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**United Nations Development Programme Kyrgyz Republic**

**EVALUATION OF  
COMPREHENSIVE DEVELOPMENT OF THE  
NARYN PROVINCE IN KYRGYZSTAN  
  
EVALUATION REPORT**

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In accordance with normal practice, the contents of this report are the sole responsibility of the authors and can in no way be taken to reflect the views of the United Nations Development Programme.

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## Acronyms and Abbreviations

ABD	Area-Based Development
ATLAS	Automatically Tuned Linear Algebra Software
AWU	Association of Water Users
CBOs	Community-based Organization
CPAP	Country Programme Action Plan
CSOs	civil society organizations
FEZ	Free Economic Zone
FAO	Food and Agriculture Organization
GIZ	Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation Agency)
KR	Kyrgyz Republic
PSC	Project Steering Committee
MDG	Millennium Development Goal
RCCs	Rural Coordinating Committees
SPSS	Statistical Package for the Social Sciences
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEG	United Nations Evaluation Group
USD	United States Dollars

# POLITICAL MAP OF REPUBLIC OF KYRGYZSTAN



## EXECUTIVE SUMMAR

This report encompasses findings of the independent evaluation of the “*Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan”*” that was carried out by the Consultant from 27<sup>th</sup> June to 31<sup>st</sup> July 2016. The evaluation covered programme performance from its inception in February 2014 to July 2016. The principal objective of this evaluation was to identify and analyze issues, and provide findings and recommendations to different aspects of the Project’s implementation. The assessment focused on Programme design, relevance, efficiency, effectiveness, impact, sustainability, lessons learnt and recommendations. Efforts were also made to cover cross cutting issues including gender mainstreaming, and synergies and collaboration with development partners, private sector and civil society organizations (CSOs).

### ***Methodology***

***The evaluation of Programme followed a mixed method approach*** through multiple methods to satisfactorily respond to the requirements of the evaluation. The primary data was collected through extensive interviews, consultations and focus group discussions with Programme Team, various cadres of staff of Naryn oblast and rayons, other ministries and government departments, representatives of private sector, farmers’ associations, CSOs and all categories of the project beneficiaries. The secondary data for evaluation was drawn through desk review of relevant documents and reports produced by the Programme, United Nations Development Programme (UNDP), Governments of Kyrgyz Republic (KR), development partners and other donors. There was no major challenge encountered during the process of this evaluation except the language barrier and limited time available that did not allow the mission to cover more beneficiaries and initiatives of the Programme.

### **The Project background**

The programme with a cost over US\$ 3.5 million (funded by the Russian Government) was implemented by UNDP from February 2014 and ended June 2016 in Naryn oblast of KR. Programme aimed to reduce poverty in the Naryn oblast through creation of conditions for balanced sustainable socio-economic development. This goal was achieved through capacity building of the state and local institutions in At-Bashy, Ak-Talaa and Jumgal rayons of the Naryn oblast. The programme has been implemented on pilot level in 30 selected villages equally distributed in 3 rayons, especially in areas with low indexes of development, capacity and poverty. The Programme intended to build upon achievements and lessons learned from previous experience of United Nations Development Programme (UNDP) in Kyrgyzstan during last few years. Beneficiaries included about 30,000 people from poor community of the Naryn oblast, with specific focus on women and youth.

- **Agro business development** provided assistance to the farmers in capacity building, broadening of marketing possibilities and, hence, ensuring higher income;
- **Improving of the vocational education** focused on improvement of the vocational education and training system through support of the vocational schools that they can meet needs of the labor market; and
- **Support of the local initiatives through financing from the small grant fund** addressed the substantial deterioration of Province’s socio-economic infrastructure through the use existing mechanism of the small grant provision to support the local authorities and communities in implementation of the projects in priority sectors.

### **Main findings of the programme evaluation**

#### **Programme design and Relevance**

Relevance of the programme objectives and the strategy to the national, regional and UN priorities was strong. Within the framework of the United Nations Development Assistance Framework (UNDAF) 2012-2016<sup>1</sup> and Country Programme Action Plan (CPAP), the programme contributed to the KR’s priority area of strengthening the

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<sup>1</sup>United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic 2012-2016;  
Country Programme Action Plan between The Government of the Kyrgyz Republic and The United Nations Development Programme, 2012 – 2016, Bishkek 2011.

Government's efforts to develop economy (through inclusive growth), and reduce unemployment, develop entrepreneurship and improve the business environment. Programme strategy also meets the national priorities set in designed in the 'Development strategy of Kyrgyz Republic (KR) and Naryn oblast for 2012-2014. The programme also directly supports KR's Millennium Development Goal (MDG) 1 on poverty and hunger and MDG 7 on environmental sustainability. Programme outputs and outcomes of the three components directly support on-going priorities of RK Government and Naryn oblast. Therefore, Programme's technical support to Naryn oblast was timely.

### **Project efficiency**

Programme was highly focused on a need-based, demand-driven and results-based to its interventions to its activities, and covered wide category of stakeholders. The Programme in February 2014 and was planned to terminate in December 2015. However, based on the UNDP request relating to the necessity of additional measures for the completion of grant projects and an introduction of the authority transfer mechanism to programme partners for further results management, programme was granted a no-cost extension until June 30, 2016. Creation of consulting marketing centers (CMCs) originally planned in the programme document, was dropped due to lack of institutional and financial stability. Expenditures on the Project as of As of 15<sup>th</sup> June 2016, 31<sup>st</sup> July, 2016, out of US\$ 3,500,000, expenditures on the Programme activities totaled US\$ 3.28 million or 93.7% for this period. In 2016, until 30<sup>th</sup> June, almost all the planned resources (US\$ 582,440 were utilized (US\$ 581,850).<sup>2</sup> Major portion of the budget US\$ 2.60 million or 74.3%) was spent on programme components while expenditures on management staff were only US\$ 221,605 million or 6.3% of the total expenditures. Allocation of funds was made across all activities in the three components. In planning and allocation and utilization of funds, the Programme followed the and practices set by UNDP Automatically Tuned Linear Algebra Software (ATLAS) and government accounting procedures. No major issues were raised by the auditors. This reflects well on the role of UNDP as a custodian of donor funds. Management has exercised a strong degree of management autonomy and displayed UNDP standards, procedures and transparency in recruitment of staff, operational procedures and selection of beneficiaries. Programme performance was documented through annual progress reports. There is a scope to to improve annual reports can be by providing quantitative information and qualitative description of successes and weaknesses at an activity and output level, and on issues that emerged during various stages of implementation and how those were resolved. It also established strong relations with partners (public institutions, private sector) and beneficiaries. The Programme had an effective functional monitoring and evaluation (M&E) system to allow a timely assessment of progress, manage risks and ensure timely readjustments.

### **Programme effectiveness**

Evaluation found that the programme demonstrated substantial success with regard to efficiency and effectiveness while constant support is required for sustainability of initiatives undertaken. Programme was able to achieve almost all of its targets and made clear progress in strengthening capacity of main stakeholders and empowering communities economically and socially through support in a myriad of ways. As of June 30, 2016, 222 projects were implemented that benefited 20,525 households and 64,310 beneficiaries, including 51s% women. Programme supported 294 CBOs and associations in starting and implementation of their projects. These included 61 self-help groups, 84 'Jmaats', 113 initiative groups and 36 working groups on veterinary services, buckwheat cultivation and green projects. Not only awareness was created among themselves about new initiatives and potential but also their capacity was built through training, technical and financial support. The capacity of approximately 1,370 members of CBOs, Association of Water Users (AWU), Naryn Honey Producers' Association, working groups and CSOs was built in various areas through 46 workshops and trainings. The participants comprised 60% women and 40% men. Training framework was designed on the basis of training needs assessment conducted in the region. Programme was successful in introducing new enterprises in the region, such as, greenhouses for vegetables, honey production, fish hatchery and fish farming.

Programme initiatives were well received by the intended target beneficiaries and stakeholders' interest and praise, particularly of Naryn oblast epic management appeared to be high. Programme has also brought about the change in the attitudes among beneficiaries, with respect to local agricultural resources and awareness. Stakeholders repeatedly emphasized that the support provided to villagers, the primary beneficiary, was essential. Programme adopted a structured and formal approach in working with the oblast apex management. Strong project ownership and effectiveness was evident as the oblast management was fully engaged in the project activities and satisfied with programme outcomes. Naryn oblast management strongly advocated for continuation of the project support for the

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<sup>2</sup> *Comprehensive Development of the Naryn Province Programme Team, July 2016.*

sustainability of initiatives taken by the programme. Evaluation also found a strong element of gender mainstreaming and involvement of youth. The programme has also been effective in establishing collaboration with development partners and donors, including World Food Programme (WFP), GIZ and Aga Khan Development Network.

### **Programme Impact**

The evaluation noted that progress on programme activities has been made in a short period. The programme, to a certain extent, has brought economic stability at the household level in the region by initiatives on creation of business activities and generating income, diversification of economic activities, and the organization of unsecured group loaning have been supported. Capacity of the oblast administrations, local village governments and target vocational lyceums is enhanced in identification and the problem resolution, planning, projects implementation, etc. through the principles of collaborative planning and participation. Programme has promoted cooperation among rayons on common development issues. Inspired by the results of programme, other rayons also have requested to extend the support to their jurisdictions. Also, the grant programme has promoted the holding between local authorities and communities and among communities. The satisfaction level of beneficiaries about the programme was high. Programme support of the programme has enhanced the image and trust of UNDP as a dependable and supporting donor among the government ministries at federal level, departments, rural communities and businesses in the Naryn oblast.

### **Agro-business**

Agro-business component has made tremendous impact at all levels in the Naryn oblast. Management of all the three rayons endorsed that programme has created an awareness about and investment in the new potentials of agriculture in the region (e.g. white honey, buck wheat, fish hatchery, dry yogurt), and new and efficient technologies such as drip irrigation, organic production of vegetables and fruits in greenhouses, and solar energy. That has attracted the attention of the government and private investors. Capacity building of Beekeepers' Association and Cattle Breeders Association has motivated them to expand their businesses on commercial lines and more systematically to improve the quality and standards of their products and compete in the local market as well as and for export. Agro-business component has also created about 375 permanent jobs, comprising 25% women. It is mandatory for each project to create 4 permanent jobs.

There are numerous examples of how agro-business has impacted the local businesses and communities. The small enterprises now generate revenue not only to supplement household income but also contribute to the community's welfare. For instance, potato growing procured 31.5 tons of seed potatoes and established reserves for further development of this farming activity. That increased the income of 43 poor families (172 people) by 20%. Seed reserves were maintained on principles of returning of received seeds that were expected to allow increasing number of the recipients in 5-6 times in the next 2-3 years (more than 250 households or 800 people in each village), and increasing of yield of potato at least by 45-50%. Another similar flagship initiative is to socially vulnerable families through sheep farming. Programme purchased 720 heads of sheep and distributed to 144 households (576 people) under conditions of return on principles "animal yield to leave for themselves, main livestock is delivered to the next household". This approach was expected to allow at least 300 additional poor families (over 1200 person) to benefit from this scheme in coming two years.

Greenhouse, fish hatchery and drip irrigation technology has been enthusiastically accepted and promoted in the region. Greenhouse technology has attracted local farmers not only with its quick payback and profitability, but also gives the opportunity to have a year-round access to fresh and organic vegetables. Similarly, inspired from these achievements Ak-Talaa rayon government has gone a step further and plans to experiment and set up a 28 sq. meter greenhouse in a village at an elevation of 1,800 meter, using polycarbonate material that will conserve the temperature throughout the year. The Governor was impressed by the results of drip irrigation technology in Ak-Muz village of Ak-Talaa rayon and showed this model the officials of other rayons. This technology is expected to be replicated in other parts of the country. Support to the beekeepers' association 'Naryn Uyk Association', the programme has motivated them to go for commercial production of white honey (a premium quality). Association has developed its website. The Association has a plan to establish a vocational school in Naryn to teach beekeeping skills. Many other beekeepers have aspired to join the Association.



### **Vocational education**

The programme support has improved the working environment of the 4 selected vocational lyceums, enhanced institutional capacity and staff capability enabling them to meet the requirements of the modern labour market. Training and workshops events have attracted unemployed youth to attend the vocational courses offered by the lyceums. For instance, in 2015, out of 189 graduates (including 93 men and 96 women) received training in new specialties, 99 (52%) were employed. Some of the graduates had established their own sewing and welding shops<sup>3</sup>. In a meeting with a representative of Vocational Education Department, it was informed that monitoring of the small businesses started by trainees of vocational schools, e.g. baking was growing in Naryn.<sup>4</sup>

### **Support to local initiatives**

Rehabilitation of socio-economic rural infrastructures and public services restored, such as drinking water supply, provision of electricity transformers and solar energy system, improved roads and rehabilitation of wheat grain storage facility have impacted quality of life of a vast majority of rural population (46,200 direct beneficiaries: 51% women and 49% men). The assistance also contributed to the capacity building of line public departments and local governments.

Clean piped water supply has minimized incidence of water-borne diseases and improved hygienic conditions in the households and surroundings. Rehabilitated roads and repair of street lights has improved the access of rural population to public services and markets (e.g. access of children to school and of patients to dispensary in emergencies). Improvement in the electric power supply through replacement of transformers has impacted the lives of about 8,000 dwellers by providing constant light and energy for social and educational activities. Installation of solar system in the children's nursery has provided warm water that has improved hygienic conditions. For instance, solar system in Ak-Jar village installed by the programme provides ensured regular warm water supply to the children of kindergarten that has improved the health and hygiene of 50 children.

Rehabilitation of irrigation water channels has made a tremendous and multiple impact on the local subsistence agriculture and household incomes. Water losses (from 50%) have been minimized by blocking the leakage of water and appropriate management by the AWUs. Further, increased availability of water quantity has brought more area under cultivation. For instance, following the rehabilitation of water channel in Tash-Dobo Aiyl Okmotu, the area under cultivation has increased from 300 hectares to 600 hectare and farming has been diversified by growing wheat, barley, grass and vegetables. On the social front, water disputes among member of AWUs have been resolved.

Support to veterinary centers by programme has enhanced the capacity and improved services to the cattle and sheep rearing farmers. All veterinary services (supply of medicines, artificial insemination, shearing) are now available at one place. This intervention has increased the animal productivity and in turn household incomes. The capacity of Ak-Muz veterinary center has increased by 10 times and it provides all veterinary services at one place. Through an agreement, the Center now also conducts training of veterinary staff of the whole Rayon.

'Green Village' is an innovative project includes small projects such as solar energy, bio-gas plants and solar fruit drying. Disaster risk management initiative started in 4 pilot villages with the support and participation of the Naryn department of the Kyrgyz Ministry of Emergency Situations, has reduced the risk of emergencies, protect human settlements and rural infrastructure from mudflows. Trees were planted on 5.8 hectares as green protective fences, planting trees to stop soil erosion and developing parks for recreation. Community is well mobilized in this area, For example, programme supported Ak-Muz village to grow trees on 2 hectares around the village while community added another 6 hectares under trees by themselves.

### **Sustainability**

The political sustainability of the programme interventions is strong on the part of Naryn oblast and a high interest about the programme initiatives among businesses and farmers. However, financial sustainability of the programme will be a challenge for next phase unless firm financial commitments are made by the donors and government.

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<sup>3</sup> Programme Annual Progress Report 2015 - Page 6, (English version)

<sup>4</sup> Ms. Burul Chokoveva, Head Department of International Relations, Agency of Vocational Education, Bishkek, July 21, 2016.

Participatory and bottom-up approach adopted in this programme is the building block of ownership and empowerment, and constant commitment by the oblast and rayon managements will be the driving force behind sustainability. Problems were assessed, priorities were set and projects were prepared by the target beneficiaries themselves. Technical and management capacity has been built at all levels through extensive training programme, to ensure that the operation of projects started by the programme will continue after the support is withdrawn. There is a built-in strategy in the programme design for sustainability of programme interventions. In compliance with their roles and responsibilities, the Rural Coordinating Committees (RCCs) will assume the responsibility to run projects following the programme termination. Tasking the projects to pay certain percentage of their revenue generated for social service and create employment is also the binding force for making the enterprises sustainable. There is a mechanism to regularly report to the Governor on the progress of programme activities. Also, Financial Police and Accounts Chamber regularly do monitoring and check accounts.

### **Gender mainstreaming**

Evaluation found a strong element of gender mainstreaming in the programme activities. In the annual work plans, the gender issues were taken into consideration in all program activities. Evaluation analysis show women participation in the diversity of activities and projects implemented by the programme. Out of 67,514 programme beneficiaries, women comprised 33,358 (49.5%) while men were estimated at 34,156 (50.5%). Out of 1,370 persons trained, women participants were 60%, out of 375 jobs created, women occupied 103 jobs (27%) and 118 (52%) women obtained loans. Out of 222 projects 24 (11%) were headed and run by women, such as sewing, sheep farming, greenhouse farming, etc.

### **Synergies and collaboration**

Overall, the systematic approach and multi-stakeholder efforts of the programme forged alignments in terms of programme synergies, which attracted complementary support from development partners such as WFP (joint implementation of grant projects), GIZ (jointly conducted training) and Aga Khan Development Network (coordination of actions, participation in work of Programme Steering Committee, members of Grant Committee). Programme also promoted collaboration and partnership with ministries, oblast departments and civil society organizations. Green projects on the prevention of emergency situations were implemented in the pilot villages with technical support of the Ministry of Emergency Situations. Collaboration was also developed with the Rural Advisory Service in the Naryn province, the Association of Livestock Breeding, SIC "Eco-Consult" and NGO "Centre for Development of Renewable Energy Sources" in undertaking a number of training activities on agricultural development, processing of products and entrepreneurship skills, introduction of alternative energy, etc.

### **Lessons learned**

- Building a critical mass of technical capacity of the target beneficiaries is vital for the success and sustainability of programme. Process of preparation of project proposals identified low capacity of representatives of the local self-government (Aiyl Okmotu) in the area of project planning, preparation and financial management. Programme undertook a number of training programmes were held for capacity building.
- At the outset active engagement and participation of the Aiyl Keneshes<sup>5</sup> and local self-government bodies in implementation of the programme activities is crucial for the success of Programme. RCCs were formed at village level, which made joint decisions with local municipalities on priority setting in rural development and selection of the projects. Formation of RCCs allowed establishing of a permanent public control and interaction at all stages of the implementation of grant projects, including monitoring the effectiveness of using UNDP grants.
- Participatory approach leads to strong ownership, empowerment, beneficiaries' satisfaction, improve Programme effectiveness and promote cost sharing. Programme involved target beneficiaries, Aiyl Keneshes, rayon state administration, government line departments and development partners functioning in the region from the beginning in order to actualize the development needs of the Naryn oblast. There was a multi-dimensional process of conducting need-based assessment in order to tailor projects accordingly.

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<sup>5</sup> *Aiyl Kenesh – Village Council*

- Funding projects based on a comprehensive need assessment and tailored to match the capacities of targeted stakeholders, matched with intensive technical support, can produce significant impact in terms of institutional and individual capacity development.

### **Recommendations**

- Apex managements of the Naryn oblast and rayons, departments and agro-business community have been mobilized, rural community motivated and development partners are ready to help, mobilized, and a stage is set to further strengthen and expand the ongoing initiatives. Any interruption at this stage will risk the loss of investment and trust. Ongoing innovative and planned activities may continue with the necessary technical assistance in order not to lose the momentum of accomplishments gained so far and continuity.
- Taken into consideration diverse nature of activities, depth and coverage of vast geographical area, two (2) year duration for the programme was very short. UNDP and donors may consider allowing realistically sufficient time to implement programme activities more effectively and ensure sustainability of results.
- Care needs to be taken in the design of activities to ensure they are not too fragmented. There is a need for further efforts to consolidate the interventions initiated by the Programme for achieving long lasting results and sustainability purpose.
- The successes in achieving its objectives that programme has demonstrated, is recognized by the Naryn oblast, rayon and local governments as well as communities and donors. High value enterprises such as white honey production<sup>6</sup>, greenhouses for organic production of vegetables, fish hatchery and production of dry yogurt have a great potential. Involvement of local communities in risk and disaster management was an innovative initiative. UNDP and donor may endeavour to upscale and replicate these successful initiatives in other rayon in the country. However, a study may be commissioned to assess the market situation and development of a value chain for agricultural products for local markets as well as export.
- Social institutions and vulnerable (old persons and handicapped) and excluded persons may also be included for support in the project design for future development strategy.
- Numerous challenges are emerging in the region due to climate change. Also, climate change is and will remain one of major challenges for the agriculture sector in the region. There is an urgent need of infrastructure to enhance the local governments' preparedness to meet these challenges, such as flood defense systems and irrigation of arable land. Also, municipalities need to enhance their capacity to meet these challenges and for adopting mitigating measures<sup>7</sup>. A study should be conducted to assess the situation, possible impact on the regional resources and potential measures. The climate change issue should be given due consideration while preparing future strategies.

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<sup>6</sup> *There is a demand for 1,000 tons of honey, FEZ July 14, 2016.*

<sup>7</sup> The climate change impacts include lower crop yields, soil degradation, and more pests and diseases - all bringing potentially significant economic losses to the farmers and economy as a whole. Mitigation measure include promotion of new farming practices - for example, different crop varieties such as drought resistant ones, shift of planting time, increase of share of winter crop, introduction of anti-hail nets for fruits, new efficient soil management techniques, and more efficient use of pesticides (integrated pest management) and fertilizers (fertigation). It also entails investment in improved water harvesting, management and conservation (efficient and cost effective irrigation systems and investments in water catchments), flood defence, enhanced extension, veterinary and photo-sanitary capacities, better weather forecast services, and tailored agricultural research programs (this is policy feedback which should be conveyed to higher level governments).

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND

#### 1.1. Objectives of evaluation

The overall objective of evaluation was to carry out an independent in-depth assessment of the Programme implementation progress, its impact on sustainable reduction of poverty and improvement of livelihoods in Naryn oblast, identify the lessons learned and to make recommendations regarding the specific actions that might be taken to further improve UNDP area-based development model. It also measured UNDP's contribution to the achievement of the outcome and view to fine-tune the current UNDP ABD programme, providing the most optimal portfolio balance and structure for the rest of the Country Programme Action Plan (CPAP) as well as informing the next programming cycle.

#### 1.2. Scope of evaluation

The assessment of the Programme covered the period from inception in March 2014 to July 20<sup>th</sup> 2016. The scope of evaluation includes the following components:

- Assess the overall Programme's progress, relevance, efficiency and effectiveness;
- Assess the extent to which the Programme achieved its overall objectives and outputs as identified in the Programme Document, including selection of target beneficiaries as well as realized intended and unintended results and effects of the Programme;
- Review effectiveness and efficiency of the Programme components, main achievements, compliance with expanding country's needs and overall impact in improving the livelihood of the poor in the oblast;
- Review and evaluate the extent to which Programme impacts have reached the intended beneficiaries;
- Assess the likelihood of continuation and sustainability of Programme outputs and benefits after completion of the project - analyze how far the system of exit policy in the project ensures the sustainability of the Programme benefits;
- Identify gaps/weaknesses in the current Programme design and provide recommendations as to their improvement and what could have been done differently;
- Highlight key/major results, gaps, lessons learned, methodologies and good practices;
- Identify lessons learnt from ongoing interventions in the area;
- Elaborate on successful case studies of the Programme;
- Identify future interventions of the Programme, concrete options and objectives for further support in this area.

The main deliverables listed in the Terms of Reference (ToR) are as follows:

- i. Inception report
- ii. A draft evaluation report
- iii. Final evaluation report with a set of practical recommendations

The detail on objectives and scope of the review is given in ToR attached as **Annex I**

### 1.3. Approach and methodology

The final evaluation undertaken by the independent consultant<sup>8</sup> from 27<sup>th</sup> June to 31<sup>st</sup> July 2016. In-country mission commenced with a briefing at UNDP Country Office (CO) on 11<sup>th</sup> July and concluded on 22<sup>nd</sup> 2016 with a debriefing on the evaluation findings.

The evaluation followed the ToR and UNDP's evaluation guidelines to set the framework for data collection and analysis. The evaluation methodology was designed on the basis of key questions outlined in ToR and UN evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. UNDP cross-cutting issues of gender mainstreaming and inclusion of youth were also taken into consideration while collecting data. To set the evaluation framework for data collection and analysis, UNEG Outcome-Level Evaluation: A Companion Guide to the Handbook on Planning, Monitoring and Evaluating for Development Results, December 2011 and other guidelines developed by UNEG were used for guidance and reference purposes. The evaluation also adhered to the UNEG Norms and Standards for Evaluation in the UN System and UNEG's Ethical Guidelines and Code of Conduct.<sup>9</sup>

The evaluation took a broad overview of the Programme by gathering perceptions, aspirations and data from key informants, all stakeholders and ultimate beneficiaries, for objective analysis to provide suggestions and key actions for the future strategy for ABD programmes. The approach, among other things, allowed the review to critically analyze efficiency, achievements, performance, results and impact of the Programme the extent to which the project, technical assistance, partners' initiatives and synergies among partners contributed to its achievement. In evaluation process, a client-oriented approach consistent with UNEG's norms and standards were followed. While holding interviews and consultations, Review Team respected the dignity, diversity, confidentiality and privacy of the respondents and other evaluation participants in accordance with UN Universal Declaration of Human Rights.<sup>10</sup> Evaluation matrix was developed to undertake for the coverage of questions listed in ToR. Matrix is given as **Annex 2**.

#### 1.3.1. Data collection

The evaluation adopted a mixed methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. Triangulation of data and sources was used to minimize possibility of errors and discrepancy. This approach is an established evaluation methodology and aims to capture all stakeholders' comprehensive views. It is an effective analytical tool as it permits interlocking themes and areas of concern to be investigated and analyzed as the basis for deriving a synthesis of findings. For primary data collection, the following classified sampling allowed the incorporation of a large spectrum of stakeholders, including but not limited to:

- Consultations with UNDP CO senior management and donor.
- Consultations with the Programme team to seek information on project progress, issues and views.
- One-on-one interviews with the key informants in Naryn Administration.

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<sup>8</sup> Hamid R. Chaudhry- Evaluation Consultant.

<sup>9</sup> UNDP "Handbook on Planning, Monitoring and Evaluating for Development Results", 2011; UN Evaluation Group Norms and Standards for Evaluation in the UN System; Quality in Evaluations in the UN System", 2011; UNEG, 'Code of Conduct', June 2008; UNDP, Guidelines for Evaluators, 2002.

<sup>10</sup> UNEG Integrating Human Rights and Gender Equality in Evaluation -Towards UNEG Guidance, UNEG/G (2011)2, March 2011.

- Vigorous consultations, extended interviews and group discussions with government and partners organizations ‘staff to obtain information, and seek their views and suggestions.
- Meetings with in Heads and Deputy Heads of At-Bashy, Ak-Talaa an Jumgal rayons state administration of Naryn oblast.
- Visits of programme activities in the participating villages and discussions with target beneficiaries.
- Consultations with representatives of development partners.

A list of persons met in the course of the evaluation is attached as **Annex 3**.

A number of programme sites in At-Bashi, Ak-Talaa and Jumgal rayons were visited to gain a first-hand view of the Programme's work on the ground. These included social infrastructure (drinking water facilities, solar energy for children nursery and school, street roads, LED street lights, technical lyceum, rehabilitation of water channels for irrigation, rehabilitation of grain storage godwne) and small enterprises (veterinary centers, agriculture machinery centers, green houses, fish farm, fish hatchery, drip irrigation, water channels for irrigation, concrete block making). Much of the evaluation was concerned with activities that have been completed or were near completion

Secondary data and information for the compilation of review findings were primarily derived from the following documents and reports through a desk review:

- Review of key project documents: Project Document, programme progress reports 2014 AND 2015, annual work plans 2014 and 2015, project research studies, etc.
- UNDP documents: UNDAF 2012-2016, CPAP 2012-2016, UNDP Annual Report 2014 and Millennium Development Goals (MDG) reports, etc.

The documents reviewed are listed in **Annex 4**.

The relevant documents, progress reports and strategic plans were made available by the Programme for review by the consultant and provided the background detail and quantitative data for the assessment. Additional project reports, files and proposals, as well as UNDP published reports were consulted during mission; both in terms of gaining contextual understanding for project assistance and to examine specific interventions in greater detail.

Reliability and quality of information/data was ensured through critical review and analysis, cross checks and in-depth consultations with the stakeholders while collecting the information on project review. Impartiality and independence was strictly observed in undertaking this review.

The contents and structure of the report are designed to reflect the approach set out in the ToR. It comprises this introductory section (Chapter I) setting out the objectives of the evaluation and the methodology employed, and presenting the context for the assistance and a brief outline of the description of the Programme. Chapter 2 covers the overall evaluation of the Programme's performance and the key questions on adhering to the evaluation criteria in the ToR. Chapter 3 examines issues of sustainability and presents the overall conclusions based on the evaluation findings, and contains some key practical recommendations in the context of Programme Strategy for replication the model to other regions.

### 1.3.2. Challenges encountered in undertaking the evaluation

The Review Team encountered various challenges in undertaking this review, main are narrated below:

- 1) Some top decision making staff of Naryn oblast was not available for their comments on Programme as they had some other more important commitments. However, consultant was able to access to other staff for interviews.
- 2) Due to time limitation and spread of programme facilities spread over a vast geographical area, a fairly representative sample of number of facilities were visited to evidence based data for evaluation.
- 3) While most of the documents available on programme were in Russian language, a limited number English version documents could be reviewed. The consultant was able to verbally discuss with the Programme team and obtain the information on those documents which were in Russian language.

### 1.4. Description of the Programme<sup>11</sup>

The Programme for “Comprehensive Development of the Naryn oblast in Kyrgyzstan” aims to reduce poverty in the Naryn oblast through creation of conditions for balanced sustainable socio-economic development. This goal of this area-based development (ABD) Programme will be achieved through capacity building of the state and local institutions in At-Bashy, Ak-Talaa an Jumgal rayons of the Naryn oblast. Their challenges are to create enabling environment for business development, design and implement the projects aimed towards socio-economic development of the oblast, and ensure active cooperation with the local communities, farmers, enterprises of small and medium size business.

The Programme intends to build upon achievements and lessons learned from previous experience of United Nations Development Programme (UNDP) in Kyrgyzstan during last few years. Beneficiaries include about 30,000 people from poor community of the Naryn oblast, with specific focus on women and youth . The programme has been implemented on pilot level in 30 selected villages equally distributed in 3 rayons, especially in areas with low indexes of development, capacity and poverty.

Components of the proposed comprehensive Programme are designed considering key priorities of the Development Strategy of the Naryn oblast 2 for 2013-2017. Key strategic components of the Programme are as under:

#### (i) **Agro business development**

Under this component, the Programme provided assistance to the farmers in capacity building, broadening of marketing possibilities and, hence, ensuring higher income. Activities of the component targeted towards institutional capacity building of the CBOs through provision of small grants for initial activity with simultaneous technical and advisory support for further modernization and enhancing of effectiveness of agricultural production. Besides, the Programme helped to improve approaches in management and technical assistance for the irrigation systems in order to reduce water losses and increase agricultural yield. Interventions were aimed at improvement of the irrigation and drinking water supply systems.

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<sup>11</sup> *Project Document, Comprehensive Development of the Naryn oblast in Kyrgyzstan (ABD).*

## **(ii) Improving of the vocational education**

Under this component the Programme focused on improvement of the vocational education and training system through support of the vocational schools that they can meet needs of the labor market.

## **(iii) Support of the local initiatives through financing from the small grant fund**

Under this component, the Programme has provided assistance to address the substantial deterioration of Province's socio-economic infrastructure such as the schools, medical facilities, roads, water supply facilities, etc, through the use existing mechanism of the small grant provision to support the local authorities and communities in implementation of the projects in priority sectors. This mechanism was guided by the Grant Manual, which defines key approaches how to prepare projects, selection criteria, formats and templates for grant-based projects and reporting requirements.

### ***1.5. UN Response to Kyrgyzstan's Development Priorities<sup>12</sup>***

The UN Development Programme started its activity in the Kyrgyz Republic in 1992 with the request of the Government after signing the Bilateral Agreement on Cooperation between the UNDP and the Government on September 14, 1992. This agreement defined main procedures, mechanisms of project and programme implementation, and confirms UNDP's privileges and immunity as the UN system's agency.

During last years, the UNDP in the Kyrgyz Republic within programme cycles has prepared and realized a number of big programmes and projects aimed to ensure conditions for sustainable human development, and supporting of the Kyrgyz Republic in implementation of the international commitments. UNDP has been providing assistance in the areas of poverty reduction through sustainable development, democratic governance, strengthening human security and regional cooperation.

The Millennium Development secretariat (established with UNDP support) produces national MDG reports and promotes mainstreaming of MDGs through advocacy. Evaluation of UNDP's poverty reduction programme found indications of improved living standards in rural areas due to increased institutional capacity of CBOs targeted by UNDP.

In partnership with the Global Environment Facility, UNDP provided significant support to formulating environmental and sustainable development policy. UNDP is playing a leading role in supporting the remediation of uranium tailings with efforts that go beyond technical solutions. UNDP has supported the government in mainstreaming DRM into decentralized policy-making and in strengthening disaster response/coordination frameworks.

With UNDP support, national HIV-related legislation was adopted in 2005, which has made possible improvements in access to legal services for people living with HIV (PLHIV) and, increasing NGO capacity. An important lesson learnt concerns the importance of open dialogue between all stakeholders and their meaningful participation in decision-making. Evaluation found that there were contradictory expectations regarding multispectral approaches among stakeholders. The issue was addressed through the articulation of a new strategy, which also emphasizes the importance of reducing stigma and discrimination against key populations at higher risk and PLHIV.

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<sup>12</sup> UNDAF III 2014-2017 Action Plan, UNDP Kyrgyzstan Nigeria



Within UNDP peace building and conflict prevention activities a comprehensive, multi-stakeholder peace and development analysis process conducted in 2008-2009 led to creation of a national steering board and local authority advisory committees. In order to prevent violence during 2010 elections UNDP supported the dialogue between civil society, law enforcement agencies, and the Central Election Commission.

UNDP supported national institutional mechanisms on gender and achieved excellent results in the institutionalizing the application of gender expertise to national and local legislation; in capacity building of national partners and experts; and in promoting women's political representation. UNDP's support in policy and legal reform should therefore include provisions for longer-term follow-up until such time as the policy/legislation is adopted and implemented.

As for the south-south solutions, despite strong cooperation among Central Asian countries in border management, DRM, Integrated Water Resource Management and management of uranium tailings, there is a constant need for a contingency plan with strong advocacy for continuing cooperation whenever there is a government change, or if it appears that the issues are no longer a priority.

Indicative volume of financial assistance for the programme realization was about US\$ 60 million and actual grant assistance provided within CPD was estimated at US\$ 116 million in 2005-2011. Since January 2012, UNDP in the Kyrgyz Republic started new programme cycle within the UNDP Country Programme Document and joint Action Plan of the Government of the Kyrgyz Republic and UNDP for 2012-2016 signed jointly with the Government of the Kyrgyz Republic. Key areas of assistance in next five year programme cycle will target to support sustainable human development in the Kyrgyz Republic. UNDP CPD/CPAP for 2012-2016 includes the following areas:

1. Poverty reduction and achievement of the Millennium Development Goals;
2. Reduction of burden of HIV/AIDS, tuberculosis and malaria;
3. Democratic governance;
4. Environment and sustainable development;
5. Natural disaster risk management;
6. Peace and development, conflict prevention;
7. Border management and cooperation

Preliminary planned volume of financing of the UNDP CDP considering additional resource mobilization will reach 85 million USD for 2012-2016. Results of work within main areas of the UNDP activity during last few years (including the Naryn province) are following:

UNDP Programme "Poverty Reduction" (PRP) – carries out its activity at central and local level since 1999 in order to reduce a poverty through provision of access of the poor in both rural and urban areas to employment and resources. Due to efforts of the Government, thousands of self-support groups were formed in the dwellings; attention is paid to economic problems. Later, the self-support groups were united in the self-support associations, which are fully involved in processes of social mobilization and improvement of socio-economic infrastructure of the villages. All Associations of self-support groups have their own offices, organizational chart, internal savings – about 2,3 million som – allocated for internal crediting, development of small and medium size business and holding of charity campaigns. Under support of the UNDP CDP, important interventions on strengthening of diversification of rural entrepreneurship have being undertaking. Majority of the households, especially the beneficiaries, combine several "production profiles" in parallel – crop cultivation, cattle-breeding, poultry, and non-farming income generating business.

## CHAPTER TWO

### FINDINGS OF THE EVALUATION

This chapter presents the analysis on project achievements and simultaneously identifies the issues to be addressed for future strategy. The contents of this chapter are based on the data available in the limited number of documents, and information provided by the programme team, interviews with key informants, and detailed focus group discussions with stakeholders and beneficiaries, and personal judgment and observations during site visits.

#### 2.1. Project design

The overall objective of the Programme is to reduce poverty in the Naryn oblast through creation of conditions for balanced sustainable socio-economic development. It emphasizes a wide embracing goal relating to capacity building of the state and local institutions in At-Bashy, Ak-Talaa and Jungal rayons of the Naryn oblast.

Programme components and activities identified in the project document were based on the needs and priorities of the communities. However, the Consultant felt that there was a scope for improvement in the project design. Project document was not well structured and missed important sections such as results framework, monitoring and evaluation (M&E) mechanism and ToR of the Programme Management Unit and experts. Project document did not clearly articulate and interrelate project objectives, outcomes, outputs and activities. Project document did not contain results framework, a vital tool that clearly reflects quantifiable baseline indicators, targets and financial allocations to each component and activity. It was a situation which posed difficulties in measuring project performance. However, Programme Team was able to meet this challenge by developing annual work plans to proceed with the implementation of programme activities.

Project documents also lacked any effective M&E mechanism that spells out the roles and responsibilities for the implementation and monitoring of Programme activities and measuring progress.

#### 2.2. Relevance – appropriateness of Programme objectives

**Relevance** of project activities and initiatives concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to UNDP corporate plan and human development priorities of empowerment and gender equalities issues.

*Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2011*

The overall strategy of the Programme is the introduction of the regional development approach and promotion of the integrated planning system and implementation of the complex approach towards poverty alleviation and sustainable development at the district and Aiyl Okmotu<sup>13</sup> levels.

Relevance of the programme objective and the strategy to the national, regional and UN priorities was strong. Programme's strategy meets the national priorities designed in the 'Development strategy of

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<sup>13</sup> Aiyl Okmotu – village municipality

Kyrgyz Republic (KR) for 2012-2014 and the Development strategy of the Naryn Province for 2012-2014. The project also directly supports KR's *MDG Goal 1: Eradicate Extreme Poverty and Hunger* by increasing agriculture production and food security, and *MDG 7: Ensure environmental sustainability*. Programme outputs and outcomes of the three components directly support on-going priorities of RK Government and Naryn oblast. Therefore, Programme's technical support to Naryn oblast was timely.

The Programme supports the transformation of rural agriculture, specifically creating opportunities for entrepreneurship and establishment of secondary occupations through investments in agro-business infrastructure.

Programme's agro-business development initiatives by involving farming communities and private sector investors align with United Nations Development Assistance Framework (UNDAF 2012–2016<sup>14</sup> Pillar 3: Inclusive and Sustainable Growth for Poverty Reduction. This component directly supports Pillar 3 *Outcome 1: By the end of 2016, population, especially vulnerable groups, benefit from inclusive growth leading to decent and productive employment and improved access to productive natural resources, markets, services and food security*. Within the framework of the UNDAF 2012-2016 and Country Programme Action Plan (CPAP), the programme contributed to the KR's priority area of strengthening the Government's efforts to develop economy (through promoting agriculture), and reduce unemployment, develop entrepreneurship and improve the business environment.

The proposed project proposal meets priorities of cooperation between Russian Federation and the Kyrgyz Republic to full extent and Saint-Petersburg Development Strategy adopted by the leaders of G-20 countries with regard to provision of assistance to the developing countries, in particular, the low-income countries (including Kyrgyzstan).<sup>15</sup>

### 2.3. Efficiency - Delivery of Programme

**Efficiency** measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

*Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2011*

Programme was highly focused on a results-based approach to its activities. The Programme was officially launched in February 2014 with substantive activities beginning to roll out in March 2014. Based on the UNDP request relating to the necessity of additional measures for the completion of grant projects, an introduction of the authority transfer mechanism to partners of the Programme for further results management and monitoring of the projects the implementation period was extended until June 2016. A no-cost extension was granted until June 30, 2016.

A slight deviation took place in programme from its original strategy. Creation of consulting marketing centers (CMCs) was originally planned in the project document, to ensure access of farmers to market information through creation of a network of CMC and regional single information marketing center. The

<sup>14</sup> *United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic 2012-2016; Country Programme Action Plan between The Government of the Kyrgyz Republic and The United Nations Development Programme, 2012 – 2016, Bishkek 2011.*

<sup>15</sup> *Project proposal on Comprehensive Development of the Naryn Province in Kyrgyzstan, Bishkek 2013.*

results of a survey conducted by UNDP showed that CMCs already created were inefficient or had suspended the activities for the following reasons:

- The low institutional and financial stability of CMCs due to lack of financial resources;
- Turnover of personnel;
- Poor capacity of rural population to pay for the consulting and training services.

Taken into account these factors and on the recommendation of ABD Programme, PSC in its meeting in 2015 decided to cancel the CMCs.

### 2.3.1. **Financial management**

The total approved budget from the Programme was. The total resources allocated for the project duration of 2014 – 2016 were US\$ 3,565,000. The contribution of the Government of Russia and UNDP was US\$ 3,500,000 (98.18%) and 65,000 (1.83%), respectively. Contribution from the KR Government to the grant projects was US\$ 636,531. As of 15<sup>th</sup> June 2016, out of US\$ 3,500,000, total expenditures on the Programme activities totaled US\$ 3.28 million or 93.7% for this period. Expenditure in financial year 2014 totaled US\$ 1.58 million that exceeded the planned budget of US\$ 1.33 million and increased in the following year to US\$ 2.02 million or 91% of the planned expenditures of US\$ 2.23 million in 2015. In 2016, until 30<sup>th</sup> June, almost all the planned resources (US\$ 582,440) were utilized (US\$ 581,850).<sup>16</sup> Table 1 reveals expenditures against the planned budget.

**Table 1 - Financial input and expenditures**

(As of June 30, 2016 in US\$)

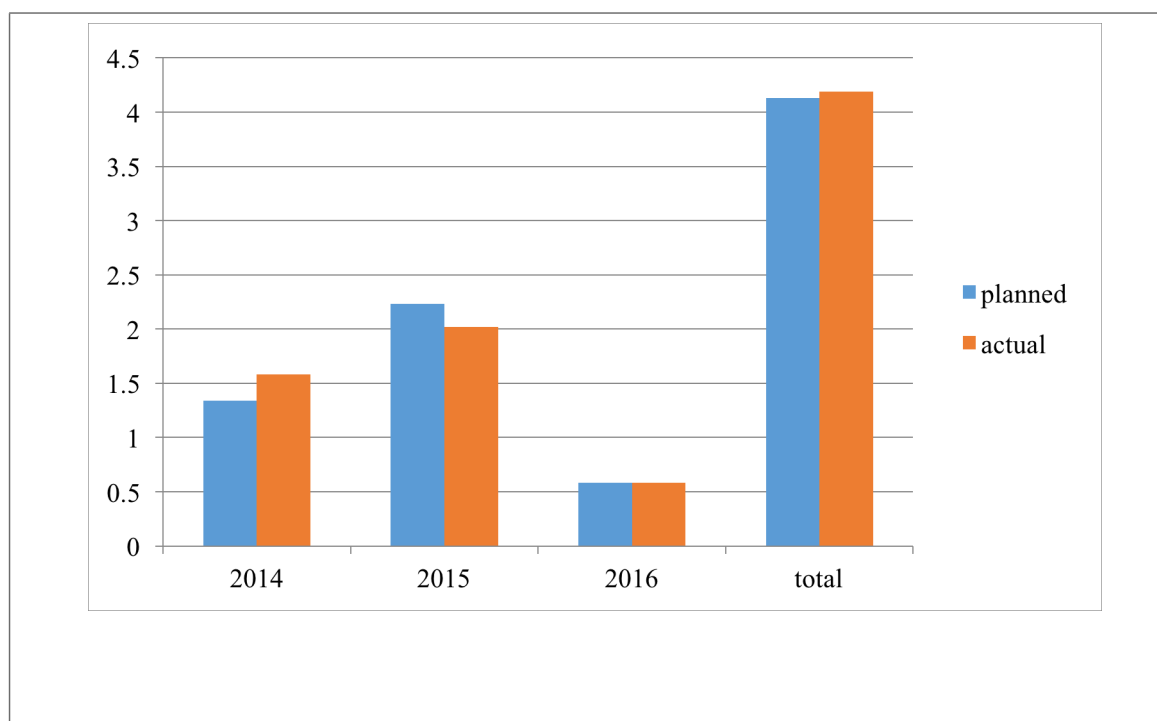
Source of fund	2014		2015		2016		Aggregate	
	Planned expenditures	Actual expenditures	Planned expenditures	Actual expenditures	Planned expenditures	Actual expenditures	Planned expenditures	Actual expenditures
Govt. of Russia	1,300,000	1,290,778	2,200,000	1,629,263	569,440	569,440	3,500,000	3,500,000
UNDP	26,000.	22,180	26,000	25,400	13,000	12,410	65,000	59,990
Kyrgyz Government (own contribution to the grant projects)	0	271,776	0	364,755	0	0	0	636,531
<b>Total</b>	<b>1,326,000</b>	<b>1,584,734</b>	<b>2,226,000</b>	<b>2,019,418</b>	<b>582,440</b>	<b>581,850</b>	<b>3,568,000</b>	<b>4,196,521</b>

Source: Comprehensive Development of the Naryn Province Programme, July 2016.

As of June 30, 2016, the total expenditures on the Programme components were estimated at US\$ 2.60 million or 74.3% and expenditures on embedded management staff were US\$ 221,605 million or 6.3% of the total expenditures. Allocation of funds was made across all activities in the three components.

<sup>16</sup> Comprehensive Development of the Naryn Province Programme Team, July 2016.

**Figure 1: Planned and actual expenditures (in US\$ million)**



The high level of budget utilization from the start of programme was attributed to the timely take-off of the project activities and smooth approval and transfer of funds.

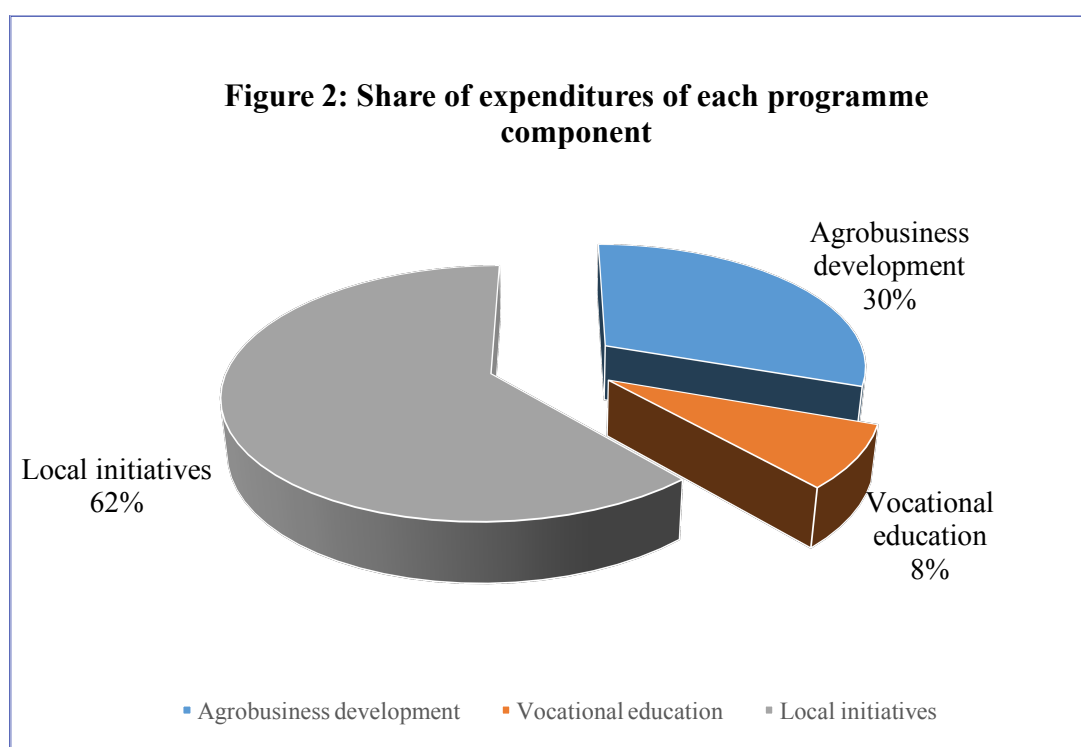
**Table 2: Expenditures on Programme activities**

(as of June 30, 2016)

Component	Expenditures (US\$)	Percent (%) of total expenses of work stream	Percent (%) of total expenditures
Component1: Agri-business development	789,939	30.4	22.6
Component 2: Vocational education	208,759	8.0	6.0
Component 3: Local initiatives	1,599,750	61.6	45.7
<b>Sub- total</b>	<b>2,598,511</b>	<b>100.00</b>	<b>74.3</b>
Programme staff (Salaries)	221,606	-	6.3
Travel	129,978	-	3.7
Contracts	216,292	-	6.2
Capacity building, PR, GMS,etc.	313,613	-	9.5
<b>Total</b>	<b>3,500,000</b>		<b>100</b>

*Source: Comprehensive Development of the Naryn Province Programme Team, July 2016*

Evaluation found that under the Direct Implementation modality the use of funds was efficient. The evaluation did not observe any major financial issues and discrepancy. The Project maintained robust financial management systems and strong accounting practices. The UNDP Automatically Tuned Linear Algebra Software (ATLAS) and the UNDP KR Standard Operating Procedures were followed for budgeting and payments as well as detailed cash-flow management. The Programme passed planned audit/verification in April 2016.



### 2.3.2. Staffing input

Programme management did not report any major problem in the recruitment of programme staff. An experienced and well-motivated team was assembled for the Programme. The evaluation found programme staff to be performing their duties conscientiously and with determined interest. Programme management displayed UNDP and donor's standards, procedures and transparency in the recruitment of staff, operational procedures and selection of rayons, projects and beneficiaries.

Approximately 141 person months of professional staff were utilized by the programme with 52 person months of support staff. In terms of financial input, up until End June 2016, expenditures on professional and support staff were US\$ 221,605 representing only 6.3% of the total expenditures of the Programme<sup>17</sup>. Given that the Programme operated under the Direct Implementation modalities of the UNDP, the use of staff resources is considered consistent with the scope of activities.

<sup>17</sup> Information provided by Comprehensive Development of the Naryn Province Programme Team, July 2016.

### **2.3.3. Organization and management**

Under Direct Implementation (DIM) modality the Programme has exercised a strong degree of management autonomy and it sailed smoothly. The Programme Manager (PM) had been reporting to the Team Leader/Programme and Policy Analyst Sustainable Development and through her to the UNDP CO. Close relations and contact had been maintained between the PM and desk officer for smooth implementation of programme activities. There was a designated Programme Steering Committee (PSC) which provided oversight over the Programme.

Evaluation found that there was a strong culture of participation within Programme and display of transparency by the management in its operational procedures. Documentation produced on the project outputs reflected that programme exercised in its work and selection of rayon, villages and projects of communities, accountability, participation, non-discrimination and the rule of law as key principles. Also programme implementation was focused on a results-based approach to its activities. Interventions were planned in a systematic and detailed way, and extensive documentation was produced on the programme outputs.

From the comments offered by the persons met and interviewed the evaluation has drawn the conclusion that the team established overall very good working relations with government counterparts, partners, stakeholders and beneficiaries.

With an operational presence in the region and within its mandate, the Programme fostered collaboration and partnership mainly with the local offices of representatives of Government of KR, Free Economic Zone (FEZ), Economic Ministry, Naryn oblast, rayons and Aiyl Okmotu, and direct contacts with the line departments in implementing key components of the Programme. Programme also developed partnership with private sector and development partners, such as World Food Programme (WFP) for joint implementation of grant projects, GIZ in jointly undertaking training and Aga Khan Foundation as member of PSC and Grant Coordination Committee. Of the NGOs, there has been liaison with Novoe Imya which was contracted for capacity building of CBOs and city council members in grants management, project proposal writing and creating awareness about their rights.

Programme team reported that overall programme did not encounter any major problems with the recruitment, procurement, finance transfers, approvals, etc. However, programme faced following problems related to partners:

- Low level of potential of partners at the village level;
- Low standard of quality of grant proposals; and
- Insufficient realization of grant projects at the starting stage.

These problems were addressed through organizing intensive training and study tours for the capacity building of partners and broaden their exposure to the project related activities.

### **2.3.4. Monitoring and evaluation**

M&E mechanism is vital instrument for measuring progress and takes timely decision for corrective measures during the course of programme implementation. There is a management structure in the project document explaining programme hierarchy. However, there was no section on monitoring in the project document explaining monitoring mechanism for programme activities. Also, results framework reflecting baseline indicators and targets for activities was also missing in the document.

As this information was not in place at the time of programme commencement, Mission found that the programme team developed baseline indicators on the bases of previous research and studies.<sup>18</sup> Programme activities were monitored through work plans. Also, Programme has developed a database Statistical Package for the Social Sciences (SPSS) for the analysis of the main indicators of activities and monitoring. Programme activities were reviewed in weekly staff meetings. Programme team has been carrying out field visits and meeting beneficiaries regularly. Meetings were also held with members of initiative executive groups and Grant committees.

The progress on activities and outputs was documented through annual progress reports and other periodical updates for the donor and stakeholders as deemed necessary. In addition, manuals and guidebooks were also produced. The evaluation, however, is convinced that the annual reports can be improved by giving more quantitative data and a better quality of information on progress made and constraints encountered. The reports do not give a qualitative description of successes and weaknesses at an activity and output level. The reports also lack information on issues that emerged during various stages of implementation and how those were resolved.

Oversight and feedback over programme was also provided by Project Steering Committee through periodical meetings. In total 2 meetings (June 10, 2014 and May 25, 2015) were held since the beginning of the programme to define and review the programme annual work plans. The last meeting is planned in September 2016.

## 2.4. Programme effectiveness - performance

**Effectiveness** is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.

*Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2011*

Despite occurrence of a minor delay in the beginning the programme has achieved great majority of its milestones. Strong programme effectiveness was evident as the stakeholders were fully involved in the project activities and satisfied with the outcomes. Evaluation found beneficiary satisfaction particularly centered on the small grant component covering rehabilitation of small infrastructures. This was marked by both the village council heads and target beneficiaries. Indeed, infrastructure was viewed by beneficiary groups as by far the most important element of the programme. This is not surprising that since city councils and rayon budgets provide little funding for realization and development.

All Heads and Deputy Heads of Rayon State Administration and village heads reported favourably on the contacts and benefits emanating from the Programme and the joint decision-making on priorities for assistance that has resulted appreciated. An element of strong ownership was witnessed not only among

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<sup>18</sup> Research of 2013 on selection of pilot areas and research of 2014 on the analysis of the main obstacles for development of Naryn Region.



States' apex administration but also among the beneficiaries. Sustainability factor was also very strong as Deputy heads promised to continue support the projects and confidence of communities about generating revenues from enterprises for self-sustaining the enterprises and programme facilities. Gender mainstreaming was also taken into account by the Programme as there were a significant number of women beneficiaries.

The programme enhanced the image of UNDP and established its credibility among the communities in the region. Almost every stakeholder met during evaluation had praised the assistance provided to them by the the Programme. They strongly felt that termination of the programme at this stage would be an early and untimely exit from the region.

A good progress has been made across all three components. In order to achieve its objective, as of June 30, 2016 the programme team successfully implemented 222 projects that benefited 20,525 households and 64,310 beneficiaries, including 51s% women. Under all components, the programme produced overall 46 technical reports, guidebooks and workshop proceedings. The projects were geographically spread in the selected villages of 3 rayons.

**Table 3: Achievements of Programme components**

**(As of June 30, 2016)**

Component	No. of projects implemented	No. of households benefited (direct and indirect)	No. of beneficiaries	
			Men	Women
Agro-business Development	94	9,000	8,820	9,180
Improving vocational and technical education	7	25	40	70
Support to local initiatives through small grant funding	121	11,500	22,640	23,560
<b>Total</b>	<b>222</b>	<b>20,525</b>	<b>31,500</b>	<b>32,810</b>

*Source: Comprehensive Development of the Naryn Province Programme, July 2016.*

Programme implemented its activities through existing rural institutions. It supported overall 294 CBOs and associations in starting and implementation of their projects. These included 61 self-help groups, 84 'Jmaats', 113 initiative groups and 36 working groups on veterinary services, buckwheat cultivation and green projects. Not only awareness was created among themselves about new initiatives and potential but also their capacity was built through training, technical and financial support.

The projects were implemented mostly in the rural areas through communities' self-starter groups and CBOs. Only those communities were selected for projects that already had some capacity and potential to successfully run the projects. Further, for launching the projects, vigorous social mobilization was undertaken that started with the self-identification of projects by the village communities. For effective and results oriented implementation, operation and maintenance of the projects, financial support was supplemented by necessary technical training that was organized in collaboration with the line departments and other partners functioning in the region.

In a bid to build the capacity, programme organized overall 46 workshops and trainings under three components. Approximately 1,370 persons participated in these workshops, including members of CBOs, Association of Water Users (AWU), Naryn Honey Producers' Association, working groups and CSOs. The participants comprised 60% women and 40% men. Training framework was designed on the basis of training needs assessment conducted in the region. Training was carried out in numerous aspects identified in each component.

**Table 4: Training conducted under each Programme component**

(as of June 30, 2016)

Component	No. of trainings/workshops organized	No. of participants		No. of reports/ papers/ guidebooks prepared
		Men	Women	
Agro-business Development	20	275	83	20
Improving vocational and technical education	11	62	102	11
Support to local initiatives through small grant funding	15	211	637	15
<b>Total</b>	<b>46</b>	<b>548</b>	<b>822</b>	<b>46</b>

*Source: Comprehensive Development of the Naryn Province Programme, July 2016.*

#### **2.4.1. Agro-business development**

##### **Output 1.1. Favourable conditions for agro-business development established.**

###### **Objective**

This component aims to support local government efforts in the development of agribusiness in rural areas, which will eventually lead to an increase in productivity, creation of employment opportunities and an increase in the diversification of economic activities.

To achieve this output programme effectively launched numerous activities through supporting potential small medium enterprises (SMEs) in the Naryn oblast. Under this component, programme supported overall 94 grant projects of various scales to establish small and medium (SMEs) enterprises on production, processing of goods and services. The amount of grant ranged between US\$ 1,523. to US\$ 12,610.

Mission noted that the most popular projects under this component included mobile wool shearing (17), green houses (14), veterinary centers (13), fish farms and fish hatchery (7) and purchase of farm machinery/equipment (8). Bee keeping for honey production, drip irrigation and dry yogurt production were also new enterprises for the participating communities an rayon government and reported a great potential for local marketing and export.. Nine thousand (9,000) households participated and benefitted from these interventions. Out of total number of 18,000 beneficiaries of this component women

beneficiaries were estimated at 51%. Improvement of veterinary services improved access of 1,300 households with 5,200 beneficiaries.

Efforts of the programme to support and in promoting beekeeping for white honey production, a premium quality, were acknowledged by the Rayon heads, Free Economic Zone (FEZ) and the Beekeeping Association, the ultimate beneficiary.

Growing of buck wheat, a new crop in the area and well received at all levels of participation, was successfully introduced on 35 hectares new crop in order to diversify farming activities and supplement the income of farmers in Jumgal district. Four thousand (4,000) kg of buckwheat seeds and 5,000 kg of mineral fertilizer were distributed to the local farmers. About 36,000 kg of buck wheat was produced. Special equipment was purchased for cultivation and handed over to 15 peasantry and farming entities.

Introduction of unified trade band for Naryn agriculture products was vital for the promotion of to the local and foreign markets (EAEU markets). The work on branding at the same time will support the implementation of the national strategic documents.<sup>19</sup> Export-oriented products such as mountain honey, dairy and meat products, and handicraft items were identified as goods to be promoted under the unified brand. ABD programme provided assistance to FEZ in developing unified trade brand that has been brought in compliance with the strategic aims set in the Action Plan in close cooperation with the national partners. In addition, the Brand Promotion Strategy was developed.<sup>20</sup> Further work has been accomplished in the following areas:

- Defined pilot companies for brand promotion, such as: JSC «Atbasy suy» (milk processing), LLC «Janar and Bek» (meat processing and production of canned meat), Association of Honey Producers, Association of Yogurt Producers; and
- Labels with brand elements for cheese, canned meat and yogurt were prepared under the programme.

Other projects implemented under this component are as under:

- Drip irrigation
- Improvement of livestock
- Potato cultivation
- Poultry farming development
- Feed production
- Effective pasture management and introduction of a system «E-pasture committee»
- Technology of kidney beans cultivation
- Improve Your Business programme (by the program of ILO)

The activities of the established companies have increased the production and processing of agricultural products, improved the maintenance services and demonstrate initiatives to diversify economic activities in rural areas. The programme has spread its interventions to so many activities that reduces the magnitude of impact. The interventions may be narrowed down to those few enterprises which have potential for expansion, adding value and export. Further, a follow up of the enterprises established by the programme will help sustainability.

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<sup>19</sup> A National Action Plan for the Development of Organic Agricultural Production in the Kyrgyz Republic, which is part of the Plan of the Government of the Kyrgyz Republic on the implementation of the "National Strategy for Sustainable Development on 2013-2017" was developed under the auspices of the Ministry of Agriculture of the Kyrgyz Republic and the federation "Organic Future".

<sup>20</sup> Annual Report 2015, UNDP Comprehensive Development of the Naryn Province.

#### **2.4.2. Support to vocational education**

##### **Output 1.2. Employment generation opportunities for the poor expanded through access to vocational education.**

###### **Objective**

This component aims to improve the vocational education system in the region through the provision of comprehensive support to the targeted vocational lyceums to enable them to meet the modern requirements of the labor market.

A series of interventions were successfully implemented by the programme to realize this output. In the long run this intervention will target the unemployment in the region, particularly of youth. This initiative was successfully implemented at pilot level in four selected vocational schools. Programme support included a range of activities including infrastructure improvement of targeted vocational schools, enhancing institutional and human capacity as well as the development and implementation of new curricula and learning technologies.

Results of a survey conducted by the programme indicated that four specialties had a great demand at the labor market, namely “electric welder”, “sewing”, “cook-confectioner” and “car mechanic”.

Required infrastructure of the selected vocational school was rehabilitated and required equipment and special training literature provided to improve the working and learning environment for staff and the students. In total, under this component the Programme implemented 7 activities in the areas of sewing, chef and gas and electric welding. Fifteen (15) training courses and workshops in new specialties were carried out that built the skills of 211 men and 637 women. Training was supported by provision of necessary equipment and facilities in the selected schools.

Programme facilitated 12 teachers in attending the retraining courses for further work in a framework of new specialties “Sewer” and “Cook-confectioner”. Also the qualification and professional skills of teachers and masters were significantly enhanced in organization of production training, methodology of adult learning process. This was done based on the Republican Scientific-Methodological Center under the Agency of Vocational Education of the Kyrgyz Republic.

13 teachers and masters were retrained in industrial-pedagogical college Tokmok in "Gas and electric welding" and "Auto Metal Worker", the new specialization included into the curricula. Capacity of 32 engineering-pedagogical workers was increased.

Capacity of 25 teachers was also enhanced through organizing study tours for exchange of experience in advanced vocational schools in Kyrgyzstan and Bishkek specialized enterprises. As a result, representatives of the targeted lyceums have established business relationships with colleagues from vocational schools got acquainted with the production cycles of sewing shops and catering enterprises, established contacts with employers, discussed professional competence according to specialties. Eight (8) directors and teachers of the pilot vocational technical schools visited Saint-Petersburg to gain knowledge about the vocational education system in Russia. A strategic session was held with a Russian expert to form a model of vocational education in Kyrgyz Republic. This activity was focused on the

formation of specific working competencies important for the labour market, raising the level of vocational training and thus ensuring well-prepared labor market experts.

There is a need for the vocational education school to establish interaction with the local businesses and industries to identify their demand and develop a data on labour market. The schools may also regularly revise their curricula according to labour market demand. The knowledge and education skills of teaching staff may also be upgraded according to national and international standards.

### **2.4.3. Support to local initiatives through Small Grant Fund**

**Output 1.3. The livelihoods in the target communities are improved through rehabilitation of rural socio-economic infrastructure directly or indirectly influencing on agricultural income.**

#### **Objective**

This component aims to improve the living conditions of target communities through the rehabilitation of social and economic infrastructure.

This component was implemented effectively and comprehensively to realize the output as almost all the projects have shown positive results and change in the attitudes of beneficiaries. This component also was implanted to improve the quality of life of rural dwellers.

Rayon and municipalities do not have sufficient funds from their own resources to rehabilitate and run the depleted public socio-economic infrastructures. They receive heavy subsidies from federal government on their annual budgets. Therefore, the projects in this component were in great demand. Also, there are more opportunities for the community to benefit from such projects.

The projects for grant were selected through a rigorous screening and appraisal process involving various fora namely, Rural Coordination Committee, Rayon Commission and regional/oblast level committee. Further, selection and financing of grant projects were strictly made in compliance with existing UNDP rules and procedures. This process not only minimized the chances of discrimination and biasness but also ensured that projects are really need-based and demand-driven and will yield desired results.

Financing of the grant projects were implemented through transfer of grant amount to special accounts of the pilot Aiyl Okmotuu, which were opened for the UNDP projects in consultation with the Central Treasury of the Ministry of Finance of the Kyrgyz Republic. Through grant transfers and cash payments methods, programme was able to maintain control system at Ayil okmotu as well as treasury and financial department levels.

Massive activities were launched by the programme under this component. Under this component alone, programme supported some 151 grant projects of various nature and scales. These projects included community socio-economic infrastructures and small enterprises for income generation and creation of employment. The amount of grant for these projects ranged between US\$ 1,461 to US\$ 22,243. In case

of many activities, Programme progress exceeded the planned targets. The following achievements were made during the Programme implementation period<sup>21</sup>:

- Under 15 projects rehabilitated 42.0 km of roads in the rural area.
- Under 30 projects repaired 48,200 meter (48.2 km) existing water supply facilities that provided potable clean water to 25,000 persons.
- Repaired existing 52,400 m (or 52.4 km) irrigation network repaired and built 6,300 meter of new irrigation channels. This has increased the water supply capacity (by 25-30%)<sup>22</sup> 9,000 hectares and added 200 hectares of arable land.
- Built daily irrigation water regulation pools (WRP) were built, a pumping station and two restored irrigation siphons were restored. These projects have helped develop about 980 hectares of arable land and provided land plots to at least 500 rural families.
- Repaired 13,600 meters of street lighting that has benefited 8,000 residents of 5 villages.
- Heating system with innovative technologies of alternative energy, such as solar energy was installed on social sites in 3 villages that has provided warm water to children nurseries and midwife units, positively impacting their health and hygiene conditions.

Programme introduced a flagship initiative (Green Village that was well received) to address emergencies in the villages. Programme supported these initiatives in 6 pilot villages to reduce the risk of emergencies, to protect human settlements and rural infrastructure from mudflows and land sliding. These initiatives were developed and launched in collaboration with the Naryn Department of the Kyrgyz Ministry of Emergency Situations. About 15,300 trees of poplar and willow were planted on 8.3 hectares as green protective fences. Around 1,200 dwellings have benefited and participated in this project. This initiative will require a follow up and constant support from Naryn Department of the Kyrgyz Ministry of Emergency Situations for sustainability and upscaling to other villages.

Sustainability and operation and maintenance of these socio-economic facilities will remain a challenge for the communities. It will, therefore, demand a strong back up support from the government line departments, ministries and the Aiyl Bank in terms of technical skills, operation and maintenance and financial management.

## **2.5. Establishment of revolving fund**

Investment and business expansion opportunities for small businesses in Kyrgyzstan are limited due to difficult access to institutional loans. The main limiting factors are high interest rates i.e., 36-48%/annum, complex procedure of loan obtaining, requirements related to availability of collateral, etc.

To facilitate SMEs in Naryn programme area, a revolving fund was established by the UNDP Programme in collaboration with the JSC “Aiyl Bank” with an amount of US\$ 196,500, which set a goal in provision of more preferential credit to the vulnerable groups. The JSC “Aiyl Bank” was selected based on open tender and it was one of the flagships of the national micro-crediting system. The bank contributed US\$ 50,000 to the revolving fund. Crediting of the self-support groups under preferential terms and conditions was introduced – 12% annually for two-year period.

This revolving has been established to advance loans to the members of self-support groups. In total 834 members of self-support groups, including 409 (492%) women received the preferential collateral-free loans to establish and develop their own businesses. An average amount of loan for one member of the self-support group was about US\$ 800. 90% of the loans were obtained for livestock keeping.

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<sup>21</sup> Source: *Comprehensive Development of the Naryn Province Programme, July 2016.*

<sup>22</sup> *UNDP Programme Annual Progress Report 2015.*

In launching of the revolving fund, UNDP's previous experience was also used in attracting the self-support groups to the crediting based on principles of joint and several liability of the group members for repayment of received loans. Deputy Chair<sup>23</sup> of Board of JSC stated that the loan recovery rate 100%. He informed that Aiyl Bank will not only continue advancing loan after the termination of programme support, but also intends to expand revolving fund.

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<sup>23</sup> *Mr. Murat Akimov, in a meeting held on July 20, 2016.*

## CHAPTER THREE

### CONCLUSIONS AND RECOMMENDATIONS

#### 3.1. Conclusion

Results show that the programme has demonstrated substantial success with regard to efficiency and effectiveness while constant support is required for sustainability of initiatives undertaken. Programme activities have been well received by the intended target groups and beneficiary needs were properly highlighted by the implementation partners. Stakeholders' interest, particularly of rayon epic management in programme appeared to be high.

Overall, the programme has been very effective at producing the intended outcomes. It demonstrated a number of objectively verifiable results, with beneficiaries providing many examples where they confirmed those made a qualitative difference. Stakeholders interviewed repeatedly emphasized that the support provided to rayons administration, village councils and particularly rural communities (the ultimate beneficiaries), was essential and timely. The mission is convinced that capacity has been enhanced, awareness created about many potentials of agriculture sector and local agro-business, and rural communities have been supported in a myriad of ways.

Almost all the programme targets have been achieved and clear progress made in critical areas. Programme started in 2014 but generated momentum especially in 2015 in providing technical and financial support and building capacity of stakeholders in key areas required for profitable, equitable and sustainable transformation of the SMEs in agro-business.

The programme had a competent and experienced team that demonstrated effective management and received uninterrupted support from UNDP CO. UNDP audit and account procedures (ATLAS), and government regulations (Law on Public Procurement) were adhered to in financial management and procurement. Based on extensive research and appraisal, free from biasness and political pressure, a transparent and strict procedure was adopted to select rayons, villages and projects for programme support.

The mission found a strong beneficiary satisfaction with the programme and there was high praise for the programme at all levels including Naryn oblast administration, stakeholders and beneficiary levels. There was a strong element of gender mainstreaming and involvement of youth. Overall, the systematic approach and multi-stakeholder efforts of the programme forged alignments in terms of programme synergies, which attracted complementary support from development partners such as WFP, GIZ and Aga Khan Development Network.

#### 3.2. Impact

**Impact** is referred to measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Evaluation of impact generates useful information for decision making and supports accountability for delivering results.

*Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2011*



At this stage it was too early to assess the actual impact of programme on the beneficiaries, as the results of such initiatives (particularly of rural infrastructures) appear after few years. However, through review of documents, extensive discussions with programme staff, interviews with key informants and government staff, focus group discussions with target beneficiaries, development partners, the mission has nevertheless availed the opportunity to have an approximation of the degree of programme impact.

The evaluation noted that progress and achievements are made in short period and some processes are in full implementation. The multi-dimensional nature and multi-stakeholder dynamics of the catalyzed changes need continued support of UNDP and other donors, and a clear process of institutionalization. If not in place the risk of losing the investment made by UNDP as well as trust developed by the programme is risked.

Support of the programme has enhanced the image and trust of UNDP as a dependable and supporting donor among the government ministries at federal level, departments, rural communities and businesses in the Naryn oblast. Impact on the beneficiaries was quite evident as all the respondents met during evaluation were highly satisfied with the Programme's contribution in improving living standards of particularly of the poor segment of rural areas.

The programme has brought economic stability in the region by initiatives on creation of business activities and increase of the income, diversification of economic activity, and the organization of unsecured group loaning have been supported. Regarding institutional strengthening, capacity of the district administrations, local village governments and target vocational lyceums is enhanced in identification and the problem resolution, planning, projects implementation, etc. through the principles of collaborative planning and participation.

Programme has promoted cooperation among rayons on common development issues. The At-Bashi, Al-Tala and Jungal managements now share their experience gained through this programme with two other excluded rayons. Inspired by the results of programme, other rayons also have requested to extend the support to their jurisdictions. Also, through implementation of grant projects, the dialogue between local authorities and communities and among communities has improved.

The impact made in the oblast by each component is narrated in the following sections:

### **3.2.1. Agro-business**

Agro-business component has created impact at all levels including household, local and rayon levels in the Naryn oblast. Short-term impact of the initiatives introduced by the programme has started appearing in the programme area. Management of all the three rayons endorsed that programme has created an awareness about the potentials of agriculture sector of the region (white honey, buck wheat and fish hatchery) and new technologies such as drip irrigation, organic production of vegetables and fruits in greenhouses, and solar energy.

An environment of private investment in SMEs of high value products, such as white honey, milk products (dry yogurt) and organic vegetables and fruits, has been promoted by the programme for investors for local and export markets. That has attracted the attention of the government and private investors. Capacity strengthening of Beekeepers' Association and Cattle Breeders Association has motivated them to expand their production and business on commercial lines and more systematically to improve the quality and standard of their products and make inroads in the local market and for export to other countries. This initiative, by creating an enabling environment in the region, has also built the

confidence and raised the interest of other SMEs to invest in the municipalities and government institutions, and in the provision of business development services to individuals and companies. New technology introduced by the programme in small enterprises such as green houses, drip irrigation, fish farming and fish hatchery was new in the region and well received by the local government and village groups. These small enterprises now generate revenue not only for household income but also for community's welfare. Deputy Head, Ak-Talaa Rayon State stated that that trout fish hatchery in Bazar-Turuk village is serving the fish farms of surrounding areas. Trout fish hatchery and fish farm established at an altitude of 3,800 meter in Ak-Talaa rayon unique in in the region. It has improved the accessibility of Ak-Talaa citizens to fish on affordable prices of 250 S/kg as compared to 400 S/kg in other towns of the region. Similarly, trout fish hatchery in Jany-Aryk village supports to all other villages of the region.

Vegetables and fruits grown by adopting drip irrigation technology is meant to support nursery children's and school's students in Ak-Muz village of Ak-Talaa rayon. This Food for Education project has improved their nutrition level. Deputy Head, Ak-Talaa Rayon State Administration informed that the Governor showed this demonstration project to the officials of other rayons. This technology is expected to be replicated in other parts of the country.

During a visit of Prime, Minister T. Sariev on Jan 6, 2016, D. Aytmambetov who runs the municipal greenhouse developed in Kok-Oi village of Jumgal District stated "First crop of cucumbers has been already collected. "In one month we sold 96 kilos of cucumbers. Also 36 kg were given to local residents free of charge. The cost of 1 kg of cucumbers is 120-170 soms. The working places are provided to 4 villagers. We plan to collect 400 pieces of tomatoes by January 25". Prime Minister encouraged supporting local entrepreneurs via opening small scale businesses thus creating job opportunities for local people.

(<http://www.turmush.kg/ru/news:273829>)

*Programme Annual Progress Report, 2015*

At household level the Programme has brought income stability to the rural households and improved their living standards through farming activities. Rural self-help groups have been motivated to venture in small enterprise and generate revenue and produce commodities for the village dwellings. Small enterprises have generated revenues and savings that have improved quality of life of participating households. Under agro-business components the projects have created about 375 permanent jobs, comprising 25% women. It is mandatory for each project to create 4 permanent jobs.

Programme took two novel initiatives to support the potato growing farmers and vulnerable families in the Naryn region. It procured 31.5 tons of seed potato and established reserves for further development of this farming activity. Resultantly, income of 43 poor families (172 people) increased by 20% from potato cultivation. Seed reserves were maintained on principles of returning of received seeds that were expected to allow increasing number of the recipients in 5-6 times in the next 2-3 years (more than 250 households or 800 people in each village), and increasing of yield of potato at least by 45-50%.

The second flagship initiative was support to socially vulnerable families through sheep farming. The Programme purchased 720 heads of sheep and delivered to 144 households (576 people) under conditions of return on principles "animal yield to leave for themselves, main livestock is delivered to the next household". This approach was expected to allow at least 300 poor additional families (over 1200 person) to benefit from this scheme in coming two years.

Through its technical and equipment support to the beekeepers' association 'Naryn Uyuk Association', the programme has promoted the commercial production of white honey (a premium quality). The rayon governments have also now recognized the potential and the economic value of honey for the local economy. They now intend to go for commercial production for local market and export. Association has developed its website. The Association has a plan to establish a vocational school in Naryn to teach beekeeping skills. Many other beekeepers have aspired to join the Association.

Establishing greenhouses is becoming a new trend in Naryn oblast. This technology has attracted local farmers not only with its quick payback and profitability, but also gives the opportunity to have a year-round access to fresh and organic vegetables. One of the examples is open solar greenhouse in At-Bashy district Kyzyl-Tuu village. The project has already attracted the interest of local residents and today practical steps are taken for construction of the similar greenhouses in the region. Similarly, inspired from these achievements Ak-Talaa rayon government has gone a step further and plans to experiment and set up a 28 sq meter greenhouse in a village at an elevation of 1,800 meter, using polycarbonate material that will conserve the temperature throughout the year.

Study tours to other regions within country and other countries of the region organized by the programme enhanced the exposure of government staff and CBOs/Association members to new knowledge, technology and new markets. For example, 10 persons of Ak-Talaa rayon visited various factories and enterprises in Moscow who have now developed interaction with their counterparts in Russia.

### **3.2.2. Vocational education**

A comprehensive support by the programme has improved the working environment of the 4 selected vocational lyceums, increased institutional and human capacity, and enabled them to meet the modern requirements of the labor market. Training and study tours have exposed the teachers to new educational techniques and enhanced their working capacity.

Organization of training and production workshops has attracted unemployed youth to attend the vocational courses offered by the lyceums. For example, in 2015, out of 189 graduates (including 93 men and 96 women) received training in new specialties, 99 (52%) were employed. Some of the graduates had organized private sewing and welding shops<sup>24</sup>.

In a meeting with a representative of Vocational Education Department, it was informed that monitoring of the small businesses started by trainees of vocational schools, e.g. baking was growing in Naryn.<sup>25</sup>

### **3.2.3. Support to local initiatives**

This component has created direct and indirect impact both at community as well as household levels. Rehabilitation of socio-economic rural infrastructure and public services restored, such as drinking water supply, provision of electricity transformers and solar energy system, improved roads and rehabilitation of wheat grain storage facility have impacted quality of life of a vast majority of rural population (46,200 direct beneficiaries: 51% women and 49% men). The assistance also contributed to the capacity building of line departments and municipalities.

Clean piped water supply to households have minimized incidence of water-borne diseases and improved hygienic conditions in the households and surroundings. Rehabilitated of 42.0 km of roads and repair of street lights has improved the access of rural population to public services and markets. For example, persons of Ak-Jar village of Ak-Talaa rayon interviewed told that previously during winter it was very

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<sup>24</sup> Programme Annual Progress Report 2015 - Page 6, (English version)

<sup>25</sup> Ms. Burul Chokoveva, Head Department of International Relations, Agency of Vocational Education, Bishkek, July 21, 2016.

hard for children to go to school due to piles of snow and mud on the road. Now improved road has made their access to schools easier that has increased the attendance in schools. That development has also improved the access of the villagers to health clinic and other emergencies.

Improvement in the electric power supply through replacement of transformers has impacted the lives of about 8,000 dwellers by providing constant light and energy for social and educational activities. For example, households have started baking for home consumption and supplement their income. The students have light for an extended period for their studies at homes. Social tension among rural population has also decreased. In some villages regular street lights have been replaced by energy efficient LED lights in the streets. Installation of solar system in the children's nursery has provided warm water that has improved hygienic conditions. For instance, solar system in Ak-Jar village installed by the programme provides ensured regular warm water supply to the children of kindergarten that has improved the health and hygiene of 50 children.

Rehabilitation of water channels has made a tremendous and multiple direct and indirect impact on the local economy and household incomes. Exact current estimates are not available on current water losses (baseline losses were 50%), however, it was clear that water losses have been minimized as there was no leakage of water and no mismanagement by the Association of Water Users. Further, as a result of increased availability of water quantity more area has been brought under cultivation. For example, Head Tash-Dobo Aiyl Okmotu stated that following the rehabilitation of water channel the area under cultivation has increased from 300 hectares to 600 hectare and farming has been diversified by growing wheat, barley, grass and vegetables in addition to increased water availability for cattle, that in turn increased crop production and household incomes. Also the water flow time has been curtailed enormously from three and half hour to only 40 minutes to reach the field. On the social side, rehabilitation and proper management of water channels have resolved the disputes and issues among members of Association of Water Users. Besides, households also now have access to use water for home gardening and other uses.

Support to veterinary centers by programme has enhanced the capacity and improved services to the cattle and sheep rearing farmers. All veterinary services (supply of medicines, artificial insemination, shearing) are now available at one place. This intervention has increased the animal productivity and in turn household incomes. For instance, every year the number of livestock in At-Bashy district Ak-Muz village is increasing. At the same time, growth of various diseases among livestock is observed the capacity of Ak-Muz veterinary center has increased by 10 times and it provides all vet services at one place. Shearing was done for 3,000 sheep in one year<sup>26</sup>. Also, the services are organized for washing and shearing the sheep in the newly built washing bath. In addition, the newly constructed bio-thermic pit helps to improve the epizootic situation in the village. Through an agreement, the Center now also conducts training of veterinary staff of the whole Rayon.

In Ugut village of Ak-Tala district a number of projects is implemented for provision of amenities of the village, providing the villagers with clean drinking water and installation of systems using energy efficient technologies. Introduction of the integrated approach and implementation of "Green Village" concept helped to develop the village. To demonstrate the success of the project the regional seminar on innovative approaches and municipality comprehensive development was held in June 2016 in Ugut village. "Thanks to the program interventions the overall level of regional subsidies was reduced by 13%", - said first deputy head of Ak-Tala district A.Sulaimanov.

'Green Village' is an innovative project introduced by the programme among the village communities is very few in Naryn. This initiative includes small projects such as solar energy, bio-gas plants and solar

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<sup>26</sup> UmetaySalaev, *Project Leader Veterinary Center, Ak-Muz Village, 13<sup>th</sup> July 2016.*

fruit drying. Risk management 4 pilot villages' initiatives were supported to reduce the risk of emergencies, to protect human settlements and rural infrastructure from mudflows. This initiative was developed with the support and participation of the Naryn department of the Kyrgyz Ministry of Emergency Situations. Trees were planted on the total area of 5.8 hectares as green protective fences, planting trees to stop soil erosion and developing parks for recreation. For example, programme supported Ak-Muz village to grow trees on 2 hectares around the village while community added another 6 hectares under trees by themselves.

Support to individual projects has opened the doors to new related areas. For example, opening of the plant for production of sand foundation blocks in Bazar-Turuk village of Jumgal district helped the young entrepreneurs to open a construction crew and this has created 6 additional new jobs. Locally produced products are much cheaper for customers due to reduction of transportation costs.

### **3.3. Capacity building**

Programme supplemented the financial assistance with capacity<sup>27</sup> building to ensure sustainability of the programme. Capacity has been built at all levels, i.e. rayon, department and village levels.

Capacity of village councils and CBOs has been built in the areas of situation analysis, needs identification, set priorities, project proposal preparing, exploring new sources of funding, procurement, and budget and grant management. Similarly, Ak-Muz village council developed only 2 projects in 2014 due to lack of needed skills and knowledge that increased to 6 projects in 2015 and to 10 projects in 2016 as a result of knowledge imparted upon by the programme. Capacity was also impacted in the area of planning. Programme has also developed the planning capacity of Aiyl Okmotu. For example, Ak-Jar Aiyl Okmotu has learned how to prepare strategic plan and they have even developed their own 2020 Strategic Plan.

Impact on the capacity of rayon in managing their resources was also witnessed. For instance, while appreciating the programme's efforts, Deputy Head of At-Bashi rayon informed that the number of projects developed by At-Bashi rayon increased from 27 projects with an input of US\$ 10.8 million in 2014 to 48 projects costing US\$ 19.7 million in 2015. Programme interventions have also contributed to financial settings and helped reduce the dependency on federal funding. For, example, Ak-Talaa, Deputy Head State Administration stated that budget subsidy of the rayon decreased from 96% in 2013 to 56% in 2015.

Practical capacity-building efforts appear to have an ongoing resonance beyond the implementation of the activities themselves. However, while there has been considerable training in agro-business and vocational schools components, for example, there has been little in the way of training of trainers (ToTs). The mission would also like to see far greater emphasis placed on institutional capacity building Beekeepers Association and n Cattle Association.

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<sup>27</sup>UNDP defines capacity as "the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner." Capacity development (CD) is thereby the process through which the abilities to do so are obtained, strengthened, adapted and maintained over time. For more information please see: UNDP (2007) 'Capacity Development Practice Note'

### 3.4. Sustainability

**Sustainability** measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

*Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2011*

There is a built-in strategy in the programme design for sustainability of programme interventions. Sustainability of the initiatives is a major concern of UNDP and the donor. There is a strategy on authority delegation to local partners after project termination. The programme design and implementation mechanism has attempted to ensure sustainability through developing capacity and bringing the business partners and farmers with homogeneous interest at one platform. Capacity support is being intensified through training transfer of knowledge and skills. There is a high interest about the programme initiatives among oblast and rayon governments, private sector and participating communities. However, financial sustainability of the Programme will be a challenge for any extension unless firm financial commitments are made by the donors and government.

Participatory and bottom-up approach adopted in this programme is the building block of sustainability. Problems were assessed, priorities were set and projects were prepared by the target beneficiaries themselves. This process reflects a great sense of ownership and empowerment by the participating communities, village councils and rayon administration that is fundamental for the sustainability of programme initiatives.

Technical and management capacity has been built at all levels to continue operation of projects funded by the programme. Programme held 46 events for transfer of technical and management knowledge to government staff, village councils, businesses and CBOs empowering them to take over the responsibilities of projects after project support is withdrawn. In compliance with their roles and responsibilities, the Rural Coordinating Committees (RCCs) will assume the responsibility to run projects completion of the UNDP project. Partnership developed among government, private sector, CSOs and communities is another factor that will contribute to sustainability of programme interventions. Environment of cooperation and holding regular dialogues by the programme partners will also ensure the continuity of programme activities.

Tasking the projects to pay certain percentage of their revenue generated for social service and create employment is the binding force for making the enterprises sustainable. Further, under an agreement, fish farms would give a specified amount from the revenue generated to the kindergartens that also reflect the commitment to carry forward the initiatives even after the programme assistance is withdrawn. Under an agreement the equipment and facilities provided by the programme cannot be sold out by the groups.

The constant support and commitment of the oblast and rayon's apex management to the programme initiatives and determination shown by the beneficiary communities clearly demonstrate the commitment to sustain the projects implemented by UNDP programme. Target beneficiaries and village heads will not only generate revenue but also expand the enterprises. Rayon administrations confirmed that they will continue monitoring and supporting the community facilities. In a meeting with a representative of the Ministry of Economy stated that the success of programme is considered as their own success. The line departments will continue their support to the projects after the programme support is withdrawn. Municipalities will take the responsibility of paying for the operation and maintenance of facilities.

There is a mechanism to regularly report to the Governor on the progress of programme activities. Also, Financial Police and Accounts Chamber regularly do monitoring and check accounts.

### **3.5. Gender mainstreaming**

Gender mainstreaming perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes.

Evaluation found a strong element of gender mainstreaming in the programme activities. The annual working plan of the program passed the gender examination. Based on the working plan, the plan of a gender mainstreaming was formed. Thereby in all program activities, the gender issues were taken into consideration. There is sufficient evidence of women participation in the diversity of activities and projects implemented by the programme. Out of total number of beneficiaries of 67,514, women beneficiaries accounted for 33, 358 (49.5%) while men were estimated at 34, 156 (50.5%) . Out of 1,370 person trained, women participants comprised 60%, out of 375 jobs created, women occupied 103 jobs (27%) and 118 (52%) women obtained loans. There were Out of 222 projects 24 (11%) were headed and run by women, such as sewing, sheep farming, greenhouse farming, etc.

### **3.6. Synergies and collaboration**

The Programme by its nature has promoted collaboration and partnership among departments, among ministries, private sector, development partners and civil society organizations.

- The programme within strengthening of partnership and cooperation held regular working meetings for planning, round tables concerning development of agriculture, water resources management, and development of the professional technical education (PTO) system. In carrying out research and training partnership was developed with the local NGOs.
- Effective partnership and strong collaboration was established with the local authorities district administration and Aiyyl Okmotu at all stages of the Programme implementation: joint planning, preparation, selection and implementation of projects, reporting and joint monitoring;
- There was an active interaction with structural divisions of the Ministry of Finance of the Kyrgyz Republic (the Central Treasury and Training Center) on the procedures of public procurement in accordance with the new edition of the Law "On Public Procurement".
- Green projects on the prevention of emergency situations in the pilot villages were implemented with technical support of the Ministry of Emergency Situations.
- There was a collaboration with the Rural Advisory Service in the Naryn province, the Association of livestock breeding, SIC "Eco-Consult" and NGO "Centre for Development of Renewable Energy Sources" in undertaking a number of training activities on agricultural development, processing of products and entrepreneurship skills, introduction of alternative energy, etc.

Overall, the systematic approach and multi-stakeholder efforts of the programme forged alignments in terms of programme synergies, which attracted complementary support from development partners such as WFP (joint implementation of grant projects), GIZ (jointly conducted training) and Aga Khan Development Network (coordination of actions, participation in work of Steering Committee, members of Grant Committee).

### 3.7. Lessons learned

- Building a critical mass of technical capacity of the target beneficiaries is vital for the success of programme. Process of preparation of project proposals identified low capacity of representatives of the local self-government (aiyl okmotuu) in the area of planning, designing, financial procedures, reporting. Therefore, the Programme undertook a number of measures for capacity building, in particular, training of financial procedures was held including consultations on project design.
- At the outset, bringing all the participating and approving agencies on board helps timely processing of approvals and smooth implementation of programme activities. During the course of project planning and implementation aimed at addressing socio-economic needs, the Programme faced with problem related to complexity of a procedure of receiving permits and other documents of relevant state institutions such as the architecture, agency on land planning and registration of rights on real estate (State Register), ecological-technical inspectorate.
- Active engagement and participation of the Aiyl Keneshes<sup>28</sup> and local self-government bodies in implementation of the programme activities is a key to the success of Programme. RCCs were formed at village level, which made joint decisions with local municipalities on priority setting in rural development and selection of the projects. Formation of RCCs allowed establishing of a permanent public control and interaction at all stages of the implementation of grant projects, including monitoring the effectiveness of using UNDP grants.
- Participatory approach leads to ownership, empowerment, beneficiaries' satisfaction and capacity building, improve Programme effectiveness and cost sharing. Programme involved target beneficiaries, Aiyl Keneshes, rayon state administration, government line departments and development partners functioning in the region from the beginning in order to actualize the development needs of the Naryn oblast. There was a multi-dimensional process of conducting need-based assessment in order to tailor projects accordingly. Lessons learned regarding social trust and beneficiary buy-in were generated within the framework of stakeholder participation.
- Funding projects based on a comprehensive need assessment and tailored to match the capacities of targeted stakeholders, matched with intensive technical support, can produce significant impact in terms of institutional and individual capacity development.
- Sustained engagement with the private sector, through public-private partnership (PPP) is a necessary condition not only for empowerment but also for successful agricultural transformation in oblast. The Honey Producers Association and Cattle Breeders Association are fast becoming a reality with the engagement of a local investors and as well as exporters.
- Facilitating a culture of mutual understanding and collaboration between stakeholders at different levels through genuine participatory processes requires a persistent and systematic approach, good leadership skills and dedication that need to be sustained over a long period of time to reach the overall objective.

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<sup>28</sup> Aiyl Kenesh – Village Council



### 3.8. Recommendations

The following recommendation may be taken into account for future strategy and upscaling this model in other areas of the country:

- A good stride has been made in a short duration by the team to achieve the objectives embedded in the programme design. Apex management of the Naryn oblast and rayon has been sensitized, government staff and agro-business community mobilized, rural community motivated and development partners mobilized, and a stage is set to further strengthen and expand the ongoing initiatives. Any interruption at this stage will risk the loss of investment and trust. Ongoing and planned activities may continue with the necessary technical assistance in order not to lose the momentum of accomplishments gained so far and continuity. That was also desired by almost all the government staff, other stakeholders and target beneficiaries met.
- Taken into consideration diverse nature of activities, depth and coverage of vast geographical area, two (2) year duration for the programme was very short. UNDP and donors to consider giving realistically sufficient time to implement programme activities more effectively and ensure sustainability of results.
- Care needs to be taken in the design of activities to ensure they are not too fragmented. There is a need for further efforts to consolidate the interventions initiated by the Programme for achieving long lasting results and sustainability purpose. After successful implementation of those activities and building the capacity of local government and communities, empower them for making their own decisions on expansion and adding more projects for local economic and social development.
- The programme has demonstrated successes in achieving its objectives that has been endorsed by the Naryn oblast, rayon and local governments as well as communities and donors. Many flagship initiatives and high value enterprises such as white honey production<sup>29</sup>, greenhouses for organic production of vegetables, fish hatchery and production of dry yogurt. Involvement of local communities in risk and disaster management was an innovative initiative. UNDP and donor may endeavour to upscale and replicate successful initiatives to other rayon in the country. However, there is a need to carry out a study development of a value chain for agricultural products for local markets as well as export.
- Social institutions and vulnerable (old persons and handicapped) and excluded persons may also be included for support in the project design for future development strategy.
- There is a room for improvement in the progress reports by including updated financial data that are vital for future planning and accountability purposes. In the summary section previous year's achievements may also be summarized. Quantitative information may be provided on all activities undertaken to highlight the programme performance. Qualitative information, such as issues and measures is also vital in helping the decision makers in the development of future strategy. A page on the abbreviations and acronyms should be added to the report.
- For effective monitoring, KAP (knowledge, attitude and practice) surveys could be a viable tool, provided that this is equally a part of the initial benchmark setting and that such is being repeated at regular intervals. The Programme may extend its participatory approach to monitoring field to

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<sup>29</sup> *There is a demand for 1,000 tons of honey, FEZ July 14, 2016.*

receive feedback from all stakeholders and target beneficiaries. Periodical client/beneficiary survey is a good monitoring tool.


- Impact of climate change (long spells of drought and flash floods): Numerous challenges are emerging in the region due to climate change. Also, climate change is and will remain one of major challenges for the agriculture sector in the region. There is an urgent need of infrastructure to enhance the local governments' preparedness to meet these challenges, such as flood defense systems and irrigation of arable land. Also, municipalities need to enhance their capacity to meet these challenges and for adopting mitigating measures<sup>30</sup>. A study should be conducted to assess the situation, possible impact on the regional resources and potential measures. The climate change issue should be given due consideration while preparing future strategies.


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<sup>30</sup> The climate change impacts include lower crop yields, soil degradation, and more pests and diseases - all bringing potentially significant economic losses to the farmers and economy as a whole. Mitigation measure include promotion of new farming practices - for example, different crop varieties such as drought resistant ones, shift of planting time, increase of share of winter crop, introduction of anti-hail nets for fruits, new efficient soil management techniques, and more efficient use of pesticides (integrated pest management) and fertilizers (fertigation). It also entails investment in improved water harvesting, management and conservation (efficient and cost effective irrigation systems and investments in water catchments), flood defence, enhanced extension, veterinary and photo-sanitary capacities, better weather forecast services, and tailored agricultural research programs (this is policy feedback which should be conveyed to higher level governments).

# A N N E X E S

## ANNEX 1: TERMS OF REFERENCE

TOR approved by:  
Bakytbek Sheripbaev, Naryn Area-Based Development Programme Manager  
Signature  Date: 03/06/2016

TOR is developed by:  
Ruslan Dosaliyev, UNDP Naryn ABD Programme Business Development specialist  
Signature  Date: 03/06/2016



TERMS OF REFERENCE	
International Expert for Final Evaluation of the UNDP Naryn Area-Based Development Programme Funding by Government of the Russian Federation	
<b>Project Name:</b>	Naryn Area-Based Development Programme (PID 00083485)
<b>Short title of assignment:</b>	International Expert for Final Evaluation of the UNDP Naryn Area-Based Development Programme Funding by Government of the Russian Federation
<b>Contract Type:</b>	Individual Consultant (IC)
<b>Duty station:</b>	Home-based with mission to Bishkek and Naryn oblast of the Kyrgyz Republic
<b>Duration:</b>	20 effective-person days during June-July 2016
BACKGROUND	
<p>The Strategy<sup>1</sup> of the Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan” meets national priorities reflected in the Development Strategy of the Kyrgyz Republic for 2013-2017 and the Development Strategy of the Naryn oblast for 2013-2017.</p> <p>Aim of the Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan” is to reduce poverty in the Naryn oblast through creation of conditions for balanced sustainable socio-economic development. This goal will be achieved through capacity building of the state and local institutions in 3 rayons of the Naryn oblast – their challenges are to create enabling environment for business development, design and implement the projects aimed towards socio-economic development of the oblast, and ensure active cooperation with the local communities, farmers, enterprises of small and medium size business.</p> <p>Components of the proposed comprehensive Programme are designed considering key priorities of the Development Strategy of the Naryn oblast <sup>2</sup> for 2013-2017.</p> <p>Key strategic components of the Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan” are:</p> <ul style="list-style-type: none"> <li>• Agribusiness development.</li> <li>• Improving of the vocational education.</li> <li>• Support of the local initiatives through financing from the small grant fund (more detailed information about the project is in the prodoc).</li> </ul> <p>The Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan” will be built upon achievements and lessons learned from previous experience of UNDP in Kyrgyzstan during last few years.</p> <p>Beneficiaries: about 30 000 people from poor community of the Naryn oblast, with specific focus on women and youth (3 rayons, 30 villages, especially in areas with low indexes of development and capacity).</p>	
OBJECTIVE	
<p>The goal of this mission is to conduct the evaluation of the Programme “Comprehensive Development of the Naryn oblast in Kyrgyzstan”. The evaluation will consist of an independent in-depth review of the Programme implementation progress, assess its impact on sustainable reduction of poverty and improvement of livelihoods in Naryn oblast, identify the lessons learned and to make recommendations regarding the specific actions that might be taken to further improve UNDP area-based development model. It will also measure UNDP’s contribution to the achievement of the outcome and view to fine-tune the current UNDP ABD programme, providing the most optimal portfolio balance and structure for the rest of the CPAP as well as informing the next programming cycle.</p>	

<sup>1</sup> UNDP Strategy on Comprehensive Development of the Regions was adapted to conditions and context of the Naryn province. Being implemented in other area, the realization strategy will be looked in different way.

<sup>2</sup> Development Strategy of the Naryn province for 2013-2017 was designed under assistance of the UNDP Programme “Localization of the Millennium Development Goals” and “Poverty and Environment”.

### SCOPE OF WORK

In order to accomplish the above-mentioned objectives, the International Expert will have to perform the following tasks:

- Assess the overall Programme's progress, relevance, efficiency and effectiveness;
- Assess the extent to which the Programme achieved its overall objectives and outputs as identified in the Programme Document, including selection of target beneficiaries as well as realized intended and unintended results and effects of the Programme;
- Review effectiveness and efficiency of the Programme components, main achievements, compliance with expanding country's needs and overall impact in improving the livelihood of the poor in the oblast;
- Review and evaluate the extent to which Programme impacts have reached the intended beneficiaries;
- Assess the likelihood of continuation and sustainability of Programme outputs and benefits after completion of the project - analyze how far the system of exit policy in the project ensures the sustainability of the Programme benefits;
- Identify gaps/weaknesses in the current Programme design and provide recommendations as to their improvement and what could have been done differently;
- Highlight key/major results, gaps, lessons learned, methodologies and good practices;
- Identify lessons learnt from ongoing interventions in the area;
- Elaborate on successful case studies of the Programme;
- Identify future interventions of the Programme, concrete options and objectives for further support in this area.

#### a) Relevance

- Extent to which UNDP support is relevant to Kyrgyzstan's sustainable development as articulated in the National Sustainable Development Strategy.
- Relevance of Programme and project design in addressing the identified priority needs in UNDAF and CPAP 2012-2017.
- Extent of the progress towards the achievement of the outcome.

#### b) Efficiency

- How much time, resources and effort it takes to manage the portfolio and where are the gaps if any. More specifically, how do UNDP practices, policies, decisions, constraints; capabilities affect the performance of the Naryn ABD Portfolio?
- Extent of M&E contribution to increased programme efficiency.
- Roles, engagement and coordination among various stakeholders in the Sector in project implementation
- Synergies and leveraging with other programmes in Kyrgyzstan.
- Extent of synergies among UNCT programming and implementation.
- Synergies between national institutions for UNDP support in programming and implementation including between UNDP and donors.

#### c) Effectiveness, results and sustainability

- Extent of UNDP's effectiveness in producing results at the local levels in alignment to CPAP, and MDG/SDGs
- Effectiveness of UNDP support in producing results at the aggregate level
- Extent of UNDP support towards capacity development.
- Extent of UNDP's contribution to human and institutional capacity building of partners as a guarantee for sustainability beyond UNDP interventions
- Contributing factors and impediments and extent of the UNDP contribution to the achievement of the outcomes through related project outputs;

#### d) Sustainability

- Extent to which UNDP established mechanisms ensure sustainability of the interventions
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the outcome.
- Provide preliminary recommendations and options on how the ABD Programme can most effectively continue to support appropriate central authorities, local communities and civil society in a long term perspective
- Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners.

FINAL DELIVERABLES		
RESULTS	TARGET DATES	PAYMENT STRUCTURE
<ul style="list-style-type: none"> <li>Inception Report- highlighting evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report will provide UNDP and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.</li> <li>An Evaluation Report that highlights the findings, recommendations, case studies and lessons learnt, and give a rating of performance. This report should follow the Evaluation Report Template and include all sections recommended therein (see attached template).</li> <li>A set of practical and specific recommendations on each area that was tackled by the Programmes and to overall improvement of area-based development modality.</li> </ul>	Within 1 month after signing the contract	100%
INSTITUTIONAL ARRANGEMENTS AND METHODOLOGY FOR EVALUATION APPROACH		
<p>The International Expert will work under the overall supervision of UNDP Programme Analyst.</p> <p>The International Expert should coordinate closely with the Programme team, Programme stakeholders, donors and UNDP Country Office. Consultations should be held with relevant Government partners, civil society, private sector and donors involved into the process. Based on a set of relevant quantifiable and qualitative indicators, a combination of quantitative and qualitative methods for collection and analysis of the data should be used, like: documentation review, interviews, visits to the partners and surveys; questionnaires; personal observations, as well as social, economic and political context within which the Programme takes place.</p> <p>During the project evaluation, the International Expert is expected to apply the following approaches for data collection and analysis:</p> <ul style="list-style-type: none"> <li>Desk review of relevant documents (project document, etc.);</li> <li>Discussions with the Senior Management and relevant staff of UNDP Country Office;</li> <li>Regular in-depth consultation with Programme staff;</li> <li>Interviews with partners and stakeholders;</li> <li>Visits to Programme sites;</li> <li>Discussions with Programme team, project beneficiaries/partners;</li> <li>Develop key evaluation questioners for the final beneficiaries and donor coordination partners;</li> <li>Consultation meetings.</li> </ul> <p><b>The template of Evaluation Report can be found in the Annex 1.</b></p>		
QUALIFICATION REQUIREMENTS		
<p><u>Qualification requirements for the International Consultant:</u></p> <ul style="list-style-type: none"> <li>Higher education (Bachelor or Master degree) in socio-economic development sciences or public administration;</li> <li>At least 7 years of proven experience in conducting monitoring and evaluations and/or results-based management, including conducting independent project evaluations, trainings, developing M&amp;E frameworks, result based frameworks, log frames etc.;</li> <li>Proven experience in the ECIS (Europe and the Commonwealth of Independent States) Region (minimum 1 year);</li> <li>Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies, major donors as well as government (minimum 1 evaluation of technical assistance project);</li> <li>Good knowledge of UN system, procedures and operational activities for development, previous experience in UNDAF development is an asset;</li> <li>Fluency in written and spoken English. Knowledge of Russian is an asset.</li> </ul>		



SUBMISSION OF APPLICATIONS		
<p>Candidate should provide documents proving compliance with the qualification requirements:</p> <ol style="list-style-type: none"> <li>1. Current, complete and signed P.11 form in English, including past experience in similar projects;</li> <li>2. Confirmation of Interest and Submission of financial proposal as per template;</li> <li>3. Copy of ID;</li> <li>4. Bank reference containing bank details.</li> </ol>		
ADDITIONAL REQUIREMENTS FOR RECOMMENDED CONTRACTORS		
<p><b>Statement of Medical Fitness for Work</b></p> <p>For an Individual Contractor who is of 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required under the TOR, a full medical examination and statement of fitness to work must be provided. However, this is not a requirement for individuals on RLA contracts.</p> <p>Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.</p> <p><b>Inoculations/Vaccinations</b></p> <p>Individual Consultants/Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal. Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.</p>		
TRAVEL REQUIREMENTS		
<p>Duty Station: Home-based with mission to Bishkek and Naryn oblast, Kyrgyz Republic.</p> <p>All envisaged travel costs must be included in the financial proposal. In general, UNDP should not accept travel costs exceeding those of an economy class ticket and daily allowance exceeding UNDP rates. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.</p> <p>Travels required to/within Bishkek and Naryn oblast during a mission to Kyrgyzstan as given below:</p> <ul style="list-style-type: none"> <li>✓ Minimum 1 travel to Bishkek. Total: 2 days. Living allowance to be envisaged for 2 days.</li> <li>✓ Minimum 1 travel to Naryn town. Total: 5 days. Living allowance to be envisaged for 5 days.</li> <li>✓ Minimum 1 travel to the villages of Zhumgal rayon, Naryn oblast. Total: 2 days. Living allowance to be envisaged for 2 days.</li> <li>✓ Minimum 1 travel to the villages of Ak-Tala rayon, Naryn oblast. Total: 2 days. Living allowance to be envisaged for 2 days.</li> <li>✓ Minimum 1 travel to the villages of At-Bashy rayon, Naryn oblast. Total: 1 day. Living allowance to be not envisaged.</li> <li>✓ Transportation costs for the round trip Bishkek-Naryn to be envisaged.</li> <li>✓ Transportation costs during travels within Naryn oblast are connected with travels of relevant project staff and will be covered by UNDP Naryn ABD for achieving the objectives under the present TOR.</li> </ul>		
TIMELIANE AND SCHEDULE (tentative)		
<p>The mission will commence in June 2016. The duration of the assignment is up to 20 effective person-days, including writing of the final report according to the following indicative plan:</p>		
Activity	Timing (indicative)	Completion Date (indicative)
Preparation ( on line desk review)	3 effective person-days (June, 2016)	June, 2016
Evaluation Mission (in-country field visits, interviews)	12 effective person-days (July, 2016)	July, 2016
<b>Draft Evaluation Report</b>	5 effective person-days (July, 2016)	July, 2016

DOCUMENTS TO BE STUDIED BY EVALUATOR
<p>UNDP corporate policy documents:</p> <ol style="list-style-type: none"> <li>1. Handbook on Monitoring and Evaluating for development results <a href="http://web.undp.org/evaluation/guidance.shtml#handbook">http://web.undp.org/evaluation/guidance.shtml#handbook</a></li> <li>2. UN DG Result-Based Management Handbook</li> <li>3. Programme and Operations Policies and Procedures – section on project management <a href="https://info.undp.org/global/popp/ppm/Pages/Implementing-a-Project.aspx">https://info.undp.org/global/popp/ppm/Pages/Implementing-a-Project.aspx</a></li> </ol> <p>UN/UNDP Kyrgyzstan Country Office Documents:</p> <ol style="list-style-type: none"> <li>1. Project document;</li> <li>2. Annual Work Plans and Progress Reports Results Oriented Reports for 2012-2017;</li> <li>3. National Sustainable Development Strategy 2013-2017;</li> <li>4. Naryn oblast development strategy 2013-2017 ( Russian version only);</li> <li>5. Other documents and materials related to the Project are evaluated (from the government, donors, etc.)</li> <li>6. Monitoring plans and indicators;</li> <li>7. Partnership arrangements (e.g., agreements of cooperation with governments or partners)</li> <li>8. Previous evaluations and assessments</li> <li>9. UNDP evaluation policy, UNEG norms and standards, and other policy documents</li> <li>10. Project Board Meeting Minutes.</li> </ol> <p>Useful links:</p> <ul style="list-style-type: none"> <li>• <a href="http://www.kg.undp.org">www.kg.undp.org</a></li> <li>• <a href="http://www.open.undp.org">www.open.undp.org</a></li> </ul>
SECURITY CLEARANCE
<p>The Consultant should undertake the Basic Security in the Field II (BSITF II) training and Advanced Security in the Field (ASITF) tests prior to travelling. These requirements apply for all Consultants, attracted individually or through the Employer.</p>
UNDP INPUT
<ul style="list-style-type: none"> <li>✓ Access to UNDP Naryn ABD Programme premises;</li> <li>✓ Desk, access to network, internet &amp; printing/copying communication equipment;</li> <li>✓ Transportation costs during travels connected with travels of relevant project staff will be covered by UNDP Naryn ABD Programme and approved by Programme Manager for achieving the objectives under the present TOR.</li> </ul>
EVALUATOR ETHICS
<p>Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the <a href="#">UNEG 'Ethical Guidelines for Evaluations'</a></p>



## **Annex 1. Template of Evaluation Report**

### **Purpose/Description of the Evaluation Report:**

The evaluation report is the key product of the evaluation process. Its purpose is to provide a transparent basis for accountability for results, for decision-making on policies and programmes, for learning, for drawing lessons and for improvement.

This note draws extensively from the [Standards for Evaluation for the UN system](#).

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### **Format:**

#### **The Evaluation Report should contain the following:**

- Title Page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context of the programme
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives
- Annexes

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### **Quality Criteria:**

A good evaluation report must be guided by the criteria of utility, credibility, and relevance/appropriateness as defined below.

**Utility:** An evaluation report is useful when the report is:

- Complete in providing information on the context for the evaluation to allow reader to decide on the value it will derive from the evaluation (i.e. evaluability assessment, stakeholder involvement, evaluator or institutional credibility, alignment of evaluators with national institutions, bases for interpretation, budget, timing, national involvement and alignment).
- The presentation of the evaluation process and findings are complete and well structured to provide ease in accessing information needed for decision-making and for assessing how justified conclusions are based on the linkages among the parts of the report.
- The recommendations are clear and actionable.
- Information on expected plans for follow-through with the evaluation by key stakeholders is provided.

**Credibility:** An evaluation report is credible when there is professional rigor for objectivity, validity and reliability of the procedures and instruments used.

- Evaluators are competent professionals and valid in the eyes of the users/stakeholders.
- There is accuracy and validity (programme content and contextual factors, instruments, information coverage/sampling, external validity or linkage with other development findings).
- There is reliability or consistency in the information provided.
- The bases for making judgments are transparent and based on negotiated agreements.

**Relevance, appropriateness and added-value:** A report is relevant, appropriate and adds value when information provided addresses priority or strategic information needs, is not duplicative, and is appropriate given institutional goals. The conduct of evaluation is aligned with national systems.

- The purpose and incentives for use are clear.
- There is alignment with national and government demands, harmonization and coherence within UN and organizational lens: human development and human rights.
- Addresses organizational mandate and the Strategic Plan priorities.
- Advances knowledge or priorities for development (equity, capacity, cooperation and others).

*The following provides for each criterion, performance indicators which would provide the basis for assessing report quality in an objective and reliable manner.*

#### **1. Utility – Enhancing use and impact of information provided**

##### ***1.1 The title page and opening pages provide key basic contextual information***

- Title of the evaluation that includes a clear reference to the project / programme being evaluated.
- Links to the [evaluation plan](#) (with information on strategic value, national involvement and alignment, timing, resources and financing).
- Links to UNDAF outcomes and the Strategic Plan priorities.
- Geographical coverage of the evaluation.
- Name and organization of the evaluators and information in annex for assessment of competence and trustworthiness.
- Name of the commissioning organization (e.g. UNDP country office X).
- Date when the evaluation report is completed.
- Expected actions from the evaluation and dates for action.
- Dates for stakeholder meetings and status of meetings.
- Name of UNDP contact point for the evaluation (e.g. evaluation task manager).

***1.2 For a joint evaluation or for the evaluation of a joint programme, the roles and contributions of the different UN organizations or other partners, are clearly described. The report should describe who is involved, their roles and their contributions to the subject being evaluated, including:***

- Financial and in-kind contributions such as technical assistance, training and logistic support.
- Participation and staff time.
- Leadership, advocacy and lobbying.

***1.3 For a country-led joint evaluation, the framework for the leadership, governance, conduct, use and capacity development are clearly described, and norms and standards for the evaluation are delineated if necessary.***

***1.4 The information in the report is complete, well structured and well presented. The report should provide information on:***

- The purpose of the evaluation.
- Exactly what was evaluated.
- How the evaluation was designed and conducted.
- What evidence was used in the evaluation.
- What conclusions were drawn.
- What recommendations were made.
- What lessons were distilled.

***1.5 The report should be clear and easy to read with complementary graphics to enhance understanding:***

- The report should apply a plain, non-specialist language.
- Graphics, tables and illustrations should be used, when applicable, to enhance the presentation of information.
- The report should not exceed 50 pages, excluding annexes.
- In the case of an outcome evaluation, the related projects should be listed in the annex, including timelines, implementation arrangements and budgets.

**1.6 The executive summary of the report should be brief (maximum 2-3 pages) and contains key information needed by decision-makers. It should contain:**

- Brief description of the programme.
- Evaluation purpose, questions and scope of evaluation.
- Key findings.
- Conclusions.
- Key recommendations.

The executive summary should not include information that is not mentioned and substantiated in the main report.

**1.7 The recommendations are relevant and realistic, with clear priorities for action.**

- Recommendations should emerge logically from the evaluation's findings and conclusions.
- Recommendations should be relevant to the purpose of the evaluation and decisions to be made based on the evaluation.
- Recommendation should be formulated in a clear and concise manner and be prioritized to the extent possible.

2. Credibility - accuracy, reliability, and objectivity

**2.1. The subject or programme being evaluated is clearly and accurately described.**

- The goals and objectives of the programme/project/subject are clearly described and the performance indicators presented.
- The conceptual linkages or logic theory among programme/project strategy, the outputs and the outcomes should be described, explaining their relation to national priorities and goals.
- The context in which the programme/project existed is described so its likely influences in the program can be identified.
- The level of implementation of the programme/project and major divergences between the original implementation plan or approach should be described and explained.
- The recipient /intended beneficiaries, the stake holders, the cost and the financing of the programmes/projects should be described.

**2.2. The report provides a clear explanation of the scope of the evaluation.**

- The objectives, scope and coverage of the evaluation should be explicit and its limitations should also be acknowledged.
- The original evaluation questions from the TORs should be made explicit as well as those that were added subsequently or during the evaluation and their rationale provided.
- The results of an evaluability assessment are noted for its effects on defining the scope of the evaluation. Evaluability is the extent to which *there is clarity in the intent of the subject to be evaluated, sufficient*

*measurable indicators, assessable reliable information sources and no major factor hindering an impartial evaluation process<sup>3</sup>.*

**2.3. *The methodology is fully described for its role in ensuring the validity and reliability of the evaluation.***

Any description of the methodology should include the following in addressing the questions of the evaluation:

- The universe of data needed to answer the questions and the sources of this data.
- The sampling procedure applied to ensure representativeness in collecting information from these sources (area and population to be represented, rationale for selection, mechanics of selection, numbers selected out of potential subjects, limitations to sampling).
- Procedures applied (including triangulation) to ensure the accuracy and reliability of the information collected.
- Bases for making judgments and interpretation of the findings including performance indicators or levels of statistical significance as warranted by available data.
- Description of procedures for quantitative and qualitative analyses.
- Innovations in methodological approach and added value to development evaluation.
- How the evaluation addressed equity in its design and in the provision of differentiated information to guide policies and programmes.
- How a human development and human rights perspective provided a lens for the evaluation and influenced the scope of the evaluation.

**2.4. *The findings of the evaluation address the following in response to the key questions of the evaluation.***

- Cost efficiency and relevance.
- UNDP partnership strategy and the extent to which it contributed to greater effectiveness.
- External factors influencing progress towards the outcome.
- UNDP contribution to capacity development and institutional strengthening.

**2.5 *Conclusions are firmly based on evidence and analysis.***

- **Conclusions are the judgment made by the evaluators. They should not repeat the findings but address the key issues that can be abstracted from them.**
- Conclusions are made based on an agreed basis for making judgments of value or worth relative to relevance, effectiveness, efficiency, sustainability.
- Conclusions must focus on issues of significance to the subject being evaluated, determined by the evaluation objectives and the key evaluation questions.

**2.5. *Annexes are complete and relevant.***

- The original Terms of Reference for the evaluation.
- Details on the programme and its context in development.
- Details of data and analyses.
- Data collection instruments (e.g. copies of questionnaires, and surveys).
- Evaluation plan.

**Relevance and Added Value**

**3.1. *The purpose and context of the evaluation are described.***

- The reason(s) why the evaluation is being conducted should be explicitly stated.
- The justification for conducting the evaluation at this point in time should be summarized.
- Who requires the evaluative information should be made clear.

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<sup>3</sup> Norms for Evaluation for the United Nations System, para 7.2.



- The description of context should provide an understanding of the geographic, socioeconomic, political and cultural settings in which the evaluation took place.

**3.2. The report includes an assessment of the extent to which issues of equity and gender, in particular, and human rights considerations are incorporated in the project or programme.**

The evaluation report should include a description of, *inter alia*:

- How a human development and human rights perspective was adopted in design, implementation and monitoring of the projects or programme being evaluated.
- How issues of equity, marginalized, vulnerable and hard-to-reach groups were addressed in design, implementation and monitoring of the projects or programme being evaluated.
- How the evaluation addressed equity in its design and in the provision of differentiated information to guide policies and programmes.
- How the evaluation used the human development and human rights lens in its defining the scope of the evaluation and in the methodology used.

**3.3 The report presents information on its relationship with other associated evaluations and indicates its added value to already existing information.**

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## **ANNEX 2. EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

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**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

## Annex 2: Evaluation Matrix

Evaluation criteria	Key questions	Data collection methods / tools	Data sources
<b>Relevance</b>	<ul style="list-style-type: none"> <li>To what extent UNDP support was relevant to provincial (Naryn oblast) and national (Kyrgyzstan's) sustainable development as articulated in the National Sustainable Development Strategy?</li> <li>Was the Programme and project designed to address the priority needs identified in UNDAF and CPAP 2012-2017?</li> <li>To what extent the progress was made towards the achievement of the outcome?</li> </ul>	<ul style="list-style-type: none"> <li>In-depth desk review of relevant documents and literature</li> <li>Semi-structured interviews with key informant, partners and stakeholders</li> <li>Vigorous consultations</li> </ul>	<ul style="list-style-type: none"> <li>Project document.</li> <li>Programme annual work plans and periodical progress reports, Results Oriented Reports for 2012-2017</li> <li>National Sustainable Development Strategy 2013-2017</li> <li>UNDAFs, CPAP 2012-2017 and other UNDP CO reports</li> <li>Naryn oblast development strategy 2013-2017</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>How much time, resources and effort it took to manage the portfolio and where were the gaps, if any. More specifically, how do UNDP practices, policies, decisions, constraints; capabilities affect the performance of the Naryn ABD Portfolio?</li> <li>To what extent M&amp;E contributed to increased programme efficiency?</li> <li>What were the roles, engagement of and coordination among various stakeholders in the Sector in Programme implementation in Kyrgyzstan?</li> <li>To what extent Programme was successful in developing synergies and leveraging with other programmes in Kyrgyzstan?</li> <li>To what extent Programme was successful in developing synergies among UNCT programming and implementation</li> <li>To what extent Programme was successful in developing synergies between national institutions for UNDP support in programming and implementation including between UNDP and donors.</li> </ul>	<ul style="list-style-type: none"> <li>In-depth desk review of documents and literature relevant to Programme</li> <li>One-on-one interviews</li> <li>In-depth consultations</li> <li>Interview protocols and questionnaires</li> <li>Vigorous consultations</li> <li>Field visits verification</li> <li>Personal observations and judgment</li> </ul>	<ul style="list-style-type: none"> <li>Project document.</li> <li>Periodical progress reports (annual, quarterly), annual work plans, budget revisions, project files, minutes of PSC meetings</li> <li>Results Oriented Reports for 2012-2017</li> <li>Perceptions of key informants, programme team, government staff and PSC members</li> <li>Guidance on the Programme Quality Assurance processes</li> <li>UNDP Operational Guidelines on Grant Implementation</li> <li>Audit and evaluations</li> <li>Guidelines on Grants</li> <li>Relevant internal and external assessments</li> </ul>

Evaluation criteria	Key questions	Data collection methods / tools	Data sources
<b>Effectiveness/ Impact</b>	<ul style="list-style-type: none"> <li>• To what extent UNDP's been effective in producing results at the local levels in alignment to CPAP, and MDG/SDGs?</li> <li>• To what extent Programme support been effective in producing results at the aggregate level?</li> <li>• To what extent Programme was successful in the capacity development of public and private institutions?</li> <li>• What were the contributing factors and impediments and extent of the UNDP contribution to the achievement of the outcomes through related Programme outputs?</li> <li>• What are the achievement in terms of positive changes in the knowledge, attitude, practices and skills of the government staff at national as well as provincial level?</li> <li>• To what extent the Programme was successful in adopting inclusive approach (involving women, youth, vulnerable)</li> <li>• What are the foreseen restraints on sustaining the achievements at the national, provincial and local levels?</li> <li>• What are the major lessons learned to guide future planning?</li> <li>• To what extent has the Programme contributed or is likely to contribute to long-term positive or negative economic, social and technical changes for government ministries, departments, CBOs, CSOs and communities that participated in the Programme? What are those changes?</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth desk review of project documents</li> <li>• One-on-one interviews</li> <li>• Interview protocols and questionnaires</li> <li>• Vigorous consultations</li> <li>• Personal observations and judgment</li> <li>• Focus group discussion with target beneficiaries</li> <li>• Field visits verification</li> <li>• Direct observations and personal judgment</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Annual work plans and periodical progress reports (annual, quarterly)</li> <li>• Results Oriented Reports for 2012-2017</li> <li>• Programme Team, government staff, PSC members, donors, Rural Coordination Committees, CSOs, CBOs, businesses associations, academia, other projects and target beneficiaries</li> </ul>

Evaluation criteria	Key Questions	Data collection methods / tools	Data sources
Sustainability	<ul style="list-style-type: none"> <li>• To which extent Programme was successful in establishing mechanisms to ensure sustainability of the interventions?</li> <li>• To what extent Programme contributed to human and institutional capacity building of partners as a guarantee for sustainability beyond UNDP interventions?</li> <li>• What and to what extent are the outputs that may be sustained and mainstreamed or used for future programming?</li> <li>• To which extent have the government institutions, farmers' associations and CSOs taken ownership of the Programme? Are they committed to continue working towards these objectives once the Programme support has ended?</li> <li>• To what extent the partnership strategies were viable and effective in relation to the achievement of the outcome?</li> <li>• Has any exit strategy or sustainability plan been developed for Programme? What are the follow-up plans to sustain and mainstream the achievements? <ul style="list-style-type: none"> <li>• What are success stories in the areas of partnerships with other national institutions, CSOs, UN development partners?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In-depth reviews</li> <li>• One-on-one interviews</li> <li>• Vigorous consultations</li> <li>• Field visits and surveys</li> <li>• Focus groups discussion</li> <li>• Direct observations and personal judgment</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant project documents, other donor reports</li> <li>• Perceptions of Programme Team, government staff, PSC members, businesses associations, donors, CSOs, CBOs, Rural Coordination Committees, water users association, other projects and target beneficiaries</li> <li>• Internal assessments</li> <li>• Evidence from project technical reports</li> <li>• Mid-term review</li> </ul>



## **ANNEX 3: LIST OF PERSONS MET**

### **UNDP Biskek, Kyrgyz Republic**

- Alexander Avanesov, RR UNDP in the Kyrgyz Republic;
- Nuria Choibaeva, Team Leader/Programme and Policy Analyst Sustainable Development
- Leonid Komarover, Senior Policy Advisor
- Kylychev Kumar, Programme Dimension Chief
- Takirov Urmat, Aid for Trade Policy Coordinator
- Aidai Arstanbekove, Programme Associate
- Admir Kurman, Media Expert

### **UNDP Area Development Programme, Naryn**

- Bakytbek Sheripbaev, Programme Manager
- Ruslan Dosaliev, Programme Specialist
- Mirlan Dyikanbaev, Media-expert
- Nazik Imanbekova, Administrative and finance assistant;

### **Bishkek**

#### **Bishkek, Aiyl Bank**

- Akimov Murat, Deputy chair of the Board of OJSC “Ayil bank”
- Shorokhov Munarbek, Head of Credit Department
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#### **Bishkek, Public fund “ADI”**

- Biyalieva Chynara, Expert of Public fund “ADI”

### **Naryn oblast**

#### **Naryn oblast administration Government of KR**

- Jarkyn Ibraeva, Deputy plenipotentiary representative
- Elmira Turganbaeva, Senior specialist of regional development department
- Gulzat Abdyrasulova, General Director, Free Economic Zone, Naryn
- Cholpon Omorova, Deputy Head of the Naryn Regional Department of Economic Ministry

Members of the Grant projects assessment commission of the Programme:

- Anarbek Sokeev, Director of the Naryn Basin Water Management Department
- Elmira Junushalieva, Department of support to Water Users Associations
- Munira Kalieva, Head of NGO “Novoe imya (New name)” Naryn

#### **Naryn Beekeepers’ Association (Naryn Uyuk Association)**

[www.pchelovod.kg](http://www.pchelovod.kg)

- Orazakunov Alybek, Deputy Chairman
- Sharsheev Ruslan, Member

### **At-Bashi rayon administration**

- Jumagul Tentimishev, Deputy Head of At-Bashi rayon State Administration

#### Ak-Muz village

- Veterinary center in Ak-Muz village
- Street Lights project
- Transformer installation project
- Green Village - Risk emergencies project
- Azat Kapatov, Head of Ak-Muz Aiyl Okmotu
- Umetaly Saalaev, Project leader
- Members of the Rural Coordination Committee (RCC)

#### Ak-Jar village

- Maksat Kadyrkulov, Head of Ak-Jar Ayil okmotu;
- Project on repairing agricultural machinery of the municipal technical service;
- Visit to new settlement of the village: projects on installation of electric transformers
- Water supply project

#### Kyzyl- Tuu Village

- Greenhouse project
- Rustam Tashtanov, Head of Ak-Jar Ayil okmotu
- Toktomushev Mars – Deputy of Head of AO
- Kasmakunov Tynybek – project leader
- Aidaraliev Myrzabek – member of RCC
- Osmonov Japar
- Nuraliev Jyrgal
- Tentimisheva Aizat
- Bugubaeva Nurzat
- Kurmankulova Gilzada
- Saatov Erkinbek

### **Ak-Talaa rayon Administration**

- Abdylmalik Sylaimanov, First Deputy Head of Ak-Talaa rayon state administration;
- Ermenkan uulu Askat, Specialist of Economic Department of Ak-Talaa rayon state administration

#### Ugut village

- Solar energy project
- Drip irrigation project
- Road improvement project
- Transformer installation
- Green village
- Fish farm
- Anarbek Madanbekov, specialist of Ugut Aiyl Okmoty

- Samara Baibagysheva, member of RCC
- Mimoza Jusubalieva, Head of local kindergarten
- Tokon uulu Adilet, Project Leader Drip Irrigation
- Azamat Teltaev, Project Leader, Solar Energy

### **Jumgal rayon**

- Adyl Saparov, Head of Jumgal rayon state administration

### Tash-Dobo village

- Sewing project
- Irrigation canal project
- Grain stock renovation project
- Altynbek Moinokov, Head of Tash-Dobo ayil Okmotu
- Seidikalykova Janyl
- Kanymetova Venera
- Karasartova Saltanat
- Sharsheeva Atyrkul
- Irrigation canal “Kardy[Jaryk”

### Bazar-Turuk village

- Concrete blocks production workshop
- Fish hatchery project
- Kayirbek Kadiev, Head of Jany-Aryk Ayil okmotu;

### Lyceum # 26 Chaek village

- Kochkunaliev Ulan, Deputy Director of the lyceum

#### **ANNEX 4: LOF DOCUMENTS REVIEWED**

- Comprehensive Development of the Naryn Province in Kyrgyzstan- Annual Reports 2014 and 2015, UNDP Comprehensive Development of the Naryn Province
- Comprehensive Development of the Naryn Province in Kyrgyzstan- Project proposal Kyrgyzstan, Bishkek 2013.
- Project proposal on Comprehensive Development of the Naryn Province in Kyrgyzstan, Bishkek 2013.
- Country Programme Action Plan between The Government of the Kyrgyz Republic and The United Nations Development Programme, 2012 – 2016, Bishkek 2011.
- UNDAF III 2014-2017 Action Plan, UNDP Kyrgyzstan Nigeria
- United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic 2012-2016;
- UN Evaluation Group - Integrating Human Rights and Gender Equality in Evaluation -Towards UNEG Guidance, UNEG/G (2011)2, March 2011
- UNDP "Handbook on Planning, Monitoring and Evaluating for Development Results", 2011.
- UN Evaluation Group Norms and Standards for Evaluation in the UN System.
- Quality in Evaluations in the UN System”, 2011; UNEG, ‘Code of Conduct’, June 2008
- UNDP, Guidelines for Evaluators, 2002.