments. The capacity development assistance will be linked to a broader set of reforms. It will have a multi-sided focus on individual, organizational and national skills by supporting the drivers of empowerment, leadership, public participation and institutional change. The Capacity Development Assistance component will provide critical and immediate capacity development interventions in policy, management, leadership, and institutional reform.

Programme Period: 2010-2014
Key Result Area (Strategic Pan): *Democratic Governance*
 	
Atlas Award ID: 00060705
Start date: 11 *Oct. 2010*
End Date: 31 *Dec. 2014*
 	
PAC Meeting Date: 25 Aug. 2010
Management arrangements: DIM
	Total resources required USD 4,000,000.00
	Total allocated resources for 2010-2012:
	                   USD 2,693,150.00
	• Regular:
	     o TRAC USD 250,000.00
	     o RBEC USD 250,000.00
	• Other:
	     o PBF USD 193,150.00
	     o Soros USD 2,000,000.00
	Unfunded budget: 0
	In-kind Contributions _____

Agreed by Implementing Agency:

UNDP Kyrgyzstan

Resident Representative

Name: Mr. Alexander Avanessov

Date: _____

Throughout the last 10 years, Kyrgyzstan faced political imbalances in the distribution of power among various tiers of government, a widespread perception of lack of transparency in the public sector, and a lack of confidence in the capacity of government institutions to administer justice and to respond to the demands of the population. This situation repeatedly affected the governments in power, leading the country into a spiral of instability and violence and causing a recession in the hard-earned development gains.

April and June 2010 events reflected clearly the need for a new political way of governing the country, which was mainly the challenge for the interim government. A reform agenda is in place to restore democracy, governance and reconciliation, while facing a context of slow economic growth, fragile institutions, weak administrative government structures, and a general mistrust of the population on the capacity of institutions to fulfil social expectations.

Transparency, civil service reform and reconciliation of the nation seem to be the three pillars of this reform process. Introduction of the parliamentary system and strengthening the public participation are amongst the main means for increasing the living conditions and opportunities.

The Capacity Development Facility (CDF) project was developed in 2010 after April and June events in the Kyrgyz Republic and launched in October 2010. It was immediate and quick response to the situation in the country. Since its establishment, the project continued to prove itself as the most effective mechanism in driving the consolidation of the Kyrgyz Republic public administration. In the newly created environment and the newest stage of institution building process, CDF's proven success makes it an indispensable tool in further consolidation of human resources that lead and drive entrenchment of democratic standards within the governance system in Kyrgyzstan. CDF has functioned as a flexible and an effective facility that was able to adapt to the constant changes in the country and make efforts to respond to the evolving capacity development needs. Capacities that was crucially necessary to stabilize the country and hand over the power to the duly elected President and a new Government within a short period. CDF by supporting strategically important short/midterm capacity needs of Interim President and the Office of the Prime Minister has contributed to the establishing and maintaining stability of the country following the ethnic violence in the south in June 2010. This fact has been acknowledged by the President personally as well as many senior government officials. CDF is a facility and function with least bureaucracy, rapid reaction and as an efficient tool for UNDP and the Government to respond to the capacity development needs in short to midterm.

New President of the KR has shown his commitment in the reforms initiated by the previous President to ensure stability and good governance. In this regard, new Government adopted the Programme "Stability and Decent Life" by Parliament Decree # 1452-V dated 23 Dec. 2011. One of the priorities of the program is to prevent corruption as major social, economic and political problems of Kyrgyzstan and a serious obstacle to its further development. The Kyrgyz Republic is committed to achieving the Millennium Development Goals (MDGs) by 2015. Success in achieving the MDGs objectives will depend on the "quality" of governance and the level of effectiveness, efficiency and equity in resource generation, allocation and management. The Government aimed to carry out a cardinal public administration reform including structural reform on the state machinery, optimization of civil service's legal framework (methodology on assessment of government units functioning and civil servants performance, introduction strategic plan practice in governmental units functioning), administrative and territorial reform, including issues of functional and resource relationships between central and local level, improvement public and municipal service delivery (standardization of public and municipal services, electronic government services, etc.). The currently existing state institutions in the Kyrgyz Republic are recently re-organized and lack the experience to implement the wide array of tasks and responsibilities they are facing. Notwithstanding the vast financial and human resources invested

in the Kyrgyz Republic, progress in developing capacities and strengthening public institutions has been limited and often unsustainable.

United Nations Development Programme (UNDP) together with Open Society Institute (OSI), are committed to continue the implementation of the CDF project for the next three year period. The capacity development assistance will be linked to a broader set of reforms. It will have a multi-sided focus on individual, organizational and national skills by supporting the drivers of empowerment, leadership, public participation and institutional change.

II.   STRATEGY

The project focuses on strengthening capacities for policy making and coordination; improving public finance management; enhancing public sector organisation and staffing and promoting public service delivery. It remains flexible, rapidly responsive and a proactive tool to provide timely and appropriate assistance to the Government of the KR.

The KR Government has set up priorities in improving the quality and access to public services. It is imperative for the national and regional governments in the Kyrgyz Republic that a high quality of basic services such as health and education are provided to all citizens. The Prime-Minister Office also highlights that the reforming the civil service in the Kyrgyz Republic arises from the need to realize effective and responsive civil service that is capable of facilitating the implementation of developmental programs in an environment which is constantly changing and demanding. In this endeavor, professionalizing the civil service will be the central agenda of KR Government seeking fast moving economic development with effective public engagements.

Currently KR Government is trying to replace the traditional rule driven and highly bureaucratic public administration model by result oriented and responsive model of new public management. Here, the main drivers of reforming the civil service are escalating citizens' demand. In addition, there will be comprehensive coordination amongst the donor community resulting in effectiveness of assistance which will contribute to achieve long-term goals, priorities, expectations, and principles of cooperation. It is achieved through provided policy advice, technical assistance and training through flexible short/mid-term mechanisms in key government agencies. In addition to President Office and Prime Minister Office CDF has started to support four identified government entities to increase their institutional capacity and eliminate the gaps to perform the strategically important priority tasks. This support will be going on during project period.

Sustainability of the project has to become a key principle as it is a prerequisite to develop good governance practices and built a professional civil service. In other words, the project will continue to work hand in hand with the new Government in building national capacity.

CDF will shift from short-term CD initiatives to stronger alignment with mid/long-term national needs and priorities to support institutional and policy development including public administration reform, administrative and territorial reform, peace-building, gender empowerment, anti-corruption, and accountable, transparent and participatory decision-making.

CDF is available to other UNDP programmes and projects also as a source of expertise to be called upon to provide capacity development interventions that are needed within their specific programmes and projects. Such interventions provided by CDF in support of other programmes and projects should, as a matter of principle, be on a reimbursable basis and in some strategically cases where justified within rules and procedures (which should be established by the office) directly from CDF. CDF will also support the Area Based Development programmes (ABD) by providing Capacity development support at the oblast, rayon and village administration levels.

CDF, in providing its assistance, will primarily draw on the capacities and expertise available within the country and where necessary will also resort to the external inputs through hiring of high level international consultants.

CDF will take into account gender equality and equal access to all project interventions by both sexes throughout the implementation of the project.

It should be noted that this phase of the CDF activities will follow on to and build on the activities of the earlier CDF interventions since June 2010.

The need for this project revision arose primarily to: support new Government to carry out public administration reform, optimization of civil service's legal framework (methodology on assessment of government units functioning and civil servants performance, introduction of strategic plan practice in governmental units functioning), administrative and territorial reform and set up effective anti-corruption mechanisms.

With a view to improving interaction between public administration and civil society, the Public Advisory Councils (PACs) were established to aim at promoting transparency in the administrative decision-making taking into account the interests of the public. The Councils, largely comprising representatives of civil society but also business community, professionals and others on voluntary basis, are empowered to ask for information from public administration bodies (ministries / departments / public bodies / agencies) and make recommendations pertaining to use of financial resources, preparation of development plans, and decision-making process. The Councils are also considered as a step in the right direction for the fight against corruption. One way of building a responsible and accountable public administration and ultimately promote the fight against corruption is in fact to increase the role of civil society in monitoring the performance of the public services, denouncing corruption and maladministration and proposing policies and reforms. This enhanced role requires increasing awareness among general public on duties and rights of the citizens as well as on corruption manifestations and developing clear procedures and mechanisms for ensuring participation of the citizens in the policy and decision making processes as well as in monitoring the activities of the public administration. The proposed Project shall strategically engage with the national level authorities and civil society organisations in order to support the establishment of the platform for government – civil society dialogue, with the ultimate goal to institutionalise the practice of participatory policy making.

The following programmes / projects informed substantively the Project design:
- ➢ UNDP Gender advocacy projects focused at increasing women's participation in decision making processes and included capacity building of both government and civil society institutions.
- ➢ CDF project has link to the project "Capacity building of the State Directorate for Reconstruction and Development for Osh and Jalal-Abad cities". The overall objective of the project is to build capacities of the newly established State Directorate on Restoration and Development of Osh and Jalal-Abad cities and support it in development of general plans of two cities, the early Recovery Strategy and Action Plan for its implementation.
- ➢ CDF is closely interconnected with the UN Joint Programme "Operationalizing Social Justice for Good Governance". The Joint Programme is supported by parallel funding from four UN agencies including UNDP, UNICEF, UN Women and UNESCO as well as with EU funding. Each UN agency contributed to the programme with its specific expertise and established partnerships. The aim of this proposal is to demonstrate the operationalisation of good governance in the context of social justice initiatives aimed at improving access to public service delivery and addressing the rights of the most vulnerable elements. This Project aims at: (i) Demonstrating good governance in practice on the theme of Social Justice by supporting national and local governance initiatives focused on improving policies and

public services; (ii) Developing the capacity of mixed government and civil society initiative working groups to apply good governance mechanisms systematically to these initiatives, and that of capacity development agents, government departments and civil society organizations to support this process; and (iii) Initiating a far reaching and highly visible national dialogue on good governance for social justice and reconciliation to clarify the dimensions, requirements and results of good governance . The design of the capacity building components of this project is based on developing the capacity of local government and community-based organizations in strengthening good governance mechanisms, accountability, transparency and participatory decision-making

- CDF project also has link to Administration of Justice project. The overall objective of the project is to strengthen the administration of justice and improve the rule of law, human rights and protection environment for the broader population through building capacity of law enforcement authorities, prosecutors and judges to comply with their legal obligations.
- CDF has link to the project "Support to National Budget Transparency in the KR". The objective of this project is to reduce potential conflicts in the country by supporting anti-corruption initiatives of the government of Kyrgyzstan at the national level, increasing transparency and accountability of public finance management. The assistance will be channelled through the selected integrity and oversight institutions such as the Chamber of Accounts, the Parliament, Civil Society, including Public Advisory Councils, and Media institutions, newly established Anti-corruption Service and other relevant stakeholders.

<u>The main objective of the project</u> is to provide a framework for guiding and mobilizing existing and new technical assistance initiatives, squarely in support of sustainable national capacity development. The process for the formulation of the Capacity Development Facility places strong emphasis on the inclusive engagement of key stakeholder groups and partners, striving to achieve national ownership and a broad-based agreement. The process will be informed by, and fully integrate, the capacity assessment methodology and the definition of sectoral capacity development strategies. While the emphasis is on the development of a framework which addresses long-term capacity development needs, the CDF approach is flexible enough to take into account emerging and revised priorities. The project focuses on policy, institution and capacity development activities to contribute to the achievement of strategic priorities in the Kyrgyz Republic.

The project will contribute to achievement of United Nations Development Assistance Framework outcome: "By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society".

The project corresponds to the following UNDP Country Programme Action Plan:

Output 2.1. Capacity of public and municipal bodies from targeted areas to deliver good quality services and apply transparent and participatory decision-making at central and local levels built

Output 2.2. Key actors have institutional capacities to further develop and preserve democratic stability, rule of law, new legal framework and accountability of the government

The project has the following outputs:

<u>Output 1:</u> The Office of the President is able to develop a strategy for political stability and reform, and policies, and to enhance effective public communication and outreach.

Efforts under Output #1 have been designed to contribute to strengthening of institutional and administrative capacities of President Office to strengthen accountability and oversight mechanisms and move towards civil service reform and formulate a strategy for political stabilization and economic recovery.

Output 2: The Prime Minister's Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnic reconciliation, trust, gender equality and economic recovery.

The output # 2 contributes to Government in enhancing capacities of the Prime Minister Office and government institutions in order to accelerate the reform process and achieve short- and medium term development goals. The output seeks to address urgent short-term capacity needs of the public administration. Support will be provided to the selected government institutions that will take full responsibility for sub-projects and demonstrate strong ownership.

Output 3: National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place.

This output is targeted to promote mechanisms of cooperation and coordination in decision-making that creates enabling environment for transparency and accountability of government institutions. It will ensure that the decisions are taken considering the voices of the civil society. The output will contribute to inclusive development and corruption prevention.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF/CDP:

By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society

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

CP Output 2.2

Institutional capacities of key actors improved to further develop and preserve democratic stability, rule of law, new legal framework and accountability of the government

Targets

1) Capacities of key actors improved to contribute to democratic stability and rule of law
2) National legal framework aligned with the Constitution
3) The Government is accountable to citizens in particular disadvantaged.

Key Indicators 2.1

1) # of key public and civic institutions capacitated to contribute to democratic stability and rule of law
2) Priority set of legislation drafted, expertised and implemented in line with rule of law, human rights, conflict sensitivity and sustainable development;
3) # of institutionalized results-oriented reporting formats for executive and budget accountability and oversight.

Applicable Key Result Area (UNDP Strategic Plan, 2008 – 2013): Democratic Governance

Partnership Strategy

Efficient implementation of the planned activities depends on good partnership among the Office of the President, Prime Minister's Office, UNDP DGP, and donor organizations. UNDP will initiate efficient and productive linking of all in the project implementation.

Project title and ID (ATLAS Award ID): Capacity Development Facility, 00060705

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 The Office of the President is able to develop a strategy for political stability and reform,	Target for 2010 The conceptual papers on President Office functioning in the light of	Activity result 1.1. President's Office is able to optimize its structure in a parliamentary system of governance 1.1.1. Conduct seminar for the President's	Capacity Development Facility,	*Subtotal for Output 1:* ***USD 700,000.00***

		UNDP
and policies, and to enhance effective public communication and outreach. **Baseline:** Office of the President faces a capacity gap due to change of system of governance and ambitious reform agenda. The existing system of cooperation between President, Parliament and the Government is weak and often ineffective. *Indicators:* 1. Availability of conceptual papers (as communication strategy, optimized model of President Office) on President Office functioning; 2. Availability of capacity assessment report to identify capacity gaps and support peace building and stable development 3. % the Office of the President staff who believe that their office is more professional and better run in terms of two-way communication between the public and the President's Office than one year ago	new governance system developed Target for 2011 Capacity assessment to identify capacity assets and capacity gaps in President Office conducted to create enabling environment for peace building and stable development Target for 2012 At least 20% of the Office of the President staff believe that their office is more professional and better run in terms of two-way communication between the public and the President's Office than one year ago Target for 2013 At least 30% the Office of the President staff believe that their office is more professional and better run in terms of cooperation and	Office on the role and functions of the President's Office in a parliamentary republic 1.1.2. Develop a draft structure of the President's Office based on results of conducted gap-analysis 1.1.3. Draft a law on the President of the Kyrgyz Republic 1.1.4. Develop recommendations on cooperation and communication between President, Government and Parliament 1.1.5. Conduct midterm assessment of President Office staff capacity in public communication 1.1.6. Conduct final assessment of President Office staff capacity in policy drafting and strategic planning Activity result 1.2. President's Office is able to implement public communication strategy 1.2.1. Conduct situation analyses and develop Strategic Communications Recommendations for the transition to the practice of public communications by the Office of President of the KR 1.2.2. Develop capacities within the President's Office in designing a new public communication strategy and plan for its implementation; to improve two-way communication between the public and the President's Office	

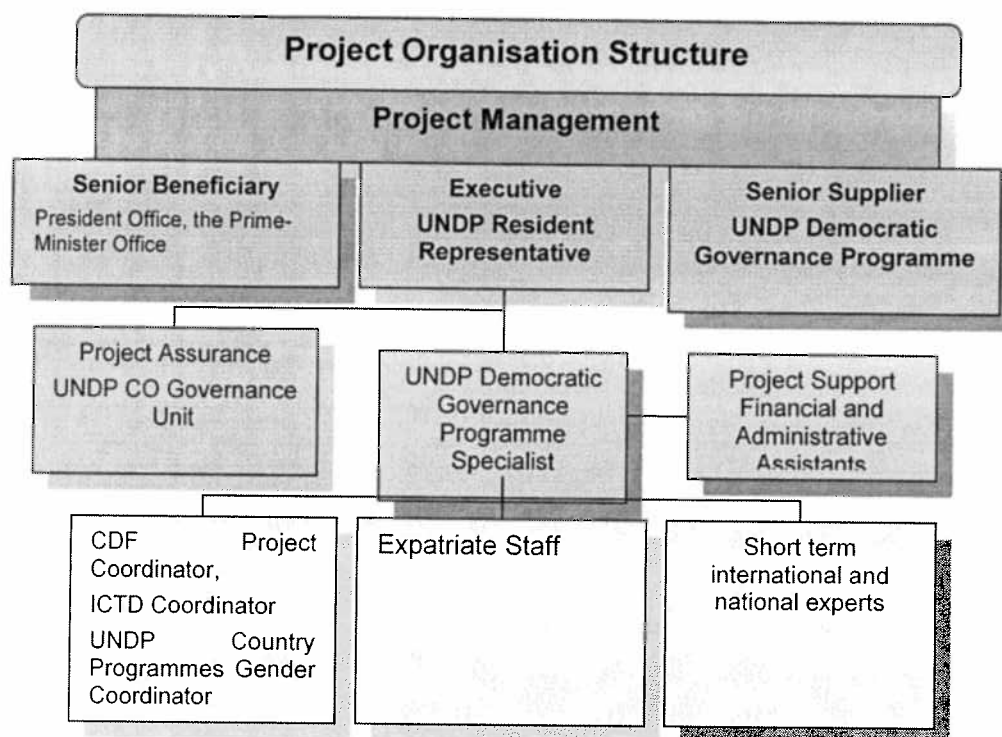|				
4. % the Office of the President staff who believe that their office is more professional and better run in terms of proper cooperation and communication with Government and Parliament than one year ago	communication between President, Government and Parliament than one year ago Target for 2014 50% the Office of the President staff believe that their office is more professional and better run in terms of policy drafting and strategic planning	1.2.3. Support to the President's Office in reaching out to young people through the launch of a youth media initiative		
5. % of the Office of the President who believe that their office is more professional and better run in terms of policy drafting and strategic planning				
Related CP outcome: By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society				
Output 2 The Prime-Minister Office and selected ministries/state agencies able to develop and implement socio-economic reforms to promote inter-ethnical reconciliation, trust, gender equality and economic recovery **Baseline:** The capacity of the Prime-	Target for 2010: At least five government units developed their capacity in main strategic functions to ensure stability and peace Target for 2011: At least 20% of the Prime-minister Office staff and sectoral ministries staff	**Activity result 2.1.** Capacity of targeted government officials in relevant areas built 2.1.1. Develop procedures and selection criteria of governmental institutions 2.1.2. Conduct gap-analysis of the selected governmental institutions capacity 2.1.3. Develop action plans on capacity building for selected governmental units 2.1.4. Support selected governmental units to introduce and implement the action plans on institutional capacity building	Capacity Development Facility, UNDP	*Subtotal for Output 2:* *USD* **2,000,000.00**

Minister Office and selected governmental institutions is weak to implement socio-economic reforms and public services delivery. Regulation of public and municipal services is fragmented to delivery good quality public and municipal services.

Indicators:

1. Number of government units (as Ombudsman Institute, State Directorate on Osh and Jalalabad Reconstruction, Ministry of Youth etc.) able to conduct their main strategic functions to ensure peace and stability

2. Number of analytical papers (as public service delivery concept, draft law on public service etc.) developed by Prime-Minister Office and ministries

3. % of the Prime-minister Office staff and selected governmental units staff who believe that their offices are more professional and better run in terms of strategic planning and analytical | believe that their offices are more professional and better run in terms of promoting public service reform than one year ago

Target for 2012:
At least 30% of the Prime-minister Office staff and selected governmental units staff believe that their offices are more professional and better run in terms of strategic planning and analytical drafting than one year ago

Target for 2013:
40% of the Prime-minister Office staff and selected governmental units staff believe that their offices are more professional and better run in terms of assessment of government units functioning

Target for 2014:
50 % of the Prime-minister Office staff and selected | 2.1.5. Organize study tour for the governmental officials of selected governmental units to learn best practice on public services delivery

2.1.6. Develop draft optimal model of executive power and recommendations on principles and procedures of formation

2.1.7. Conduct analysis of administrative and territorial reform and develop relevant recommendations

2.1.8. Organize discussions on results of analysis of administrative and territorial reform with involvement of all stakeholders

2.1.9. Develop a methodology on assessment of government units functioning and civil servants performance

2.1.10. Support to the Prime-Minister Office with introduction strategic plan practice in governmental units

2.1.11. Develop a Public Administration Reform strategy

2.1.12. Develop recommendations on legislation and policy measures based on National Gender strategy and its Action Plan

2.1.13. Capacity building of national partners from the Government, LGS and civil society organizations according National Gender Strategy and its Action Plan

2.1.14. Conduct midterm assessment of the Prime-minister Office staff and selected governmental units staff capacity in analytical drafting |

drafting than one year ago 4. % of the Prime-minister Office staff and selected governmental units staff believe that their offices are more professional and better run in terms of assessment of government units functioning 5. % of the Prime-minister Office staff and selected governmental units staff believe that their offices are more professional and better run in terms of providing good public and municipal services *Related CP outcome:* By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society	governmental units staff believe that their offices are more professional and better run in terms of providing good public and municipal services	2.1.15. Conduct final assessment of of the Prime-minister Office staff and selected governmental units staff capacity in providing quality public and municipal services Activity result 2.2. Government is able to optimize public service delivery 2.2.1. Conduct training on optimizing the public services for State-Secretaries and Deputy Ministers as well as for mid-level officials of the ministries and state agencies 2.2.2. Support identification of the unified systematized roll of public services 2.2.3. Develop quality standard to assess a public service included in the unified systematized roll 2.2.4. Develop unified e-public services technical standards and requirements 2.2.5. Develop a basic systematized roll of municipal services 2.2.6. Develop draft Law on Provision of Public and Municipal Services	
Output 3 National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place	Targets for 2011: Institutional framework of Public Advisory Councils developed and implemented	Activity result 3.1. President, government and society establish fruitful cooperation and exchange of information for an efficient confrontation of corruption 3.1.1. Assist Prime-Minister Office in developing and implementing measures to prevent corruption	Capacity Development Facility, UNDP

Subtotal for Output 3:
USD 900,000.00

Baseline: National efforts to combat corruption were not so successful and planned outputs were not fully achieved. The capacity of Public Advisory Councils is weak to promote the long-term sustainable mechanisms of cooperation between governmental institutions and civil society in decision making as well as to create a favourable environment to implement civil society initiatives. Judicial reform is ongoing. Serious shortcomings in upholding the rule of law, in particular in southern Kyrgyzstan, presents one of the major challenges to the genuine and sustainable reconciliation of ethnic communities *Indicators:* 1. Number of legal and conceptual papers (as draft law, advocacy etc.) for PAC institutional development drafted and adopted	**Target for 2012:** 30% of PAC members believe that their councils are better run in terms of monitoring and cooperation with government units to promote participatory decision-making **Target for 2013:** At least 30% of governmental decisions on development and implementation socio-economic reforms are accepted by Government in public policy format **Target for 2014:** Public Advisory Councils and other different public institutions are involved in decision-making process for 50% as a mechanisms of civil monitoring	3.1.2. Develop and disseminate information about the consequences of corruption and the importance of public participation in government decision-making to combat corruption <u>Activity result 3.2.</u> Public Advisory Councils (PAC) established for greater accountability and transparency; and cooperation between the government agencies and civil society promoted 3.2.2. Organize a series of trainings for PAC on auditing and strategic planning 3.2.3. Develop the regulative and legal frameworks of PAC 3.2.4. Develop a National Report on the PACs activities and achievements 3.2.5. Conduct the advocacy campaign on PACs activities to raise the public awareness, organize a contest among journalists on best coverage of PACs 3.2.6. Develop a web-site for PACs <u>Activity result 3.3.</u> Members of the legal community (judiciary, lawyers) increasingly apply national and international human rights standards and the judiciary increasingly serves as an independent institution which protects the rights of people and cases of trials resulting in biased and unfair decisions reduced 3.3.1. Support the resource centre establishment in regional prosecutor's offices 3.3.2. Support the Council for the Selection of

2. % of PAC members believe that their councils are better run in terms of monitoring and cooperation with government units to promote participatory decision-making 3. % of governmental decisions on development and implementation socio-economic reforms accepted by Government in public policy format 4. % of decisions made with involvement of Public Advisory Councils and other different public institutions as mechanisms of civil monitoring	Judges in developing the questions and case modules for applicants and conduct trainings on HR tools 3.3.4. Conduct training to General Prosecutor Office on ethnic conflicts Activity result 3.4. The National Forum of compatriots established to build and consolidate relations between governmental institutions, civil society and Kyrgyz diaspora 3.4.1. Support a National Forum of compatriots 3.4.2. Support a national advocacy and awareness raising campaign on promotion of National Forum of compatriots 3.4.3. Support the development of the web-site of National Forum of compatriots	

Related CP outcome:

By 2016, national and local authorities apply rule of law and civic engagement principles in provision of services with active participation of civil society

Administrative costs	USD 400,000.00

1. Management, Monitoring and Evaluation Arrangement

Project Organisation Structure

Project Management

Senior Beneficiary	Executive	Senior Supplier
President Office, the Prime-Minister Office	UNDP Resident Representative	UNDP Democratic Governance Programme

Project Assurance	UNDP Democratic	Project Support
UNDP CO Governance Unit	Governance Programme Specialist	Financial and Administrative Assistants

CDF Project Coordinator, ICTD Coordinator UNDP Country Programmes Gender Coordinator	Expatriate Staff	Short term international and national experts

The Project will be implemented by UNDP-Kyrgyzstan Country Office under Direct Implementation Modality (DIM).

The project would be implemented in accordance with the UNDP Procedures. Programme activities will be guided by the 'annual work plan' (AWP), which will be prepared by the Programme Specialist and Project Coordinator of UNDP Democratic Governance programme and approved by UNDP RR. The AWP will list specific activities that the project will undertake in any calendar year with specific budgetary allocations.

Project Assurance is to be performed by the UNDP Programme Democratic Governance Officer to support the Project by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Composition of Programme Management Unit (PMU)

Overall management of the Programme involves a matrix management approach grouping all components of DGP and early recovery project in accordance with their project documents. 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.

The technical assistance will be provided through a Programme Management Unit, which includes:

- Programme Specialist
- Project Coordinator

- ICT Coordinator
- UNDP Country Programmes Gender Coordinator
- Administrative/ Finance Assistant
- Short term international and national experts

The Programme Specialist will be responsible for making project management effective. In close collaboration with the President Office, the Prime-Minister Office and ICC she/he will be responsible for the overall management of PMU activities, as well as for coordinating the activities of the project.

The new hired Project Coordinator will be responsible for the day to day operation and management of the project both at the central and field level, as well as achieving the overall objective of the project. He/She will have substantial project backstopping tasks from Programme Specialist.

UNDP Country Programmes Gender Coordinator will responsible for supporting the Programme Specialist and Project Coordinator in formulation, implementation and evaluation project activities on issues related to gender mainstreaming and women empowerment.

ICTD Coordinator will responsible for formulation, implementation and evaluation activities from substantive point of view ICT component and will assist to Programme Specialist and Project Coordinator on the technical aspects of the component.

The Administrative - Finance Assistant (AFA) will be responsible for the day to day administrative (as personnel issues (contracting), procurement of goods and services, organizing training and workshop, and use of common equipment and providing all administrative support to the project) and financial operation (as 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 project). He/she are supervised by PS.

Teams (groups) render technical and expert support to the Programme Specialist to ensure successful achievement of the Project outputs, and provide technical support to the beneficiaries of the Project.

Advisory/experts services will be provided based on necessary needs assessments to identify the type of services that would be best suited to address such needs, alignment with national priorities and coordination with other donors for efficient use of resources.

The short term international/national expert will be engaged as an Individual Consultant/Contractor according UNDP Individual Contract Guidelines to perform non-project staff tasks in connection with clear and quantifiable deliverables which shall be listed in the contract and linked to payment. He/she are supervised by Project Coordinator.

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

<u>Within the annual cycle</u>

> ➤ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

> ➤ An Issue Log shall be activated in Atlas and updated by the Programme Specialist 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 shall 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 Project Progress Reports (PPR) shall be submitted by the Programme Specialist to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

> ➤ A project Lesson-learned log shall 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 shall be activated in Atlas and updated to track key management actions/events.

<u>Annually</u>

> ➤ **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Specialist and Project Coordinator and shared with the Project Board and the Outcome Board. As minimum requirement, 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.

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: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach		
Activity Result 1.2 **(Atlas Activity ID)**	Conduct situation analyses and develop Strategic Communications Recommendations for the transition to the practice of public communications by the Office of President of the Kyrgyz Republic	Start Date: Sept. 2010 End Date: Jan. 2011
Purpose	*What is the purpose of the activity?* Develop Strategic Communications Recommendations for the transition to the practice of public communications	
Description	*Planned actions to produce the activity result.* - Recruit international consultants - Discuss the recommendations with the President office	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Developed strategic communication recommendations	Experts reports	Feb. 2011
Number of discussion conducted	Minutes	Feb. 2011

OUTPUT 1: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach		
Activity Result 1.1 **(Atlas Activity ID)**	Conduct seminar for President's Office on the role and functions of the President's Office in a parliamentary republic	Start Date: Dec. 2010 End Date: Dec. 2011
Purpose	*What is the purpose of the activity?* Build the of the President Office staff on the role and functions of the President's Office in a parliamentary republic	
Description	*Planned actions to produce the activity result.* - Conduct the trainings	
Quality Criteria *How/with what indicators the quality of the activity result will be*	Quality Method *Means of verification. What method will be used to determine*	Date of Assessment *When will the assessment of quality*

measured?	if quality criteria has been met?	be performed?
Trainings	Experts reports	Dec. 2011

OUTPUT 1: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach

Activity Result 1.1 (Atlas Activity ID)	Support the President Office in optimizing its structure in a parliamentary system of governance	Start Date: Jan. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* Assist to optimize the President's Office structure	
Description	*Planned actions to produce the activity result.* - Conduct discussion and consultation with a senior staff of the President's Office on a new structure - Provide support in developing a draft structure of the President's Office - Promote approval of the structure of the President's Office by the President	

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Developed draft optimized structure	Experts reports	Dec. 2012
Number of discussion conducted	Minutes	Dec. 2012

OUTPUT 1: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach

Activity Result 1.1 (Atlas Activity ID)	Support drafting of a law on the President of the Kyrgyz Republic and promote it to the Parliament	Start Date: Jan. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* Assist to develop a law on the President of KR and submit it to the Parliament	
Description	*Planned actions to produce the activity result.* - Hire and contract international and national experts to develop a draft law - Conduct discussions of the draft law through roundtables and other forums - Update and finalize draft law which incorporate consultations with different stakeholder, proposals and comments	

	- Submit the package to the Parliament and support and promote its approval	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Draft law on the President's office submitted to the Parliament	Reports	Dec. 2012
Number of discussion conducted	Minutes	Dec. 2012

OUTPUT 1: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach

Activity Result 1.1 **(Atlas Activity ID)**	Develop recommendations on cooperation and communication between President, Government and the President Office	Start Date: Jan. 2012 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* Assist to conduct analysis of best practice on cooperation and communication between President, Government and Parliament and develop recommendations for a better communication between different Governmental structure	
Description	*Planned actions to produce the activity result.* - Conduct analysis of best practice and develop recommendations - Conduct training and workshop regrouping members of Parliament, President's Office and Government - Conduct discussion and consultation with staff of the President's Office, Parliament and Government on the way to create a better communication between the different offices	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Developed recommendations	Draft document	Dec. 2012
Number of discussion conducted	Minutes	Dec. 2012

OUTPUT 1: The Office of the President is able to develop a strategy for political stability and reform, and policies and to enhance effective public communication and outreach

Activity Result 1.2 **(Atlas Activity ID)**	Develop capacities within the President's Office in designing a new public communication strategy and plan for its implementation; to improve two-way communication between the public and the President's Office	Start Date: Jan. 2011 End Date: Dec. 2014
Purpose	*What is the purpose of the activity?*	

	Assist to develop mechanisms in the President 's Office to strengthen public confidence and maintain credibility of public institutions
Description	*Planned actions to produce the activity result.* - Assess the capacity of the President's Office in production and dissemination of public information as well as in obtaining feedback from the public, develop respective recommendations; - Based on findings and recommendations, provide an immediate technical assistance to the President and her office; - Conduct a series of workshops and trainings for the Presidential press-service on workflow optimization, information management, crisis communication, media relations, reputation management, ethnic diversity and gender issues; - Support redesign and technical upgrade of the Presidential website; - Provide support to the President's Office in reaching out to young people through the launch of a youth media initiative in the city of Osh; - Organize several round tables on better involvement of CSOs in public communication process.

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Number of participants in communication training	Training reports	Dec. 2012
Developed new strategy	Reports	Dec. 2011
Number of discussion conducted	Minutes	Dec. 2012

OUTPUT 2: The Prime-Minister Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnical reconciliation, trust, gender equality and economic recovery		
Activity Result 2.1 **(Atlas Activity ID)**	Conduct gap-analysis of the selected governmental institutions capacity	Start Date: Jan. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* Assist the Prime-Minister Office in its effort to develop and implement socio-economic reforms	
Description	*Planned actions to produce the activity result.* - Conduct discussion and consultation with Prime-Minister and/or Ministers on coordination activity - Organise meeting with Prime-Minster or Ministers - Conduct of the gap analysis with the agreement of all parties	
Quality Criteria	Quality Method	Date of Assessment

How/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
Number of meetings with different offices	Minutes	Dec. 2012
Conduct of the gap analysis	Reports	Dec. 2012

OUTPUT 2: The Prime-Minister Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnical reconciliation, trust, gender equality and economic recovery

Activity Result 2.1 (Atlas Activity ID)	Support selected governmental units to introduce and implement the action plans on institutional capacity building	Start Date: Jan. 2012 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* Assist the Prime-Minister Office and selected governmental units in their efforts to develop and implement socio-economic reforms in relevant areas	
Description	*Planned actions to produce the activity result.* - Hire and contract mentors - Develop and approve TORs for the selection process and appropriately paired advisors with selected governmental institution.	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Number of mentors paired with governmental institutions	Reports	Dec. 2012

OUTPUT 2: The Prime-Minister Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnical reconciliation, trust, gender equality and economic recovery

Activity Result 2.2 (Atlas Activity ID)	Support developing Law on provision of public and municipal services	Start Date: Oct. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* To support the Prime-Minister Office in developing Law on provision of public and municipal services	
Description	*Planned actions to produce the activity result.* - Hire and contract national experts to develop a draft law - Conduct discussions of the draft law through roundtables and other forums - Update and finalize draft law which incorporate consultations with	

	different stakeholder, proposals and comments - Submit the package to the Parliament and support and promote its approval

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Draft law on the provision of public and municipal services	Experts reports	Dec. 2012
Number of consultation and discussions	Minutes	Dec. 2012

OUTPUT 2: The Prime-Minister Office and selected ministries/state agencies are able to develop and implement socio-economic reforms to promote inter-ethnical reconciliation, trust, gender equality and economic recovery

Activity Result 2.2 (Atlas Activity ID)	Support the Government Office in stock-taking of public services and develop inventory of the services	Start Date: May 2011 End Date: Dec. 2011
Purpose	*What is the purpose of the activity?* To support the increase of the quality and the access to public services and improve the management of essential resources	
Description	*Planned actions to produce the activity result.* - Trainings on optimizing the public services for State-Secretaries and Deputy Ministers as well as for mid-level officials of the ministries and state agencies	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Number of participants in training and study tours	Training reports	June 2011

OUTPUT 3: National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place

Activity Result 3.1 (Atlas Activity ID)	Support presidential, governmental and societal initiatives to establish and effective corruption prevention system in the country	Start Date: Jan. 2012 End Date: Dec. 2014
Purpose	*What is the purpose of the activity?* To improve governmental accountability and oversight	
Description	*Planned actions to produce the activity result.* - Conduct discussion and consultation with senior staff of the President's	

	Office governmental office and civil society on an effective corruption prevention system - Provide support in developing new initiatives and new systems - Promote approval of the new system by the different governmental structures

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Number of meetings with different offices	Minutes	Dec. 2014

OUTPUT 3: National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place		
Activity Result 3.2 **(Atlas Activity ID)**	Support Public Advisory Councils to promote cooperation between the government agencies and civil society	Start Date: Jan. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* To improve governmental accountability and oversight	
Description	*Planned actions to produce the activity result.* - Organization of seminars, trainings, workshops for the members of the Public Advisory Councils - Support and promote good relationship between members of Advisory Councils and member of Parliament through organization of trainings and workshop	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Number of participants in trainings	Training report	Dec.2012

OUTPUT 3: National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place		
Activity Result 3.2 **(Atlas Activity ID)**	Assist in developing the regulative and legal frameworks of Public Advisory Councils	Start Date: Jan. 2011 End Date: Dec. 2014
Purpose	*What is the purpose of the activity?* To improve governmental accountability and oversight	
Description	*Planned actions to produce the activity result.* - Support in development a draft law on Public Advisory Councils.	

	- Organization discussions of draft law on Public Advisory Councils with participation of members of Parliament, officials from the President's Office and representatives of civil society

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Developed draft law on Public Advisory Councils	draft law on Public Advisory Councils	Dec.2014

OUTPUT 3: National mechanisms in involving civil society organizations to improve transparency and accountability of governmental units are in place		
Activity Result 3.2 **(Atlas Activity ID)**	Support a massive public awareness campaign on Public Advisory Council	Start Date: Jan. 2011 End Date: Dec. 2012
Purpose	*What is the purpose of the activity?* To improve governmental accountability and oversight	
Description	*Planned actions to produce the activity result.* - Conduct the advocacy campaign on PAC activities to raise the public awareness, organize a contest among journalists on best coverage of Public Advisory Council functioning - Support in development of the web-site for Public Advisory Councils	

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Number of winners of contest in several categories	Minutes and report	Dec. 2011
Developed the web-site for Public Advisory Councils in three language versions: Russian, Kyrgyz and English	Web-site	Dec. 2011

2. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency 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 executing agency'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 executing agency 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 is quoted:

The project document shall be 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 executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency'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 executing agency 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.

OFFLINE RISK LOG

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

Project Title: Enabling Environment for Public Information and Independent Media Development	Award ID:	Date: March 2012

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Political instability in the country	After April-June 2010 event the situation is not stable	Political	Frequent change of the Government Officials whom the project works with can give its negative impact on the project implementation. Unstable situation in the country can lower the speed of the recover process in the country. P = 3 I = 4	Be very close to the President office, Government, national counterparts, local authorities to take the right decision in a case	UNDP CO	UNDP CO	May 2011	Situation in the South is improving, but with not great change
2	High turnover of government		Operational	P = 4	Assist the Government of	UNDP	UNDP		

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servants		I = 4	KR in organization of the positive and innovative experience.	DGP		DGP	