



United Nations Development Programme in Kyrgyzstan

# **Final Evaluation Report**

**UNDP Kyrgyzstan Programme**

**“Integrated Area – Based Development of Osh Province”**

**(2016 – 2019)**

Name of the Project: **“Integrated Area – Based Development of Osh Province”**

Implementation period: **July 2016 – December 2019**

Project country: **Kyrgyzstan**

Name of the organization commissioning the evaluation: **UNDP Kyrgyzstan**

Timeframe of the evaluation: **October – December 2019**

Report submitted at: **25 December 2019**

External Evaluator: **Marius Bîrsan**

**UNDP staff focal points for the evaluation:**

**Tuimakan Subankulova**, Area Manager, Integrated Area-Based Development Programme in Osh province

**Timur Talipov**, Procurement Specialist, UNDP Integrated Area-Based Development Programme in Osh province

**Aidai Arstanbekova**, Gender Focal Point and Monitoring and Evaluation Officer, UNDP Kyrgyzstan

## **ACKNOWLEDGMENTS**

This report is the result of the evaluation process conducted by an external and independent consultant. The consultant expresses his thanks to all who contributed directly or indirectly with their time, information, and inputs during the interviews and consultations carried out during the evaluation process. Special thanks are addressed to the Programme Team and to Aidai Ashiralieva for establishing a comprehensive and timely interviews schedule. Many thanks go also to the UNDSS security officers in Bishkek and Osh for their valuable advices during the field trips. Acknowledgements go as well to Eliza Almazbekova and Mavliuda Hodzhaeva for translating support, and to the drivers at UNDP Osh Office who drove long distances safely.

## Table of Contents

### List of Abbreviations and Acronyms

Table of Contents .....	3
List of abbreviations and acronyms.....	4
Executive Summary .....	6
Chapter 1: Introduction and Evaluation Methodology .....	9
Chapter 2: Relevance and Programme Design.....	13
Chapter 3: Effectiveness.....	22
Chapter 4: Efficiency.....	38
Chapter 5: Sustainability.....	43
Chapter 6: Impact.....	45
Chapter 7: Gender considerations .....	47
Chapter 8: Monitoring and Evaluation .....	48
Chapter 9: Conclusions, Lessons Learned and Recommendations .....	49
<b><i>Annex 1: Terms of Reference .....</i></b>	<b><i>53</i></b>
<b><i>Annex 2: List of Documents reviewed .....</i></b>	<b><i>54</i></b>
<b><i>Annex 3: Questionnaire for face-to-face, online and mail interviews.....</i></b>	<b><i>54</i></b>
<b><i>Annex 4: List of Meetings and Interviewees.....</i></b>	<b><i>57</i></b>
<b><i>Annex 5: Other informative material .....</i></b>	<b><i>58</i></b>
<b><i>Annex 6: List of the Programme target villages.....</i></b>	<b><i>59</i></b>

## List of abbreviations and acronyms

<b>ABD</b>	--	<b>Area-Based Development</b>
<b>AR</b>	--	<b>Annual Report</b>
<b>AWP</b>	--	<b>Annual Workplan</b>
<b>AWU</b>	--	<b>Association of Water Users</b>
<b>CIS</b>	--	<b>Commonwealth of Independent States</b>
<b>CPAP</b>	--	<b>Country Programme Action Plan</b>
<b>CPD</b>	--	<b>Country Programme Document</b>
<b>DRR</b>	--	<b>Disaster Risk Reduction</b>
<b>EU</b>	--	<b>European Union</b>
<b>GIZ</b>	--	<b>Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)</b>
<b>MES</b>	--	<b>Ministry of Emergency Situations</b>
<b>MF KR</b>	--	<b>Ministry of Finance of the Kyrgyz Republic</b>
<b>MRDK</b>	--	<b>Ministry of Regional Development of Kyrgyzstan</b>
<b>MTE</b>	--	<b>Mid-Term Evaluation</b>
<b>NBKR</b>		<b>National Bank of the Kyrgyz Republic</b>
<b>NGO</b>	--	<b>Non-Governmental Organization</b>
<b>ODA</b>	--	<b>Official Development Assistance</b>
<b>OECD</b>	--	<b>Organization for Economic Cooperation and Development</b>
<b>ProDoc</b>	--	<b>Programme's Document</b>
<b>RBM</b>	--	<b>Results-Based Management</b>
<b>SME(s)</b>	--	<b>Small and Medium Enterprise(s)</b>
<b>ToR</b>	--	<b>Terms of Reference (of the Evaluation)</b>
<b>UNDP</b>	--	<b>United Nations Development Programme</b>
<b>UNEG</b>	--	<b>United Nations Evaluation Group</b>
<b>VTET</b>	--	<b>Vocational and Technical Education and Training</b>
<b>WB</b>	--	<b>World Bank</b>



## Executive Summary

ES1. The present Final Evaluation analyses the design, management, implementation, partnerships, outcomes, and options for continuation of the Programme “Integrated Area–Based Development of Osh Province”.

ES2. The Area-Based Development Programme in Osh Province aims to improve the quality of life of the population, and to contribute to the achievement of the Global Development Agenda <sup>1</sup>in Kyrgyzstan. The Programme was funded by the Russian Federation, executed by UNDP Kyrgyzstan, and implemented between July 2016 and December 2019. The initial budget totaled \$3,500,000.

ES3. The goal was to assist the Kyrgyz Government to ensure conditions to prevent violent conflicts and to enable sustainable human development in three pilot districts of Osh province. The means to achieve this goal was to supporting economic activities, improving access to water, increasing environmental safety, creating new jobs and rehabilitating social and economic infrastructure.

ES4. **The Programme’s relevance is rated as *Excellent*<sup>2</sup>.** The Programme aligned its objectives with the National Development Strategy, the UNDAF, and CPAP, and considered the relevant needs of the Osh province through a detailed Baseline Survey. The goals set were and still are relevant at all components. The Programme design benefits from lessons learned and recommendations generated by previously implemented initiatives.

ES5. **The Programme’s effectiveness is rated as *Partly Satisfactory*.** The rating considers the achieved outputs of the Programme and the gap between the progress made at local level versus the changes potentially induced at regional and national levels. Additionally, the focus on outputs rather on outcomes hinders a proper assessment of enduring desired changes.

ES6. **The overall rating for Programme’s efficiency is *Fully Satisfactory*.** Positive aspects related to efficiency are: logically explainable disbursements; good financial and accounting standards following the UNDP policies and procedures; and embedded principles to increase the efficiency. The inadvertencies in RBM-oriented monitoring and reporting, however, make difficult to assess the outcome and impact level of the Programme.

ES7. The Programme’s sustainability is different for each of the five components. For the components 2, 3, 4, and 5 the sustainability factors were well built in and implemented, and thus their sustainability is ***Highly Satisfactory***. The results under component 1 are most susceptible to depend on external factors (geopolitical, physical infrastructure). Any variation or lack of improvement could negatively affect the sustainability of the Programme and potential impact on small businesses and tourism.

ES8. **The potential impact of the Programme is very high for the pilot communities**, who benefit now from local sustainable development plans, gained knowledge to prioritize the needs, and to write project proposals to receive funds from the national budget or from international donors. **Considering the magnitude of the changes relative to Osh province’s size and population, the**

---

<sup>1</sup> At the time the programme design), the Global Development Agenda was represented by the Millennium Development Goals (MDGs), later in 2015 replaced by the Millennium Development Goals (SDGs).

<sup>2</sup> The range of ratings (Excellent – Fully Satisfactory – Partly Satisfactory – Partly Unsatisfactory – Unsatisfactory) is explained in the Methodology Chapter.

**impact is low, and the rating is *Partly Satisfactory*.** Increased impact in the future could be achieved through two approaches:

- I) Scale up the proven successful activities, to be supported and financed similarly to the current Programme; and/or
- II) Promote selected models and pilot projects across the country and the region. The main selection criteria should be the possibility of the national government to implement independently the activities. This approach should be done in consultation with the national counterparts at the governmental level.

## **Recommendations:**

**R1. UNDP could be the catalyst to bring together national partners and other international organizations, to create a greater programme with higher impact in the regions.** Although the Programme has a significant scale and complexity, given the nature of the challenges and the size of the region, the impact is limited. Building on the good results, scaling up and replicating the best practices in other municipalities is the next logical step. Mobilizing more resources from other donors and continuing to involve the national and regional partners (as well as beneficiaries, where applicable) prove to be an appropriate *modus operandi*. The coordination should be done following the Paris Principles for Aid Effectiveness<sup>3</sup>, and UNDP could play a central role in setting a high-level partnership platform in Kyrgyzstan.

**R2. UNDP should establish a stronger Results-Based Management oriented working approach.** In the context of financing for sustainable development, more emphasis is set on mobilizing funds from other donors and the private sector. To attract these potential partners and to increase accountability, a results oriented working culture becomes important. An internal training programme on RBM and/or financing for development in the SDGs context could be considered.

R2.1. Additionally, to offer evidence-based results at impact level (lasting 3 to 5 years after project completion), it would be useful to find and learn from what are the enduring results left of the Area-Based Development (ABD) projects in Batken and Naryn regions. The impact assessment should match the results with the lessons learned, thus increasing the learning culture in the organization.

**R3. To design future similar interventions, the programme management should better analyze potential distortions induced on the free market.** In cases where a business initiative is supported, care should be taken that this support does not create an unfair competitive advantage. This recommendation draws from the finding where a high school created a car repair shop, and plans to open a new in a city where similar businesses already exist.

**R4. For a future similar programme, the UNDP Country Office should perform a realistic estimate of the staff working hours, taking into account the ‘work-life-balance’ principle.** For the current Programme, the workload generated by the complex and numerous activities was augmented by

---

<sup>3</sup> The Paris Declaration on Aid Effectiveness: Five Principles for Smart Ais, OECD, 2005, <https://www.oecd.org/dac/effectiveness/45827300.pdf>

the precarious infrastructure. Every mission took a considerable time, and mobile working is severely limited, so staff had to work extra hours after completing field missions.

**R5. Test and deploy tools to speed up public procurement procedures.** The public procurement is sometimes causing unwanted delays, and UNDP could test approaches to speed up processes. Two suggestions repeatedly occurred during the interviews: increasing the threshold requiring public tenders, and introduction of e-signature to speed up bureaucratic procedures. Testing and eventual introduction of these measures should be assessed versus the UNDP Policies and Procedures.

**R6. Focus on activities increasing added-value in economy.** While acknowledging the peculiarities of the economy in Osh province, focusing on agricultural production and trade/export of raw products, future projects could increase the stakes and support more processing industry. This would enable entrepreneurs generate more value and employ more people. Then, the processed products with more value can be exported at higher prices. This will generate increased cash-flows, allowing the businesses to invest in modern facilities.

**R7. Pilot development of new sectors, like Information Technology and Communication (IT&C) and digital economy.** Kyrgyzstan has very good IT&C mobile services (coverage and affordability). Although having facile access to quality IT&C infrastructure, the young generation lacks knowledge on developing start-ups and business in the digital economy. New educational programs, IT business incubators and research laboratories could be supported.

## Chapter 1: Introduction and Evaluation Methodology

1. The Integrated Area-Based Development Programme in Osh Province (hereinafter referred to as the “Programme”) aimed to assist the Kyrgyz Government to ensure conditions to prevent violent conflicts and to enable sustainable human development in three pilot districts of Osh province (in the southern part of the country).

2. The Programme planned to create various opportunities for target population groups, to reduce their vulnerability in the short- and long-term perspectives. It aimed to achieve its goal by supporting economic activities, improving access to water, increasing environmental safety, creating new jobs and rehabilitating social and economic infrastructure. The implementation of the Programme started in September 2016 and ends in December 2019. The Programme was implemented in 30 pilot villages of 17 municipalities of Kara-Kuldzha, Nookat, and Uzgen districts in Osh province. The funding of the activities was provided by the Russian Federation, with contributions from the Kyrgyz Government and UNDP core resources.

3. The *purpose* of the current final evaluation is to assess the results of the project, the degree of specific effects of the Programme on the outcomes presented in the project document from the point of view of conflict prevention, and improve the wellbeing of the population of the pilot communities.

4. As defined in the Terms of Reference (ToR), the evaluation’s objectives are:

- Evaluate the compliance of the Programme interventions with the national development priorities of the Kyrgyz Republic (KR);
- Assess whether the Programme is a relevant and appropriate solution for the identified challenges in the development of pilot regions of the country on its pathway towards sustainable development.
- Assess to what extent the applied strategy (goals and objectives) and tactics (mechanisms, methods, and tools) of the Programme implementation were effective and consistent with the regional development needs, the priorities of the national and regional development policy and national commitments in terms of the Sustainable Development Goals (SDGs) implementation;
- Evaluate the relevance and adequacy of the Programme’s indicators to the goals and objectives;
- Analyze the effectiveness of all activities of the Programme, its main achievements, evaluate the overall impact on the improvement of life of the direct beneficiaries of the Programme, taking into account the gender equality achievements;
- Assess the efficiency of the resource utilization (cost-benefit, the sufficiency of the amount, timeliness of allocation, convenience of the form of payment, etc.);
- Identify unforeseen results that were achieved during the implementation of the Programme (in addition to what was initially planned);
- Evaluate the impact of the use of renewable energy sources on conflict reduction and increasing the welfare of the beneficiaries of pilot communities;
- Make recommendations and propose necessary steps to be taken by UNDP and national stakeholders to ensure the sustainability of the benefits and successful results of the Programme, as well as to expand the obtained experience at the national level;

- Identify gaps/weaknesses in the current design of the Programme, as well as lessons learned to be taken into account in planning new development programmes.

5. The *scope* of the evaluation refers to the standard assessment criteria for programmes and projects in the UN System (relevance, efficiency, effectiveness, impact, and sustainability). Additionally, the ToR proposed the pursuance of additional dimensions: gender equality and empowerment of women, and the monitoring and evaluation arrangements of the Programme. The evaluation questions addressing the evaluation criteria are listed in Annex 3.

6. Based on the above dimensions of the assessment, the evaluation synthesizes conclusions and lessons learned and generates recommendations addressed to the UNDP leadership in Kyrgyzstan. They will be used to strengthen future UNDP projects in various regions of the country.

## **Proposed Methodology**

7. The methodology for this evaluation is based on the ToR provided by UNDP Kyrgyzstan, the UNDP Evaluation Guidelines (2019) and the UNEG Norms and Standards for Evaluation (2017). It also took in consideration aspects from the 'Code of Conduct for Evaluators in the UN System' and the Ethical Guidelines for Evaluation. To achieve its objectives, the evaluation employed the following approach, tools, and steps:

- *Desk review* of relevant documents (including programme document, annual work-plans (2016-2019), project progress reports (2016-2019), financial reports, informational publications, list of beneficiaries, national programmatic documents, strategic plans for sustainable development of pilot municipalities of the Programme, statistical information from the National Statistical Committee of the Kyrgyz Republic, national and regional development programs, minutes of the meetings of the Steering Committee of the Programme, data delivered by the Programme's monitoring and evaluation system, baseline research study, review of contractors involved in the Programme implementation, etc.);
- Semi-structured and in-depth *interviews* to gather primary data from key informants (stakeholders and beneficiaries): UNDP Country Office in KR, representatives of Ministries and State Agencies, the local government of Osh Province and Uzgen region, programme managers in UNDP Osh office, project consultants, beneficiaries, civil society, and other experts. The evaluator participated in 35 meetings and discussed with 59 individuals;
- *Structured meetings/focus-groups*: The evaluation called for a considerable number of key informant interviews. While most of the stakeholders were interviewed on an individual face-to-face basis, the evaluator also conducted two focus group discussions in Osh. Besides information regarding continuing needs, results and suggestions for improvements, the focus-groups also supported to validating or triangulating the findings;
- *Monitoring visits/case studies*: an in-depth review of a small number of selected cases (30 social objects and business projects were visited and reviewed), to directly observe the results obtained, and to check with final beneficiaries the potential changes the Programme can claim.

8. The schedule of meetings was proposed and drafted by the Programme Staff and was appropriately designed considering the variety of stakeholders, content and time distribution. The list of meetings, interviewees and contact details is attached as Annex 4.

### **Triangulation and Validation:**

9. To ensure full triangulation and validation, all the findings – from the organizational setting and portfolio of activities at the regional and local levels - were cross-checked by comparative analysis and targeted interviews and surveys across the portfolio, and by the findings from the perspective of staff, other agencies, donors, and experts. These different streams of information and perspectives were brought together through a systematic process at the synthesis stage, to generate overall findings and conclusions on the performance of the Programme. The evaluator gained a global view on the Programme offered by UNDP and central government, a regional and local perspective from the regional bodies (as they are the depository of regional development perspective), and a third perspective from the recipients benefitting from the Programme's results.

### **Synthesis:**

10. Following data collection, the analysis involved qualitative analysis software to sort the information according to the evaluating questions. The next step was to identify the intervention logic, and established possible and probable causalities between intervention components and the achieved results, according to theory-based evaluation principles and experimentally using elements of the Process Tracing methodology<sup>4</sup>. The interviews also served the purpose of triangulation, cross-checking the information presented in reports, on the project's web-site, delivered by UNDP staff or by other key informants.

11. This stage required the evaluator to synthesize the results of all the inputs (primary and secondary data) in a policy-oriented synthesis report, systematically covering the evaluation purpose, objectives, scope, and the specified criteria (relevance, efficiency, effectiveness, impact, and the sustainability) and their subsequent questions, to produce valid conclusions and recommendations. The recommendations will be used by UNDP Kyrgyzstan to improve the planning and implementation of similar programmes, to maximize the impact of its work and to set the further direction of work for similar area-based development (ABD) programmes. The recommendations will open the possibility for further work of the new programmes, partnership mechanisms, resource mobilization strategies, monitoring and evaluation strategies, working methods, and management approaches, in order to ensure that UNDP in the Kyrgyz Republic achieves its results by the end of UNDPF period and beyond.

12. In the assessment process, the evaluating criteria were assessed according to the Terms of Reference and received one of the following ratings: *Excellent – Fully Satisfactory – Partly Satisfactory - Partly Unsatisfactory – or Unsatisfactory*. The evaluator split each evaluation criteria in sub-criteria (e.g. relevance is split in two criteria with similar weighting: (1) strategic relevance for the Kyrgyz Government and region, for UNDP' mandate, and contribution to global goals, and

---

<sup>4</sup> Process Tracing offers a rigorous method appropriate for ex post evaluations, without the requirement for baseline or counterfactual data.

(2) relevance of the project design, where the situation analysis, the logical framework and the stakeholder analysis should play the central role. Each sub-criterion was noted on a scale from 1 to 5 (1 lowest, 5 best), generating an aggregated score for each main evaluation criteria.

## **Assumptions and Limitations**

13. This evaluation should be read with the following assumptions and limitations:

- Programme Document did not contain an explicit intervention logic (“Theory of Change”). The insufficient logic and methodology in the chain of “results > measures > indicators” made it difficult to establish correctly evidence for the findings. The baseline survey conducted at the beginning of the Programme was supposed to structure the logic. Unfortunately, it failed to offer a reliable monitoring system going beyond the output level of target indicators.
- At the time of the field trip, the road access to Kara-Kuldja district was too dangerous, thus the evaluator could not visit relevant sites for the evaluation. Given the number of alternative villages visited in Nookat and Uzgen regions, the impact of this limitation is low.

## **Evaluation Schedule**

14. The timetable and key outputs for the Evaluation are highlighted below:

- 21 October: the contract signed and the evaluation started;
- 23 Oct – 10 Nov: desk review of relevant documents was performed;
- 01 November: the evaluator submitted the draft detailed plan and schedule of work, evaluation methodology and the structure of the report;
- 13 November: The Country Mission commenced, with interviews, field trips and preliminary analysis;
- 27 November: the country visit was concluded with first debriefing to UNDP CO in Bishkek;
- 18 December: the draft evaluation report was submitted;
- 23 December: comments on draft Evaluation Report were submitted to the evaluator;
- 25 December 2019: Delivery of Final Report, together with the PowerPoint Presentation comprising key lessons learned and recommendations.

15. The overall evaluation exercise was subject to several risks that might have potentially arisen especially due to the extremely challenging timeframe. These risks were tackled by prompt reaction and the use of appropriate tools:

Risk	Impact	Probability	Mitigation
Different expectations around comprehensiveness, <b>depth and results of the final evaluation</b>	Medium	Medium	In the inception phase, consultations with UNDP underlined the understanding and agreement on the expected results of the evaluation. The evaluation touches all key aspects sufficiently to support informed, fact-based findings and recommendations.
Limited availability/unreliability of statistical data at the regional/local administrative level	Medium	Medium	Available sources of information were identified (National Statistical Committee, Ministry of Economy, WB data, OECD Statistical Data).
The multitude of stakeholders and beneficiaries would require the availability of key stakeholders, given the short mission (10 working days)	Medium	Medium	The schedule was planned by the UNDP office in Osh, who asked partners and beneficiaries to respect the schedule.
Possible defensiveness around the Evaluation and its findings	Medium	Medium	Pro-active transparency around the evaluation exercise: The evaluator provided appropriate information about the evaluation and its independent and impartial status, together with guarantees around the confidentiality of internal sources and inputs by interviewees.
Lack of follow-up and lasting benefit from the evaluation	High	Low	The evaluation focused on creating valid findings and reasonable recommendations that will be easily incorporated and monitored into the Management Response.

## Chapter 2: Relevance and Programme Design

### Country context

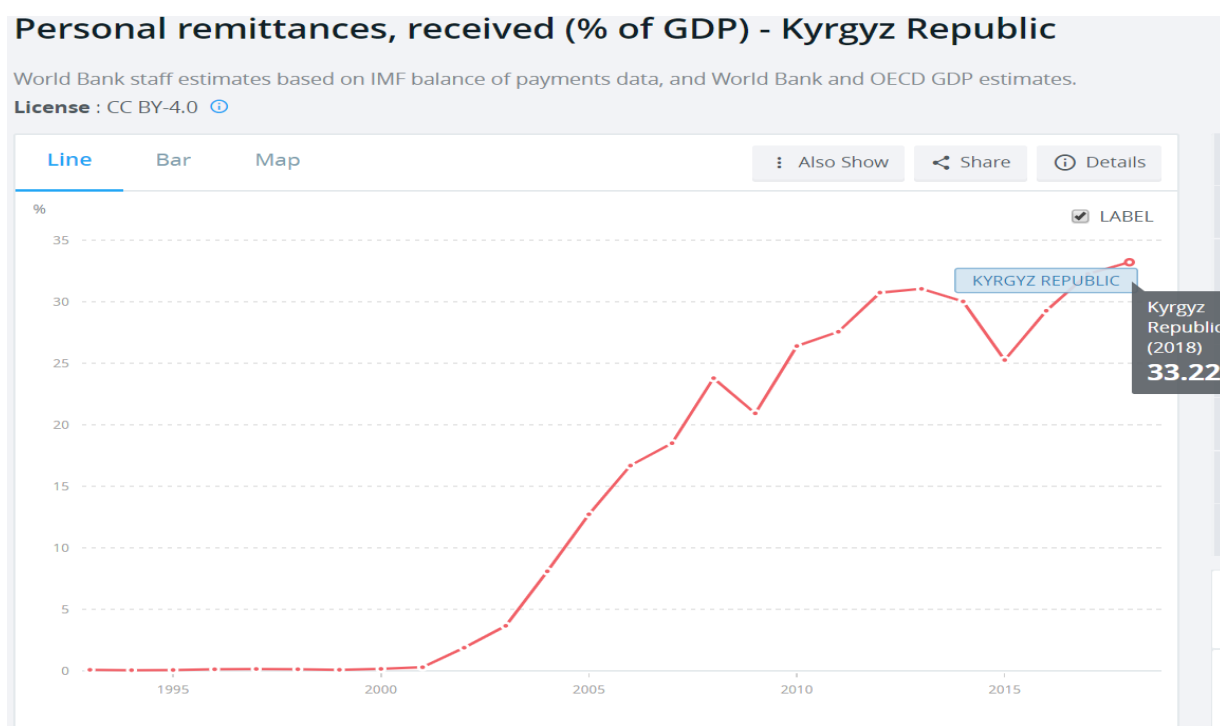
16. Kyrgyzstan is a landlocked country situated in Central Asia, in the heart of the Eurasian continent, with a population of 6.3 million inhabitants. Since its independence in 1991, the Kyrgyz Republic has strived to attain lasting democracy and civic freedom in spite of episodes of insecurity and violence, arising from the weakness of post-independence political institutions, inter-regional tensions over public resource allocations, and inter-ethnic conflict.

17. On UN's the Human Development Index scale, the country is considered as having a medium development. The Index recorded an 8.8% increase between 1990 and 2017 (from 0.618 to 0.672), All indices noted a severe drop after the country declared its independence but increased continuously after 1995. The Gender Development Index (GDI)<sup>5</sup> recorded in 2017 a value of 0.960

<sup>5</sup> The GDI measures gender inequalities in achievement in three basic dimensions of human development: health (measured by female and male life expectancy at birth), education (measured by female and male expected years of schooling for children and mean years for adults aged 25 years and older); and command over economic resources (measured by female and male estimated GNI per capita).

(0.654 for women and 0.681 for men), well above the global average of 0.878. The Gender Inequality Index (GII) ranks Kyrgyzstan 91<sup>st</sup> from 160 countries.<sup>6</sup>

18. The country's economy is vulnerable to external variations due to its unbalanced Gross Domestic Product (GDP) structure: the production of the gold mine Kumtor accounts for about 10 percent of GDP, while worker remittances amount to about 27 percent of GDP in 2018 (World Bank Country Profile, 2019). The drop of remittances registered in 2015 generated the drop of GDP in the same year and is partially explained by the economic crisis in the Russian Federation, where most of the emigrant workers had their jobs. This underlines the economy's vulnerability and dependence on external conditions (see Figure 1).

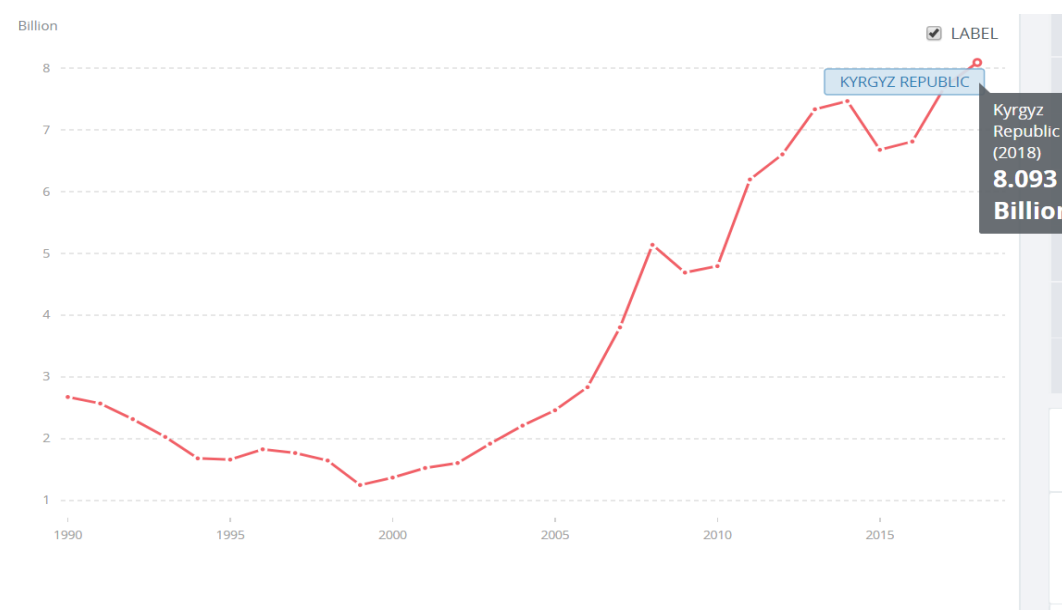


**Fig. 1:** Weight of remittances in the Gross Domestic Product – 1998—2018. Source: World Bank Data<sup>7</sup>

19. The country had variable growth rates of its GDP since its independence, reaching a minimum level after the 1998 financial crisis. To be noted the relatively slight drop Kyrgyzstan faced during the global financial crisis of 2008 – 2009, a sign of weak connectedness to the global financial markets.

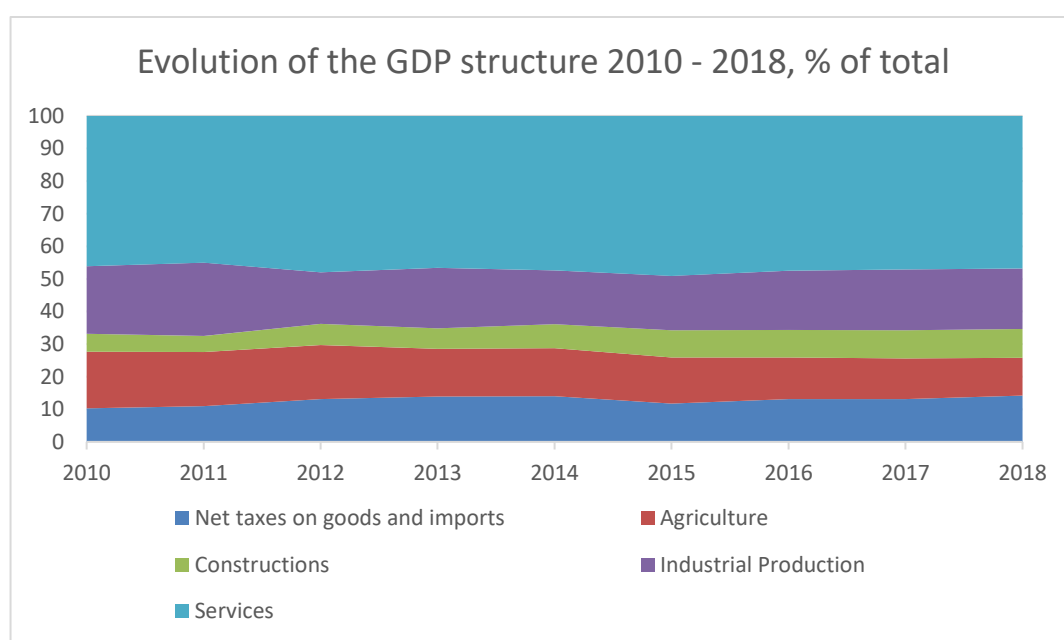
<sup>6</sup> Human Development Indices and Indicators: 2018 Statistical Update - Kyrgyzstan

<sup>7</sup> <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=KG&view=chart>, last consulted on Nov 4<sup>th</sup>, 2019



**Fig. 2:** Gross Domestic Product evolution – 1990—2018. Source: World Bank Data<sup>8</sup>

20. As structure, in 2018 the GDP is composed of 11.6% agricultural production (18,8 in 2009), 8.8% – Constructions Sector, 46.8% - services Sector (46,6% in 2009), and 18.6% - Industrial Production, with the rest of 14.4% being represented by net taxes on products and imports. The weight of agricultural production slightly decreased from 18.8% in 2010 to 11.6% in 2018. At least 439,602 peasant enterprises (farms) were registered in Kyrgyzstan at the beginning of 2019, an increase of 55200 since 2014<sup>9</sup>.



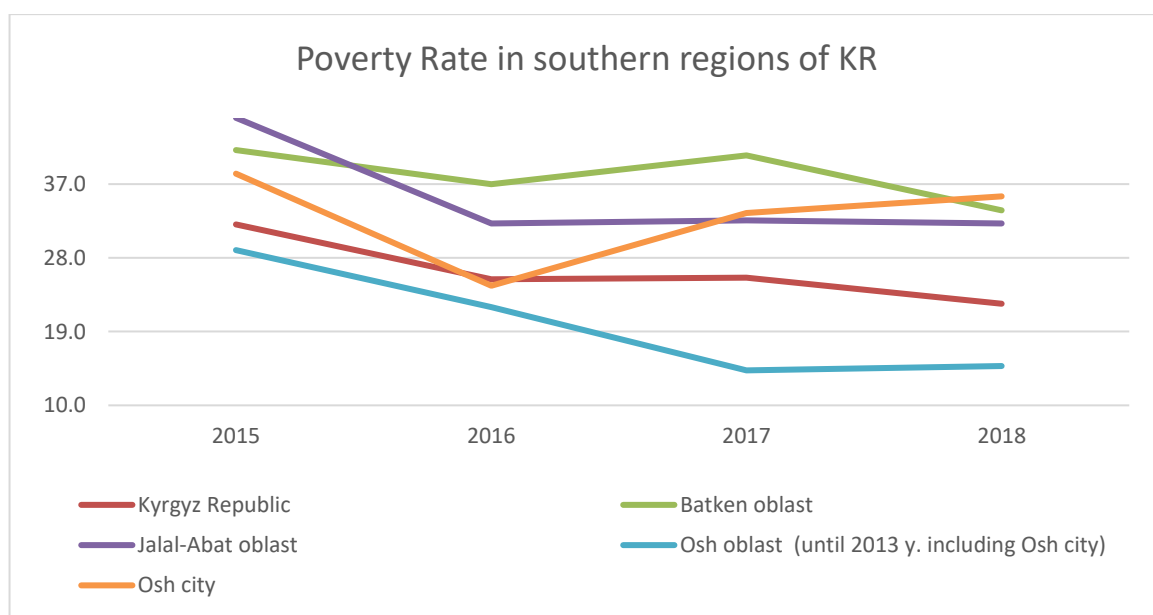
**Fig. 3:** Evolution of the Gross Domestic Product Structure – 2010—2018. Source: own graph based on Ministry of Economy<sup>10</sup> data

<sup>8</sup> <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=KG&view=chart>, last consulted on Nov 4<sup>th</sup>, 2019

<sup>9</sup> [https://24.kg/english/133736\\_439602\\_peasant\\_farms\\_registered\\_in\\_Kyrgyzstan/](https://24.kg/english/133736_439602_peasant_farms_registered_in_Kyrgyzstan/)

<sup>10</sup> [www.mineconom.gov.kg](http://www.mineconom.gov.kg), last consulted on Nov 4<sup>th</sup>, 2019

21. The Osh province plays an important role in the socio-economic and political life, as a major administrative territorial entity and the most populated region of the country after the capital region. It comprises seven districts, three cities, two urban settlements, 79 communes, and 469 rural communities. As of January 2012, the Osh Province had a population of 1,147,750 people, with a balanced gender structure, and increased to 1,341,900 in 2018. The poverty level was of 31,7% (2013), but constantly decreased to 14,8% in 2018 - one of the lowest in Kyrgyzstan. Interestingly, the poverty level of the Osh city registered little change, with 35,5% in 2018 (compared to 38,3% in 2015). With a population representing 40% of the country's population, the Province's share in national GDP was 9% in 2015, and per capita GDP was 44% of the national average.



**Fig. 4:** Evolution of the poverty rate in Kyrgyzstan, 2015—2018. Source: National Statistical Committee<sup>11</sup>

22. The National Statistics Committee (NSC) reported that labor migrants' remittance subtraction from consumption would raise poverty in Osh Province to 67%. On the one hand, migration has a positive impact on household welfare. On the other hand, the surging labor flight may result in a shortage of both skilled and unskilled manpower in the country. Moreover, the remittances are spent mostly on basic needs satisfaction, with only a minor share reinvested in the national economy.

23. In the province, agriculture is the main economic sector with 35% of the regional GDP, while the industrial output accounts for only 3% from the national level (2015 data)<sup>12</sup>. Trade and services also offer opportunities for development, given the size of the population and geographical access to Ferghana Valley. Thanks to its mountainous nature, the Osh province boasts important drivers for tourism development.

24. Emigration is another challenge for the region. Given the limited economic chances and the state of infrastructure and services, unemployment and inadequate social services determines

<sup>11</sup> <http://www.stat.kg/ru/opendata/category/120/> last consulted on Nov 4<sup>th</sup>, 2019

<sup>12</sup> Source – National Statistical Committee, <http://www.stat.kg/en/statistics/nacionalnye-scheta/>

rural residents emigrate to more appealing regions and other countries, primarily the Russian Federation (RF) and Kazakhstan. RF alone has taken on a formal record over 700 000 labor immigrants from Kyrgyzstan, mostly from Osh, Djalal-Abad, and Batken regions.<sup>13</sup>

25. The access to quality water supply in the region was deficient at the time of the project start, not only in Osh province but in the rural South of KR. The reasons are either lack of utilities or their decay due to delayed or no capital repairs. In the Osh Province, only 61.3% of villages had a potable water supply at the beginning of the Programme, while the rest used canals, irrigating ditches or rivers. Open-source water is subject to contamination, and not always suitable for drinking. The main causes of poor water supply are either the lack of pipelines or their high rate of wear.

26. Gender equality and women's rights are sensitive issues in Osh Province. During the inception phase, as stated in ProDoc, "businesswomen emphasized recurrently their vulnerable and unprotected status versus men, and are willing to unite to protect and promote their interests and build peace using economic instruments". Additionally, the labor migration poses an extra burden on the women and children, during the times when men are gone for work longer periods.

27. The Osh province was and remains highly vulnerable to various natural calamities, including climate change-driven hazards. The dangerous natural phenomena are linked to weather, landscape, and seismic activity. Many areas in Osh Province are subject to water-related dangerous natural events (flooding, landslides, and land erosion).

28. *Kara Kuldja district* (90 kilometers north-east from Osh city) is a mountainous mono-ethnic district with no immediate exit to transport arteries. Natural disasters are frequent (flooding, landslides, and avalanches), has limited modern communication means and low availability of financial institutions. Communities of Kara-Kuldja district were active in inter-ethnic clashes in June 2010. At the time of Programme start, it was the poorest district and needed a comprehensive approach for development.

29. *Uzgen district* and its administrative center (55 kilometers from Osh) are located between major cities of Osh and Djalal-Abad. Being mainly flatland, the Bishkek-Osh public trunk highway crosses Uzgen and is strategic for business development and agricultural and livestock produce supply to both regional and national capitals. The proximity to the Uzbek border with no border crossing-point hinders, however, the economic activity, access to resources and limits the available market. Uzgen was selected also thanks to its vicinity to the Kara Kuldja district, which is important for integrated development. Uzgen is poly-ethnic, with six major minority groups: Kyrgyz, Uzbeks, Turks, Russians, Uygurs, Tatars, Tadjiks.

30. *Nookat district* is a mountainous/plain land district bordering on the Republic of Uzbekistan and crossed by the important Osh-Bishkek-Isfahan motor highway exiting to the Republic of Tajikistan. Nookat represents an economic hub for both Osh Province and the Fergana Valley, interconnecting three countries. As a partially mountainous district, Nookat is rich in natural resources and enjoys sizable resources for construction materials. The district is poly-ethnic, with six significant minorities (Kyrgyz, Uzbeks, Khemshils, Turks, Russians, and Tatars). Agriculture is advanced in the flatland and piedmont areas. Nookat is a leading producer of potato, apples, and tobacco.

= = =

---

<sup>13</sup> Source - National Statistical Committee, <http://www.stat.kg/en/statistics/naselenie/>

31. The Kyrgyz National Sustainable Development Strategy<sup>14</sup> embodied the objective to establish the time frame 2013 – 2017 as the “five constructive years - to succeed as a state and lay the foundation for successful development of Kyrgyzstan”. Among its ways to achieve this goal, the Strategy sets focus on the development of local self-government, achievement of the inter-ethnic accord, increased environmental security, risk reduction and improvement of preparedness for emergencies, among others. Special focus was set on improving the business environment and investment climate (especially small and medium enterprises development), but also on the development of strategic economic sectors: agri-industrial, energy, mining, transport and communications, tourism and services. Chapter 11 of the Strategy is dedicated to the economic development of the regions and defines broadly issues and potential solutions.

32. Attempting to give a new impetus to regional development, the President of Kyrgyzstan announced in the Decree dated 9 January 2018, that 2018 is “the Year of Regional Development”<sup>15</sup> and called to national stakeholders for joint efforts to develop the regions. This attention continued in 2019, when besides digitalization, regional development was again in focus.<sup>16</sup>

33. As the key programmatic document for the UN System in the country, the 2012 – 2016 United Nations Development Assistance Framework (UNDAF) , prolonged to 2018, defines three pillars for contributing to the sustainable development of Kyrgyzstan:

- (1) Peace and Cohesion, Effective Democratic Governance, and Human Rights, including deepening State-building, security and justice for all.
- (2) Social Inclusion and Equity - encompassing issues of social protection, food security, education and health; and
- (3) Inclusive and Sustainable Job-Rich Growth for Poverty Reduction, with particular attention to women and youth, as well as to vulnerable groups and disaster-prone communities.

34. All pillars aimed to contribute to achieving objectives under all the MDGs valid at the time of Programme design.

35. The subsequent UNDAF 2018-2022 confirms the priorities and redefines them in more detail, adding the environment-related priority:

- (1) Sustainable and inclusive economic growth, industrial, rural and agricultural development, food security and nutrition;
- (2) Good governance, rule of law, human rights and gender equality;
- (3) Environment, climate change, and disaster risk management;
- (4) Social protection, health, and education.

36. The five Programme components defined by the ProDoc were designed to contribute to achieving goals of the three pillars (2012-2016/18) and the four priorities (2018-2019), and they are implicitly relevant for all eight MDGs. Subsequently, as during the Programme implementation the SDGs have been adopted, the components have been re-linked with their contribution to the respective SDGs. Concretely, the programme contributes to seven of the SDGs: Nr.1 No poverty;

---

<sup>14</sup> [https://www.un-page.org/files/public/kyrgyz\\_national\\_sustainable\\_development\\_strategy.pdf](https://www.un-page.org/files/public/kyrgyz_national_sustainable_development_strategy.pdf) - last accessed: December 2019

<sup>15</sup> <http://kabar.kg/eng/news/kyrgyzstan-president-declares-2018-the-year-of-regional-development/> - last accessed: Dec 2019

<sup>16</sup> <http://kabar.kg/eng/news/kyrgyz-president-signs-decree-declaring-2019-the-year-of-regional-development-and-digitalization-of-country/> - last accessed in December 2019

Nr. 5 Gender Equality; Nr. 6 Clean Water and Sanitation; Nr. 8 Decent Work and Economic Growth; Nr. 13 Climate Change Action; Nr. 16 Peace, justice, and strong institutions; Nr. 17 Partnership for Sustainable Development Goals.

### **Programme's description**

37. The Project Document, approved in May 2016, analyzes appropriately the situation in the region, mentioning the complexity of the problems to be addressed. Based on the complex issues identified and after a broad consultation mechanism, the strategy defined nine areas of intervention to achieve a comprehensive impact:

1. Agriculture: the Programme aimed at improving farmers' productivity, strengthening existing and creating additional marketing opportunities and, therefore, ensure the higher income of vulnerable groups;
2. Pastures management: the goal was to prevent degradation through best pastures management practices, and rehabilitation of roads infrastructure for transportation of shepherds' summer property to grazing lands;
3. Trade: lacking logistical centers for integrated goods/cargo storage and handling were identified as one of the factors hindering trade;
4. Tourism: the Programme planned to support the increased touristic attraction of the Osh province by building capacities of the local tourism providers.
5. Access to finance: one of the main barriers hindering microfinancing is the low financial literacy of the population. Thus, the Programme aimed at enhancing financial literacy that will not be limited to borrower education and efficient loan utilization, but pursue generally money management skills regarding wage, spending, savings, investments, and loans;
6. Access to water: the Programme planned to help rural Water User Associations and Associations of Potable Water Users in water supply management and long-term technology development for improved system performance and community knowledge of sanitation and hygiene, as well as in the reduction of irrigation water losses;
7. Infrastructure: the Programme intended to develop rural community socio-economic infrastructure, provide seed capital to self-employed and small businesses, implement agricultural processing upgrade projects for improved efficiency;
8. Employment generation: the objective was to focus on improving existing vocational education establishment by helping schools and colleges meet labor market needs. Besides, the Programme was to contribute to creating more job opportunities for vocational school graduates in target provinces;
9. Disaster risk reduction: the Programme regarded disaster risk mitigation and reduced vulnerability to climate change as an important factor in supporting the development of the region, and foresaw complex activities related to water management risk mitigation, low-cost green project implementation (agroforestry), building up veterinary service capacity, compiling a bio-social disaster catalog and hazard/risk profiles, and others.

38. In setting objectives and designing approaches, lessons learned and recommendations of the similar project implemented in Naryn and Batken regions (2007 – 2015) were taken into consideration. The Programme acknowledged that the previous two projects demonstrated new approaches to facilitating community participation and community-owned initiatives in the areas which started the process of forming new social capital and relationships based on trust within the communities. This concept has been furthered during the design and implementation of the

current Programme. One of the previous weaknesses was also correctly formulated in the ProDoc: "deeper analysis, knowledge-generation and evidence-based advocacy will be crucial to sustain and scale up the work". While this formulation synthesizes correctly the right approach for an ABD Programme, it lacks the final important step: monitoring and reporting at outcome and impact level, to sustain the 'evidence-based' claim.

39. As a result of thorough analysis and a baseline study, the ProDoc states the Programme aims to achieve its goals through activities in the following areas:

- Various economic activities;
- Improved access to water;
- Environmental security;
- Generation of employment;
- Rehabilitation of socio-economic infrastructure.

40. Introduced as Outputs, the goals are rather formulated as Outcomes, according to the Results Based Management practice. This might be the case to distinguish the Programme's Outcomes from the Outcomes formulated in the UNDAF or the UNDP's Country Programme Action Plan (CPAP).

Output 1: Sustainable agriculture, tourism, trade, and green technology promotion will facilitate job creation, the 'poorest-groups' socio-economic integration, and improved living standard in target districts.

Output 2: Water supply rehabilitation (potable water and irrigation) in the pilot districts, also through low cost environmentally safe technologies, will improve access for rural communities to sustainable water supply in target districts.

Output 3: Socio-economic infrastructure rehabilitation will facilitate improved rural community welfare in target districts.

Output 4: Enhanced vocational education will raise employment in target districts in a long-term perspective.

Output 5: Local community resistance to local natural disasters will be enhanced in target districts.

41. The Programme was initiated with signing a Project Document in May 2016, detailing the actions to be taken between 2016 and 2019 with an initial budget of \$3,500,000.

42. To address the complex targets, the Programme needed a comprehensive and integrated approach targeting the root causes of identified problems. Therefore, as a preparatory step, the UNDP Regional Office in Osh prepared a Baseline Study, finalized in January 2017. The Study lists a thorough analysis of the province and the three regions, with plenty of demographic and socio-economic data. However, the data is not linked to the indicators, and the orientation to results rather than on processes is limited.

43. The strategy included several principles, meant to enhance the results of the Programme:

- Community capacity development (across all five Outputs), contributing decisively to achieve sustainability;

- Environmental sustainability, engaging environmentally sensible solutions for Outputs 1, 2, 3, and 5;
- Peacebuilding - not mentioned in the ProDoc, but implied through the goal of economic empowerment;
- Gender equality – women have been targeted either directly, receiving support for small businesses, or indirectly (being considered in other activities).

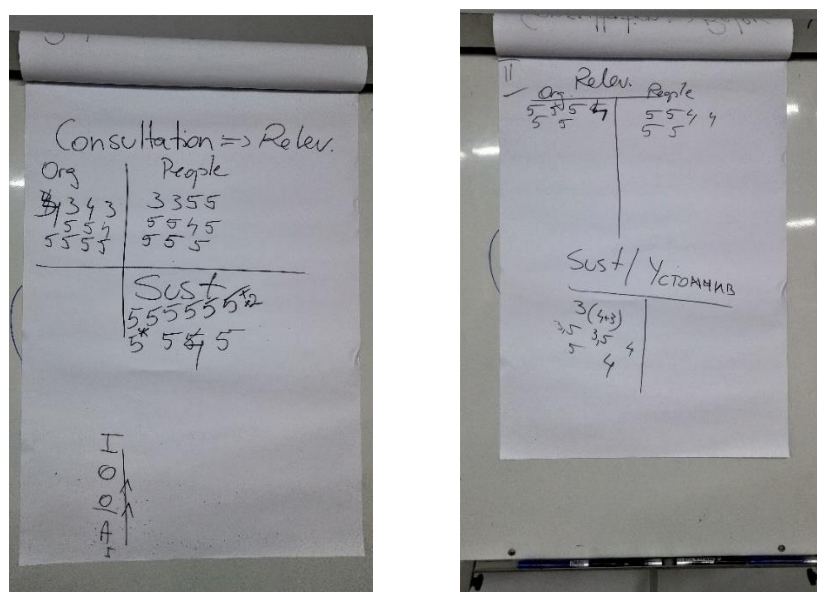
44. The programme's objectives claimed a contribution to all eight MDGs at the date of project design. As the SDGs have been adopted in 2015, the Programme's contribution has been relinked to the SDGs. Thus, through its results, the Programme claims contribution to achieving seven of the 17 SDGs: Nr.1 - zero poverty, Nr.5 - Gender Equality, Nr.6 - Clean Water and Sanitation, Nr.8 - Decent Work and Economic Growth, Nr.13 - Climate Change Action, Nr.16 - Peace, justice and strong institutions, Nr.17 - Partnership for the Sustainable Development Goals.

### Findings:

45. The Programme identified a multitude of objectives, given the complex needs situation in the region. The Programme claims to contribute to all UNDAF outcomes, almost all CPAP objectives, and – since 2015 – to achieving seven of the SDGs in Kyrgyzstan. Due to the stated proportion of the Programme, and the fact that each of the five components has a solid justification, the relevance is guaranteed at all levels.

46. The interviews at the national level confirmed the relevance of the Government of the KR. The discussions at the regional and local levels also confirm the high relevance of the Programme for the needs of the local communities and individuals.

47. During the two focus groups organized in Osh, the participants were asked to rate the relevance of the Programme both for their organizations and for the beneficiaries. On a scale of 1 (totally irrelevant) to 5 (highly relevant), the aggregated score was **4.36** (relevance for organizations) and **4.54** (for people in the region), indicating a highly satisfactory relevance.



**Fig. 5:** Ratings awarded for the Programme's relevance during the two Focus Groups, 18-19 November 2019, Osh.

48. An additional question not present in the ToR was pursued during the evaluation: whether the objectives of the Programme are still relevant at the end of implementation. Both the interviews (at the national, regional, and local levels) and the statistics at mezzo- and macroeconomic levels relevant for the Osh province confirm the continuous high relevance.

49. The detailed strategy for each of the five components depicts the initial situation and the mechanism of intervention. The Baseline survey offered a clear statistical snapshot of the region, although the indicators chosen were kept mainly at the output and not outcome/impact level. This aspect influenced the monitoring and reporting of the Programme and did not provide hard evidence to reliably measure results at impact level.

50. The Programme aligned its objectives with the National Development Strategy, the UNDAF, and CPAP, and considered the relevant needs of the Osh province through a detailed Baseline Survey. The goals set were and still are relevant at all levels. The Programme design included lessons learned during previously implemented similar initiatives. With all these considerations, the evaluation rates the Programme as *Excellent*.

### Chapter 3: Effectiveness

51. The project was initiated with signing a Project Document in May 2016, detailing the actions to be taken between 2016 and 2019 with an initial budget of \$3,500,000.

52. In the first phase of the implementation, the Programme team conducted virtually on every component evaluation studies and created a Baseline Report, based on which the Programme's management identified areas of action and measures. This approach applied by the Programme not only ensured achievement of set goals but also created conditions for building the capacity of local consulting organizations, as the knowledge and skills that they gained can be further used to serve the interests of their communities.

53. The next step was the selection of the pilot communities. The Programme conducted a socio-economic and environmental analysis in 47 communes (Ayil Okmotu), comprising of 101 villages in three pilot districts (Kara-Kuldja, Nookat and Uzgen). The analysis was conducted in the communes taking into consideration indicators like poverty rate, infrastructure quality, access to basic public services, and others. Based on the results of this analysis and subsequent consultations with local authorities and civil society, 17 municipalities were selected (seven municipalities in Uzgen district, six in Nookat district, and four in Kara-Kulja district). Based on the agreed and approved selection criteria, the municipalities selected 30 villages. The final list of villages was discussed within extensive consultations and approved by local councils (keneshes).

54. After selecting the target communities, the subsequent steps were:

- Analyzed the situation in the province through assessment of local characteristics, gaps and issues, comparative local advantages and opportunities for the development; matched priorities with local development plans;
- Discussed the results of the analysis with the regional and district administrations and local communities;

- In cooperation with the local authorities, identified the needs and requirements of the pilot villages' population. Established a list of needs and prioritized them;
- Provided regular assistance to communities in developing and implementing project proposals; received support in complying with UNDP procedures related to the grant implementation;
- Ensured monitoring and reporting of the results.

55. At the time of final evaluation (November 2019), the Programme provided support to 215 projects through the five components, with the total value of \$3,392,064.

## OUTPUT 1: IMPLEMENTATION OF NEW APPROACHES AND MECHANISMS OF IMPROVED LOCAL ADMINISTRATION TO FACILITATE ECONOMIC GROWTH AT LOCAL LEVEL (WITH 8 INDICATORS);

### 56. Key achievements:

- The program team created a baseline survey, committed external experts who supported the development of local development plans (in 16 pilot communities), selected the pilot communities and their development priorities, identified specific development gaps, comparative advantages, and development opportunities. Additionally, awareness-raising activities were organized to inform local stakeholders on the project activities and outcomes;
- Preparatory works relevant to drinking and irrigation water supply using sustainable technologies have been carried on. Services were delivered to local government bodies, Rural Public Associations of Potable Water Users, and Water Users Associations. Additionally, after consultations with the water testing authority in Osh province, the first guidelines for support have been drafted;
- The pilot communities were selected and their development priorities identified based on a comprehensive socio-economic review, analysis of the specific development gaps, comparative advantages, and development opportunities;
- UNDP organized a series of consultations with key development stakeholders - the Ministry of Economy of the Kyrgyzstan, the Office of the Plenipotentiary Representative of the Government in Osh province (OPR KR in Osh province), the State Agency for Local Self-Government and Inter-Ethnic Relations of the Government of the Kyrgyz Republic (SALSGIER), Community Development and Investment Agency (ARIS), GIZ Economic Development Programme;
- As a result of the Programme, 173 socio-economic, environmental and political projects were implemented during the implementation phase. Beneficiaries include 233,000 people, residents of the 29 pilot villages and the town of Uzgen. Most of the planned activities have been fully implemented, while some projects experienced delays due to objective reasons such as administrative procedures of tender bids and procurements, the seasonal nature of projects, co-funds from the local community delayed, etc. 29,106 people (54.5% women) were trained through the educational activities of the Programme. Partners from government agencies and international organizations are being involved in planning, implementation, and monitoring of Programme results;
- A series of virtual studies on every component was conducted in the first phase of Programme implementation, based on which the Programme's management identified

specific measures. This approach applied by the Programme not only ensured achievement of goals but also created conditions for building the capacity of local consulting organizations, as the knowledge and skills that they gained can be further used to serve the interests of the country.

## OUTPUT 2: WATER SUPPLY REHABILITATION (POTABLE WATER AND IRRIGATION) IN THE PILOT DISTRICTS, ALSO THROUGH LOW COST ENVIRONMENTALLY SAFE TECHNOLOGIES, WILL IMPROVE ACCESS FOR RURAL COMMUNITIES TO SUSTAINABLE WATER SUPPLY IN TARGET DISTRICTS (WITH 4 INDICATORS)

### 57. Key achievements:

- The integrated water resources management were incorporated into the local development plans in pilot municipalities;
- The Programme created an inventory and assessment of drinking and irrigation water supply infrastructure, and of the capacity of local institutions responsible for water resources management. The assessment involved 866 people (320 women);
- The partners for this component were the Department of Drinking Water Supply and Sewerage Development under the State Agency for Architecture, Construction, Housing and Public Utilities, Department of Water Resources and Land Reclamation under the Ministry of Agriculture, Office of the Plenipotentiary Representative of the Government of the Kyrgyz Republic in Osh province;
- Intermediary beneficiaries were Water Users Associations (AWU) and Rural Public Associations of Drinking Water Consumers (RPADWC);
- 35 332 people have received training and participated in study tours (demonstrating best practices) for efficient organization and management of water resources, water supply systems operation; training on the design of local development plans related to water supply; training on water quality testing; awareness-raising work among the public. 52% of the trainees were women. The activities contributed to strengthening the capacity of local governments, RPADWC, and AWU in the field of effective management of irrigation systems, drinking water supply and sanitation, modern water-saving technologies;
- The Programme planned to raise awareness among the farmers about reducing water losses through effective irrigation models. The results are below expectations, due to the following factors: high costs of irrigation equipment, the possible increase in production costs due to fuel costs, lack of qualified personnel. Additionally, very fragmented land ownership patterns (very small surface) deem irrigation costs inefficient compared to the potential production. The lessons learned are detailed in Chapter 9.
- The UNDP (draft) Annual Report 2019 claims that, at the outcome level, the Programme achieved the following results:
  - The institutionalization of AWU/RPADWC in terms of staff and organization resulted in staff rotation in 6 RPADWCs, AWU was established in one municipality;
  - Services charging - water tariffs were developed in 14 RPADWCs;
  - Accounting and record-keeping were established in 11 RPADWCs;
  - Contracts with water consumers were concluded in 14 RPADWCs;
  - Five AWUs made an agreement on water supply with the District Water Authorities;

- Three contracts on drinking water quality control were concluded between RPADWCs and Sanitary and Epidemiological Service;
- Appointment of municipal water officers - the land specialist is responsible for water issues in one municipality; village heads are responsible for water management in two municipalities.

The time frame of the evaluation did not allow a thorough verification of the above claims, and if the UNDP is the main driver of the achievements or other factors contributed additionally.

- The Programme supported 33 project proposals, valuing \$518,000. More than 90101 people (48,5% of which are women) benefited from the renewed water supply. UNDP contributed 53% of the total cost of the projects, and the Kyrgyz Government 34%. Very important actors to increase sustainability, ownership and accountability are the migrant groups and local water service providers (AWU and RPADWC) that contributed with 13%. 16 water supply lines, 12 main water facilities and five aqueducts were rehabilitated in the villages;
- New technologies were also employed in renewing the water supply in the region: installation for river water upstream supply and filtration (Nookat district); membrane water treatment technology (Nookat district); solar systems (batteries) installation for water heating; drip irrigation and bactericidal chlorinators for safe drinking water supply;
- Two laboratories were equipped with modern technology, materials, and reagents for drinking water testing. Bacteriological, parasitological and chemical SES laboratories were repaired. UNDP contribution was 95% of the total cost of projects, the rest being covered by the national budget.

58. The second component of the Programme has been fully achieved, and the results contribute locally to improving people's lives by facilitating access to reliable water sources.

### OUTPUT 3: SOCIO-ECONOMIC INFRASTRUCTURE REHABILITATION WILL FACILITATE IMPROVED RURAL COMMUNITY WELFARE IN TARGET DISTRICTS (WITH 6 INDICATORS); SUSTAINABLE WATER SUPPLY IN TARGET DISTRICTS (WITH 4 INDICATORS).

#### 59. Key achievements:

- The Programme triggered the idea to supply state and municipal services based on a 'single window' model. By the end of the implementation, Public Service Centers are functional in 13 pilot municipalities, and they provide a full range of municipal services (e.g. information services on regulations, land ownership, taxes and issuance of necessary certificates). A Methodological Guide was developed for rolling-out to non-pilot municipalities in order to replicate the tested model. The Guide includes steps to implement feasibility studies for Public Service Centers;
- Probable conflicts were addressed through a small grants program, financing rehabilitation of social and economic infrastructure facilities in the field of education (five schools and five kindergartens), healthcare (equipment was provided to six healthcare institutions), recreational activities (four sports grounds and one village cultural center were

modernized). The safety was increased through street lighting in 12 communities, and one bridge was repaired. The types of activities are included in the local sustainable development plans, and in the process of their development the local authorities expressed their commitment to involve the community in managerial decision-making;

- Municipalities proposed 34 projects, amounting to \$476,000. Access to high quality secondary and preschool education, electrification and healthcare services were provided to 193,295 residents. Temporary employment was provided to 473 people (24% are women). UNDP contribution was of 52% of the total costs, the Kyrgyz Government contributed with 39%, and migrant remittances contributed with 7%;
- Ten healthcare institutions in remote villages and a control center in Osh Interregional Clinical Hospital are equipped now with sets of Electrocardiography (ECG) devices and automatic external defibrillators (AED). Using these devices, more than 8,000 people (44% are women) were examined locally in 2018-2019, and 28 critical cases were identified among the examined patients.

60. The third component of the Programme has been achieved, and the results contribute locally to improving people's lives by facilitating access to quality public services.

#### OUTPUT 4: ENHANCED VOCATIONAL EDUCATION WILL RAISE EMPLOYMENT IN TARGET DISTRICTS IN A LONG TERM (WITH 5 INDICATORS);

##### 61. Key achievements:

- As unemployment, poverty, and inequality have been identified as root causes for vulnerability and conflict among young people, the activities in this component focused on students and graduates of vocational high-schools, rural youth, young people wishing to migrate, and return migrants;
- Initially, a labor market assessment was conducted, followed by the establishment of guidance on contribution to the development of the technical and vocational education system. Based on the results of the study, the pilot vocational high schools (VL No. 58 in Zhany-Nookat village, Nookat district, and VL No. 62 in Kurshab village, Uzgen district) were selected and agreed with the relevant national partners;
- The selected high schools conducted studies, finding the most popular professions in demand to include them in vocational training. As a result, vocational training courses were selected for young people, as well as training courses on business planning, consultations, and information activities on gender equality and conflict resolution under this plan. Gender and ethnic aspects were also considered in the process of selecting young people. 36 different training and information events were held. A total of 2,142 young people participated in these courses (27 women, 70% Kyrgyz and 12% Uzbeks. Equipment worth \$356,000 was purchased (with contribution from the state budget), six long-term jobs were created and thirty-nine people received temporary employment (20% women);
- One high-school trained auto mechanics and provided car repair services to the local community. This activity addressed two problems: give the opportunity to students to

practice their skills, and to earn additional extra-budgetary funds flowing-in the high-school budget;

- Some activities were implemented jointly with the GIZ Economic Development Programme in Osh Province and the GIZ Vocational Education and Training Programme, with prior coordination;
- The Kyrgyz Government was coopted and contributed to the initiative of youth and local authorities to build a sports ground in the Vocational High School No. 58 in Nookat. The contribution was of \$21,169 (82% of the total cost), while UNDP contributed with \$5,665 (18%). The sports ground was chosen by the local community, as a means of facilitating peacebuilding activities and improving the health of young people;



**Fig. 6:** Vocational training in a high school in Uzgen district. Photo credits Marius Birsan.

- Two high-school libraries were renovated through community efforts, and equipped by the Programme with electronic libraries technique, supported the digital libraries' systematization, library holdings catalog development, and electronic educational materials increase were provided;
- The establishment of a virtual reading room in the libraries of pilot high-schools depended on remote access to electronic resources (professional literature) of the two largest Russian libraries (the Russian State Library and the Russian National Library, Moscow and St. Petersburg). The agreements were not concluded due to the lack of resources in the high-schools.
- The Programme also implemented activities aimed at supporting the self-employment of young people. The first steps were to offer support to young entrepreneurs to write project proposals; then an open business initiative competition among rural youth was organized. After the communities selected the viable proposals, 20 projects were supported with \$243,000 (UNDP contributed with 56% of the funds, businesses funded the rest). The selection criteria included relevance, social partnership, focus on job creation and women empowerment. The local communities have now access to new facilities: four sewing shops, eight car repair shops, four bakeries, two welding shops, one furniture shop, a

## OUTPUT 5: LOCAL COMMUNITIES ARE MORE RESILIENT TO LOCAL NATURAL CALAMITIES AND TO CLIMATE CHANGE IN TARGET DISTRICTS (WITH 5 INDICATORS).

hairdresser/barbershop. 126 people have long-term jobs (41% of which are women), and 91 people benefitted from temporary jobs (23% are women).

62. The activities implemented to achieve this component followed the following development:

- The Programme created a risk assessment in water resources management sector, aimed at predicting probable harm or damage. It also developed a 'model' methodology adapted to local conditions;
- Modern drone technology was used in the 30 pilot villages. The joint disaster risk assessment covered 358 people (221 women, approximately 61%);
- A complex set of documents and studies was created: a sketch map, vulnerability maps, risk maps; disaster risk profiles for 29 villages and Uzgen city; emergency response plans of MES KR territorial units in three pilot districts;
- Technical experts' advice and training on the development of conflict-sensitive proposals were provided in order to develop financially and technically feasible project proposals;
- Through four mitigation projects, more than 10,000 households (84,044 villagers, 48% women), six social facilities, 264 hectares of irrigated land, 13 hectares of orchards, and 15 km of roads should be better protected from seasonal mudflows;
- In several villages in Nookat, trees were planted on particularly dangerous slopes. Fruit saplings with strong roots were planted on 27 hectares. As a result, 150 households (750 inhabitants, 47% women and children), 1.15 hectares of land, a school, a sports facility, and a municipal office will be protected from landslides. WFP conducted training on agroforestry and basic reforestation;



**Fig. 7 and 8:** Disaster risk reduction activities in Nookat district. Credit: UNDP Annual Reports

- To tackle epizootic risks, the Programme installed in seven municipalities cremators for thermic disposal, disinfection of dead animals and other biological wastes. Capacity was strengthened in veterinary services in the area and awareness raised among the local population regarding public biosafety and risk reduction associated with the maintenance of cremators. The sustainability was ensured by assigning responsibility for machinery control, which organization has it on a balance sheet, who allocates funds for maintenance and disinfection, etc.);
- Another sustainable contribution was the improvement of cooperation between the district veterinary services in Osh province and municipalities related to biowaste disposal;
- Health improvement activities of the local population were ensured through the provision of the necessary drinking water testing equipment to the Sanitary and Epidemiological

Stations (SES). The impact of this measure is very high, as almost 80% of the population drink water from open sources, or from self-made shallow (4-10 meters deep) wells, which is extremely unsafe. Programme staff acknowledge that basic data confirming improvement in drinking water quality is required to assess the impact of this measure;

- The Separate Republican Rescue Team of the MES KR (SRRT) in Osh city intervenes in various cases of emergencies and catastrophes: earthquakes, mudflows, landslides, floods, large fires, road traffic accidents. The Programme purchased and equipped a mobile medical unit (equipment consists of generators, furniture, necessary accessories, and medical equipment). The operation of the mobile unit was demonstrated in Batken (Sept 2019) during a joint exercise of Kyrgyz, Uzbek and Tajik paramedical structures and territorial border units.

Component 1: Reducing vulnerability through quality governance and sustainable agriculture, tourism, trade, and promotion of green technologies

EXPECTED OUTPUTS	Activities	OUTPUT INDICATORS <sup>17</sup>	BASELINE - 2016	TARGETS	Comments
			Value	FINAL - 2019	Latest values: November 2019
<b>Output 1</b>  <b>Sustainable agriculture, tourism, trade, and green technology promotion will facilitate job creation, poorest-groups' socio-economic integration, and improved living standard in target districts</b>	<b>Action 1.1.1.</b> Testing new approaches and mechanisms of improved local administration to facilitate economic growth at the local level.	1.1. # of jobs created, with a special emphasis on women  1.2. # of beneficiaries improved their well-being and capacity in conducting income-generating activities and increased their profits.	1. Low level of agricultural production and processing is not promoting the creation of new jobs, especially among women.	1. At least 100 new jobs in agricultural production and processing with a special emphasis on women.	322 permanent jobs created, plus 2002 temporary jobs.  Assessment: targets achieved.
	<b>Action 1.1.2</b> Strengthen public-private partnership for economic growth, mitigation of the impact of rising food prices, and improved farming performance		2. The low potential of beneficiaries of agricultural production and processing is not improving their welfare.	2. Not less than 150.000 beneficiaries improved their welfare by improving their own capacity in conducting income and profit-generating activities.	161567 people benefitted and claim welfare growth.  Assessment: target achieved.
	<b>Action 1.1.3.</b> Provide support for local authorities to strengthen dialogue with the private sector to simplify business development procedures and create a more favorable environment for business development	1.3. # of local development plans in pilot municipalities with the integrated issues of economic growth, citizens' welfare improvement, effective management of land, including agricultural land and pastures	3. LSG capacity is not enough to be integrated into local development plans for the issues of economic growth, citizens' welfare improvement, rational land management, including agricultural land and pastures.	3. At least 30 local development plans in pilot municipalities with economic growth, citizens' welfare improvement, rational land management including agricultural land and pastures.	16 strategic plans for sustainable development created, supporting 92 villages.  Assessment: partially achieved.

	<b>Action 1.1.4.</b> Provide assistance to farmers and producers in strengthening agricultural infrastructure, processing, storage and sale by means of equipment/machinery/seed/fertilizer procurement (primarily in the Russian Federation) while emphasizing vegetable/fruit husbandry and processing	<b>1.4.</b> # beneficiaries who had increased their welfare through effective and rational land management, including agricultural land and pastures	<b>4.</b> A high level of land degradation, including agricultural land and pasture, is not improving the welfare of beneficiaries.	<b>4.</b> At least 100.000 beneficiaries improve their welfare through effective land management, including agricultural land and pastures at the level of pilot municipalities.	114651 people benefitted.  68.7% of respondents (only villages) stated that they improved their welfare through agricultural development/farming.  Assessment: achieved.
	<b>Action 1.1.5.</b> Develop agricultural infrastructure by establishing and strengthening traders and procurement firms, wholesale markets and storages to reduce harvest loss and ensure sales at advantageous prices.	<b>1.5.</b> # Implementing demonstration schemes aimed at expansion and diversification of production in agriculture with the use of sustainable technologies.	<b>5.</b> Agricultural production and processing are not equipped well and do not allow expanding and diversifying the production process with the use of sustainable technologies.	<b>5.</b> At least 4 demonstration schemes aimed at the expansion and diversification of production in agriculture implemented in enterprises of production and processing with the use of sustainable technologies.	one refrigerated storage facility; one trade and logistics center; two greenhouses and Renewable Energy Sources.  The biogas units have a higher risk success.  Assessment: achieved.
	<b>Action 1.1.6.</b> Promote greenhouses for round-the-year vegetable/fruit supplies to domestic and foreign markets	<b>1.6.</b> # of educational tools aimed at the expansion and diversification of production in agriculture with the use of sustainable technologies;	<b>6.</b> The potential of the beneficiaries is not sufficient for the introduction of new demonstration schemes aimed at the expansion and diversification of agricultural production with the use of sustainable technologies.	<b>6.</b> At least 4 demonstration schemes aimed at the expansion and diversification of production in agriculture with the use of sustainable technologies used in enterprises of production and processing.	Capacity building through training activities  Support and advice to farmers  Building sustainable partnerships  Exchange of experience and products  Assessment: achieved.
	<b>Action 1.1.7</b> Provide support to export-oriented production and import substitution	<b>1.7.</b> # of beneficiaries who have improved their access	<b>7.</b> Access of beneficiaries for using energy-saving resources is limited	<b>7.</b> At least 300 beneficiaries have improved their access to	1508 people

		to energy-saving use of resources.		energy-efficient use of resources	
	<b>Action 1.1.8</b> Improve interaction between farmers and processors	<b>1.8.</b> % of target beneficiaries trained that were rated as more effective doing their jobs one year later.	<b>8.</b> Low level of practical use of knowledge and skills on profit bringing activities by the beneficiaries.	<b>8.</b> At least 50% of educated beneficiaries effectively using received skills and knowledge in their profit-bringing activities.	
	<b>Action 1.1.9.</b> Equipment for tourist marketing centers			<i>n/a</i>	
	<b>Action 1.1.10</b> Provide access for farmers to market information by strengthening existing business/trade support agencies and implementing innovative techniques			<i>n/a</i>	
	<b>Action 1.1.11.</b> Building up a capacity of target communities through trainings, consultations and mentoring support on the issues of business planning, organizational development, taxation, marketing, product processing/storage/packaging and innovative production technologies, including renewable energy sources (RES), etc			<i>n/a</i>	
	<b>Action 1.1.12.</b> Increase farming productivity using green economy innovations and principles with special emphasis on vegetable/fruit cultivation and processing				

<b>Output 2</b>  <b>(Component 2)</b>  <b>Rehabilitating rural water supply systems (potable water and irrigation) in target districts, including low-cost and environmentally sound technology implementation, has improved access to sustainable water supply for rural communities.</b>	<b>Action 2.1.1</b> Facilitate institutional development of Water Users Associations and Associations of Potable Water Users in target districts to ensure organizational sustainability.	<b>2.1.</b> # of local development plans integrated with the issues of complex water resources management	<b>2.1.</b> Capacity of LSG and civil society is not efficient for being integrated into local development plans for the complex water resources management;	<b>2.1</b> at least 80% of the pilot municipalities have local development plans, which include issues of integrated water resources management;	16 strategic plans for sustainable development created, supporting 92 villages.  Assessment: partially achieved.
	<b>Action 2.1.2.</b> Provide financial and technical assistance in rehabilitation of existing irrigation and potable water supply and construction of new water management facilities in the pilot communities, including energy-efficient and environmental technologies	<b>2.2.</b> # of implemented demonstration schemes aimed at expanding and diversifying the process of drinking and irrigation water supply with the use of sustainable technologies;	<b>2.2.</b> Capacity of LSG and civil society is insufficient for the expansion and diversification of the drinking water supply and process of irrigation water supply with the use of sustainable technologies;	<b>2.2.</b> At least 5 demonstration schemes are implemented in pilot municipalities, which are aimed at expanding and diversifying the process of drinking-water and water for irrigation with the use of sustainable technologies;	17 out of 28 projects related to water supply system include usage of environmentally sound technologies in the area of drinking or irrigation water supply (12 – drinking water, 5 – irrigation water).  Assessment: partially achieved.
	<b>Action 2.1.3</b> Build-up sanitation/epidemiology surveillance station capacity and provide technical assistance at district level for improved water quality testing	<b>2.3.</b> # of beneficiaries who have improved their well-fare through effective water management at the level of the pilot municipalities;	<b>2.3.</b> The potential of beneficiaries is not sufficient for effective water management at the level of pilot municipalities; 2016	<b>2.3.</b> At least 150000 beneficiaries improved their welfare through the effective water management within pilot municipalities;	170950 - 74.7% of respondents claim improved welfare through effective water management.  Assessment: partially achieved.
	<b>Action 2.1.4 Engage</b> with rural health boards for improved rural community hygiene using a large-scale awareness campaign and small grants for local infrastructure improvement (health stations, schools, public toilets and etc), including innovative water	<b>2.4.</b> # of beneficiaries who have improved their well-fare due to access to water through energy-saving and environment-friendly supply technologies	<b>2.4.</b> High level of deterioration of water supply and sewerage systems, irrigation system as well as limited access to water do not increase the well-being of the beneficiaries.	<b>2.4.</b> Not less than 150000 beneficiaries improved their welfare due to the access to water through the energy-saving and environmentally-friendly technologies.	186054 - 81.3% of respondents improved their welfare through access to water resources.  Assessment: achieved.

	purification technologies, solar water heaters and other.				
<b>Output 3:</b>  <b>(Component 3)</b>  <b>Socio-economic infrastructure rehabilitation will facilitate improved rural community welfare in target districts.</b>	<b>Action 3.1.1.</b> Mobilize communities to ensure participatory approach when identifying local communities needs and priorities	<b>3.1.</b> % of pilot municipalities that can provide services for population on a quality level as well as budgeting and self-monitoring;	1) Low level of services that are provided in the pilot municipalities;	<b>3.1.</b> At least 80% of the of the pilot municipalities have implemented mechanisms to improve the quality of functions performed by the provision of public services, budgeting and monitoring of their activities;	Total number of established public services centers – 13 in 13 AO, village coverage is 81.3%. According to the survey, 92% of respondents noted the improvement of public services provision.  Assessment: achieved.
	<b>Action 3.1.2.</b> Establish and institutionalize a grant fund by adapting respective UNDP guidance to Programme context and enhance engagement with local authorities and civil society for transparent grant distribution	<b>3.2.</b> # of beneficiaries improved their well-being through improving their potential in critical thinking and conflict reduction potential;	<b>3.2.</b> Beneficiaries are not able to improve their welfare due to absence of local institutions that provide inter-relation of local authorities and civil societies and contribute for critical-thinking development as well as reduction of conflict potential;	<b>3.2.</b> At least 10000 beneficiaries have improved their welfare through access to information and knowledge and conflict potential reduction;	75600 - 45.3% of respondents improved their well-being through access to information.  People perceive no direct benefit from establishment of the Grant Fund.
	<b>Action 3.1.3.</b> Provide technical and methodological assistance to target communities and initiative groups in drafting sound financially and technically substantiated project applications to the grant evaluation board; or intensive capacity building for implementation of HACT modality	<b>3.3.</b> # of beneficiaries who had improved their well-being due to the expansion of employment opportunities, access to employment services and job market;	<b>3.3.</b> Low level of development, deterioration of social and economic infrastructure does not contribute to the well-fare improvement of beneficiaries;	<b>3.3.</b> Not less than 5000 beneficiaries have improved their well-being through access to information and knowledge for expanding employment opportunities, access to employment markets;	64585 - 38.7% of respondent improved their welfare through access to employment markets
	<b>Action 3.1.4.</b> Establish closer partnership with business	<b>3.4.</b> # of measures taken in the local level and aimed for conflict reduction and	<b>3.4.</b> Pilot municipalities do not have capacity for developing conflict	<b>3.4.</b> at least 60 measures taken at the local level to reduce the potential for conflict and	143 activities.

	associations and private companies, including Russian businesses, for viable business idea generation and possible matching fund provision	people's involvement into the public life;	reduction potential action plans and involvement of the population into the public life;	people's participation in public life through rehabilitation of social and economic infrastructure;	Achieved.
	<b>Action 3.1.5.</b> Arrange procurement of equipment and technologies according to UNDP procedures				Achieved.
	<b>Action 3.1.6.</b> Conduct regular monitoring of implementation, involving donors, national partners, and the civil society				Achieved (predominantly at output level).
<b>Output 4:</b>  <b>(Component 4)</b>  <b>Enhanced vocational education will raise employment in target districts in a long-term perspective</b>	<b>Action 4.1.1</b> Create new specialties and vocational education programmes based on labor market demand (also in the Russian Federation) and the system of quality performance management	<b>4.1.</b> # of youth who increased their potential in the issues of critical thinking and conflict potential reduction;	<b>4.1.</b> High level of conflict potential among youth	<b>4.1.</b> At least 1000 youth, who had increased their critical thinking and conflict potential;	Clear statistics on domestic, interethnic conflicts are not available (hooliganism, theft, quarrels, etc.); <b>86.7% of respondents believe that the number of conflicts is decreasing.</b>
	<b>Action 4.1.2.</b> Improve quality of teaching methods at target schools to align to the new training programme content and modern labor market demands	<b>4.2.</b> # of created job places with a special emphasis on women;	<b>4.2.</b> High level of unemployment;	<b>4.2.</b> At least 200 job places created with an emphasis to women;	Six permanent jobs and 39 temporary jobs were created.
	<b>Action 4.1.3.</b> Establish close relationships between vocational education schools and potential employers to expand employment opportunities for graduates, including through small grants support	<b>4.3.</b> # of youth who had increased their well-fare through increasing their professional skills and access to employment services;	<b>4.3.</b> Access of youth to professional skills is limited;	<b>4.3.</b> At least 1000 youth have improved their well-being through increasing their professional skills and access to employment services;	2143 youngsters trained. 126 were employed after the training. Two e-libraries were created in high schools.  Achieved.
		<b>4.4.</b> # of educational mechanisms aimed at expansion and	<b>4.4.</b> Low level of equipment, weak technical base of vocational educational	<b>4.4.</b> at least 4 educational mechanisms are implemented into the system of vocational education aimed at expansion	4 achieved.

	<b>Action 4.1.4.</b> Provide training equipment and manuals to vocational schools	diversification of the professional education system.	institutions preventing from implementing educational mechanisms.	and diversification of the professional educational system;	New specialties -Turner, Carpenter, Maintenance Station Worker in two vocational schools. Digital libraries in two vocational high schools
		<b>4.5.</b> % of target beneficiaries of youth trained that were rated as more effective doing their jobs one year later.	<b>4.5.</b> Low level of practical use of knowledge and skills on profit bringing activities by the beneficiaries of youth	<b>4.5.</b> At least 50% of educated beneficiaries of youth effectively using received skills and knowledge in their profit-bringing activities	n/a
<b>Output 5:</b>  <b>(Component 3)</b>  <b>Local communities are more resilient to local natural calamities and to climate change in target districts</b>	<b>Action 5.1.1.</b> Contribute to water resource management risk mitigation to reduce crop growing/community/infrastructure vulnerability by creating respective disaster catalogues, hazard/risk profiles and water-related risks	<b>5.1.</b> # of integrated “model” profiles of risks met in water management sector on a pilot basis	<b>5.1.</b> Absence of experience of predicting by the LSG possible harm and damage in water sector 2016	<b>5.1.</b> Risk assessment undertaken in water management sector on a pilot bases aimed to predict possible damage and harms as well as the development of “model” methodology that are adapted to local conditions and potential.	One risk assessment created. Sketch maps are developed in all 30 pilot villages, and all received integrated sketch maps and risk profiles.
	<b>Action 5.1.2.</b> Implement small-scale infrastructure projects on water resource management risk mitigation, including green projects (agroforestry)	<b>5.2.</b> # of population (all ages) with a reduced vulnerability to climate hazards slope processes and land degradation.	<b>5.2.</b> High level of vulnerability of the population and its sources of income to the dangers of hydro meteorological, slope processes and the process of land degradation.	<b>5.2.</b> Identifying the hazards and implementing small-scale infrastructure projects, including “green” (agro-forest reclamation) activities in order to reduce the vulnerability of the population and its sources of income to the dangers of climatic origin, slope processes and land degradation.	50.7% of respondents confirm the direct/indirect impact of the mitigation projects.  Four “green projects” are implemented.
	<b>Action 5.1.3.</b> Mitigation of bio-social risks in Osh Province for improved farmer (meat, dairy) competitiveness and trade expansion using respective disaster catalogues, hazard/risk profiles	<b>5.3.</b> # of tools developed and created net of sanitation infrastructure	<b>5.3.</b> Increasing tendency of disease transmitted from animals in the pilot areas;	<b>5.3.</b> Developing of appropriate tools and creating a network of health infrastructure to improve the epizootic situation in the pilot areas.	15 infrastructure facilities created.  660 services’ staff trained.

		aimed to increase epizootic situation in the pilot areas;			One authorized body responsible for the disaster medicine service authorized.
	<b>Action 5.1.4.</b> Building service capacity of district veterinary services for biosecurity assurance and establish veterinary security/disaster risk mitigation infrastructure	<b>5.4.</b> # designed instruments that regulate state-private co-operation to respond on big-scale disasters and crisis situations including international standards on rehabilitation	<b>5.4.</b> Absence /legal/ response mechanisms for possible large-scale emergency and crisis aimed at recovery and sustainable development;	<b>5.4.</b> Consultation and dialogue between the government authorities LSG, private sector and civil society organizations to develop mechanisms to respond to possible large-scale emergency and crisis situations.	
	<b>Action 5.1.5.</b> Enhance PPP for large-scale emergencies and crises response and make arrangements to establish a partnership for recovery actions	<b>5.5.</b> # of created mobile hospitals with the appropriate technical base and teaching personnel.	<b>5.5.</b> Current Medical Emergency Programme	<b>5.5.</b> Identifying the mechanisms of co-operation between the Ministry of Health and Ministry of Emergency situations on emergency medicine issues and receiving relevant materials and commodity values in order to create one mobile hospital.	A mobile hospital was established with appropriate technical facilities, trained technical staff, and regulatory and legal framework.
	<b>Action 5.1.6</b> Arrange procurements for goods/services to set one mobile hospital and strengthen disaster medicine capacity in KR				Training organized.
	<b>Action 5.1.7.</b> Organize training and exercises on mobile hospital interaction with other emergency response services, including CMC and IAFCS 112				Target achieved.

63. The Programme has not clearly defined direct target groups of beneficiaries for each component (specific individuals or organizations, households/farms). Rather the same targets (population of the pilot communities) are across all components. Aiming at the reduction of vulnerability of target groups, a necessary step should have been a “segmentation” of the population, identifying and defining their specific needs and challenges.

64. Both the ProDoc and the Annual Reports contain Risk Assessments. The risks are categorized (Organizational, Environmental), assess the potential impact on the project, and contain the response to tackle the risk. There is no assessment of the probability of the danger to affect the Programme. The Risk assessment matrices are always followed by lessons learned, but the lessons are not systematically incorporated in the next years’ AWP.

65. A design flaw has been identified by the interim evaluation too: there is an insufficient interconnection between components and the achievement of the main Programme goal – *reducing the vulnerability of the population and the conflict potential*. As the Programme had no Theory of Change, the logic between the inputs, activities and the goal are only implied. The evaluation confirms this flaw, and can only make suppositions on the contribution of the activities to achieve the goal.

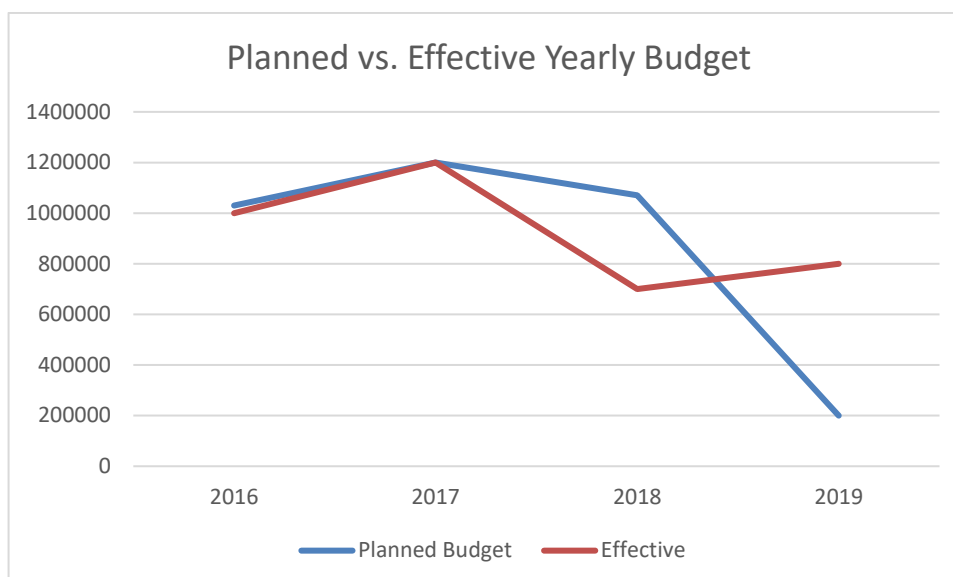
66. Considering the goals of the Programme as being largely achieved, the contribution to the country objectives (and UNDAF) is very high looking at the local level. The pilot communities benefit from strong elements of sustainable development. Considering the size of the Programme, at the national level the contribution depends now on scaling up or disseminating the success stories.

67. Considering the degree of achieving the planned outputs, and the differences between the progress at the local level versus the national level, the Programme’s effectiveness is rated as *Partly Satisfactory*.

## Chapter 4: Efficiency

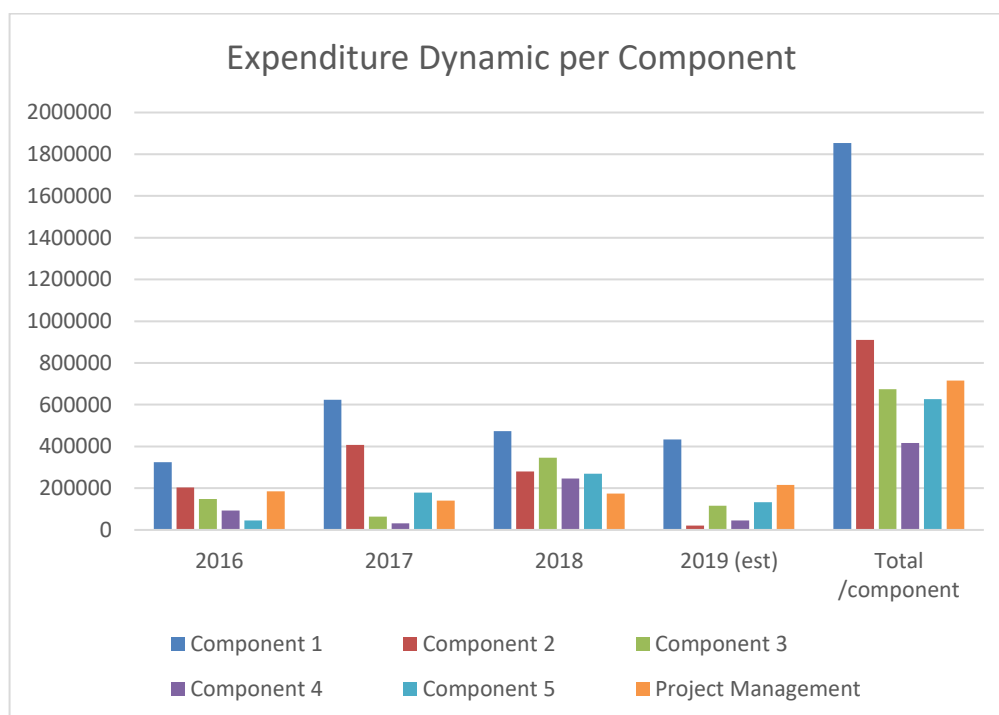
68. The initial Programme budget amounted to \$3,5 million (provided by the Russian Federation), complemented by UNDP contribution (\$58,750) and national contribution (\$500,000). As a result of the Steering Committee’s decision in 2019, the budget was supplemented with \$200,000, increasing the total final budget to \$4,7 million.

69. The budget execution versus plan shows good project management, the only notable difference being recorded in 2018 when delays were caused by public procurement procedures, re-tenders, or delays in inputs on the part of local communities. Factors that could speed up procurement processes are increasing threshold requiring public tenders, and introduction of e-signature to speed up bureaucratic procedures.

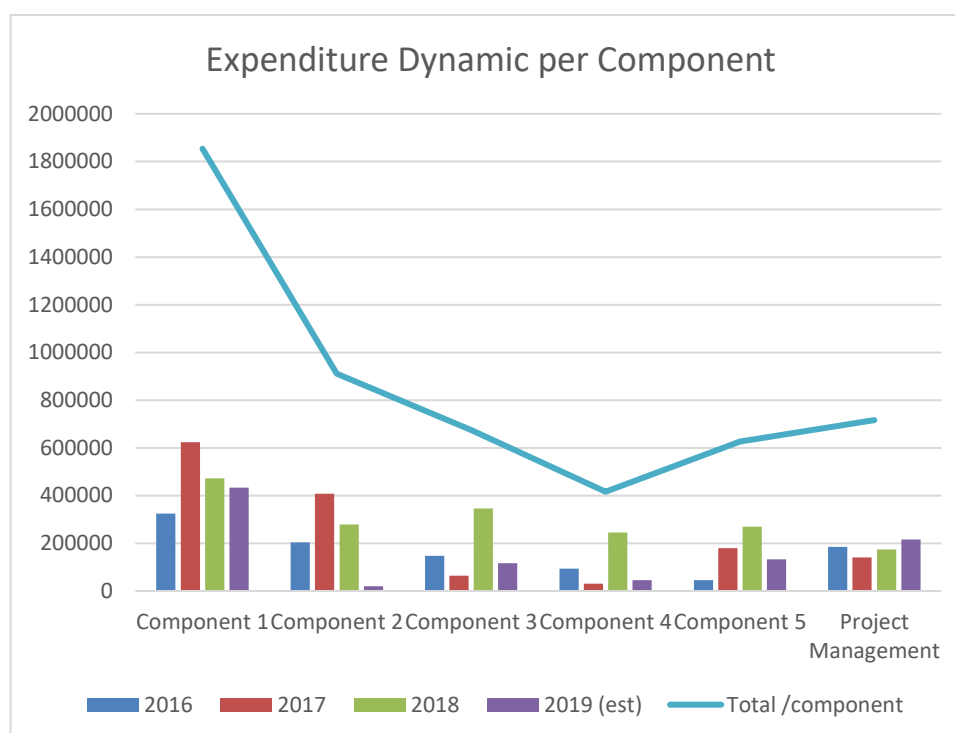


**Fig. 9:** Comparative budget implementation vs. design. Source: ProDoc and Final Report.

70. A financial performance per component is difficult to estimate, as the financial reporting slightly changed the format during the years as a percentage from the total budget. However, comparing ex-post the net amounts disbursed each year, the following charts show us a global picture:



**Fig. 10:** The annual variance of budget expenditure for all Components. Source: ProDoc and Final Report.



**Fig. 11:** The annual variance of budget expenditure for all Components. Source: ProDoc and Final Report

71. The annual dynamic in budget expenditure differs for each of the Programme components. For instance, for Component 2 (Access to sustainable water supply for rural communities) the first year focused on preparatory work and awareness-raising, which did not incur high costs. In exchange, when the proper works on the field were executed (or the payments were disbursed), the expenditure was much higher than in the previous years. A similar pattern is observed for Component 5 (Disaster risk management). With the highest share in the Programme, Component 1 (Sustainable development) had a more balanced expenditure across the years (considering that the activities started in the second half of 2016), denoting a higher focus on the broad range of activities. The Programme Management costs are around 16%, a normal value considering the complexity and quantity of the activities to be implemented (the value includes salaries, travel, contracts and other programme related costs).

72. The Programme benefitted from reliable financial management systems and solid 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 evaluation does not see any issues or potential improvements in this matter.

73. The actual financial flow towards the implementing communities was ensured through grants transfer modality (Small Grants Fund). The grants were transferred by UNDP to accounts of the pilot Ayil Okmotu, opened for UNDP projects in agreement with the Central Treasury of the Ministry of Finance of the KR. The grant transfers employed a two-level grant control system and eliminated misuse of resources by the grant recipients:

1. At Ayil Okmotu level, the project budget and estimated costs were approved by local deputies during special sessions. The approval was followed by funds disbursement and the project implementation;
2. At the Central Treasury level, where all financial operations were implemented strictly in accordance with the pre-approved budget estimate.

74. The chosen modality ensured proper funds commitment and disbursement. Both the Programme staff and the partners at the regional and local levels confirmed the modality as being appropriately chosen and used.

75. In order to maximize efficiency, the Programme was integrated into the existing Programme Management Unit based in Osh city, benefiting from the already established facilities and capacities. Based on the knowledge of UNDP, the Programme also employed additional principles to increase efficiency: value for money principles, selection of the best and economically efficient schemes to deliver capacity-building activities by engaging local expertise (except for cases when the engagement of the outside expertise (primarily from Russia) was necessary).

76. The UNDP Operations Section ensured Programme operating management compliance with UNDP internal and global policies and procedures. The team is comprised of a programme manager, three UNDP programme analysts in charge of Programme component execution, and support staff shared with other projects. Given the size and complexity of the Programme, the staffing was tightly allocated. During the interviews with staff (and validated by interviews with partners) it became evident that many of the results were achieved on the cost of overworking. To the complexity of the Programme, one has to add the burden incurred by the infrastructure, any mission in target communities taking longer hours than in other settings. For a future similar Programme, the Country Office should perform a realistic estimate of the staff working hours, also considering the 'work-life-balance' principle.

77. Two additional factors contributed to increasing the efficiency of the Programme: the involvement of the Government of the Kyrgyzstan in co-financing some projects (between 10% to 63% of the total value<sup>18</sup>, depending on the complexity of the activity). The second factor was the commitment of the emigrant's communities to co-fund small projects. Besides increasing the efficiency of the Programme, this approach contributed to increasing the ownership and accountability. People gained a feeling that they co-financed and 'own' the public good od service to a certain extent, making them more responsible for consumption behavior. On the other hand, people will request higher accountability on the public funds co-invested in their stakes.

## **Partnerships, Coordination, and Coherence<sup>19</sup>**

78. The ProDoc dedicated a sub-chapter to explain the rationale and approach in establishing partnerships during the life of the Programme. The main partner was the Ministry of Economy, due to its leading role in pursuing regional development in the KR. Additionally, the analysis adds twelve more Ministries and state Agencies with potential interest in the Programme. Important to mention that the strategy involved collaboration both at the central/national level and at regional and local levels. For the Osh province, the main partner was Office of the Plenipotentiary Representative of the Government of the Kyrgyzstan in Osh province, who was supposed to support UNDP to coordinate Programme interventions with other development assistance.

---

<sup>18</sup> For example, the Kyrgyz Government contributed in Nookat to the initiative of youth and local authorities to build a sports ground in the Vocational high schools No. 58. The contribution was of \$21,169 (82% of the total cost), while UNDP contributed with \$5,665 (18%).

<sup>19</sup> For Coherence, the Evaluation considered the latest update of this criteria, as adopted by OECD/DAC in December 2019: "The compatibility of the intervention with other interventions in a country, sector or institution."

79. The strategy also analyzed potential partners with stakes for each of the five Programme components. Additionally, the approach envisaged coordination and synergies with international actors (“GIZ, WB, ADB, EBRD”). A special category was potential cooperation partners from the Russian Federation. The Programme cooperates with other development Programmes in Osh province (GIZ, Aga Khan Foundation, Helvetas, etc.) and partners with the public and private sectors, leading to more rational and effective use of the UNDP resources.

80. The discussions carried with the representative of another UN organization confirmed the information offered by the Programme staff and contained in the Annual Reports: activities have been coordinated prior to execution, and the organization complemented their work. For example, coordination with WFP (disaster risk reduction in Nookat) and with GIZ (enabling environment for business development) have been mentioned as success stories.

81. However, the evaluation corroborated the activities of the current Programme with information from previous evaluations performed for the International Trade Center (ITC) and the United Nations Economic Commission for Europe (UNECE) of projects implemented in the region. Although previous projects also attempted to support economic activities, especially of small manufacturers or agricultural producers with a focus on export markets, the current Programme did not consider nor use any of the products the project<sup>20</sup>.

82. Synergy with another UNDP project, namely Goal Wash<sup>21</sup>, is only one example. Issues of reforming the drinking water supply and sanitation sector in rural areas in Kyrgyzstan were discussed with the Department of Drinking Water Supply and Sewerage Development during various events in 2017, but the concrete results are unclear. The synergy was supposed to reduce costs for both programmes, but the extent of cost savings cannot be estimated.

83. Another partnership increasing efficiency is the one created with The Kyrgyz Citizens’ Association in Russia, the All-Russian Public Organization “Congress of the Kyrgyz” with regional branches in 56 regions of Russia. Based on a Memorandum of Understanding, the partnership managed to attract migrant remittances that co-financed five projects, supporting the rehabilitation of the social and economic infrastructure in villages. Additional resources mobilized from the Kyrgyz diaspora in Russia suggest an increased potential for financing the local government development plans’ implementation in the future.

84. Thus, remittances from over 800 migrants equal to \$20,223 (18% of the cost of joint projects with migrants) were allocated for restoration of five social and economic infrastructure facilities in Osh province.

85. Overall, with logically explainable disbursement, good financial and accounting standards following the UNDP policies and procedures, and embedding principles to increase the efficiency, the Programme has a very good rating. The inadvertencies in RBM-oriented monitoring and reporting, however, make difficult to assess the outcome and impact level of the Programme, thus the overall rating for Programme’s Efficiency is *Fully Satisfactory*.

---

<sup>20</sup> UNDA Project: “Strengthening the capacity of transition and developing economies to participate in cross-border agricultural food supply chains”, UNECE/UNESCAP, 2014-2017.

<sup>21</sup> <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/articles/2013/08/27/undp-launches-a-new-project-on-improvement-of-potable-water-supply-and-sanitation-in-kyrgyzstan-as-part-of-a-global-initiative-goal-wash-.html>

## Chapter 5: Sustainability

86. The project's intervention logic foresaw capacity building activities across all components and direct material support in other several components. The ProDoc states that "Sustainability will be achieved through the coordination of the project with the policy of the Government at central and local levels, building and increasing the capacity of government, local governments and civil society, the involvement of private sector in the dialogue and the provision of delegated services. Generally, the programme will focus on enhancing the relationship between public and non-governmental institutions." This statement, although general, points to the philosophy of the intervention and partially on the goal of the programme.

87. The capacity-building activities are intrinsically sustainable if they lead directly – or as a catalytic step followed by others – to strengthened domestic institutions that are now enabled to maintain and transfer the know-how which they acquired through the project. Additionally, when project interventions are demand-driven, costs are shared between project parties (and beneficiaries, to a certain extent), local expertise is used, know-how is transferred to regional/local trainers, and the activities of other cooperation agencies are taken into account, the chances are good that the transfer of knowledge and practical expertise remains and no further external cooperation is necessary for the same purpose.

88. A series of analyses (virtually on every of the five Programme's components) was conducted in the first phase of Programme implementation, based on which the Programme's management identified appropriate measures. This approach applied by the Programme not only ensured achievement of set goals but also created conditions for building the capacity of local consulting organizations, as the knowledge and skills that they gained can be further used to serve the interests of the country. This contributes to sustainability.

89. *Component 1 "Sustainable agriculture, tourism, trade, and green technology promotion will facilitate job creation, poorest-groups' socio-economic integration, and improved living standard in target districts"* – the sustainability of the activities is largely influenced by macroeconomic and geopolitical factors. For instance, the activities focusing on supporting tourism are dependable on the poor infrastructure, hindering touristic activities by increasing the costs of the operators and of the tourists. Additionally, the Osh region can support sustainable tourism by integrating its offer in a national context; unless Kyrgyzstan, as a whole country, will be able to create a touristic brand and be able to market it, the province cannot claim to turn tourism into a key economic sector.

90. The trade-related activities in the province are limited by the geopolitical situation. The closed border to Uzbekistan is *de facto* cutting Osh city from an important part of its *hinterland*, limiting access to resources, labor and markets. With only one border crossing point for the whole Osh region, trade-related activities are limited in their effectiveness, considering the reliance on exports of small producers of agricultural goods.

91. Besides the macroeconomic limitations, the activities themselves contribute to high sustainability given the proper planning: besides receiving material support, the little businesses received support on how to write proposals and apply for financing, received training on how to operate machinery and how to create a business or marketing plan. The logic chain of activities increased the sustainability probability of the component.

92. *Component 2 “Water supply rehabilitation (potable water and irrigation) in the pilot districts, also through low cost environmentally safe technologies, will improve access for rural communities to sustainable water supply in target districts”*. The ProDoc states, for example, that “restoration of water supply is closely linked with the comprehensive capacity building of the members of the association of water users on attraction domestic financial resources for ongoing operation and maintenance of these systems.” This approach has been implemented – the evaluation found evidence that local administration and water users’ association are now capable of establishing and correctly prioritize needs, write project proposals or financing requests.

94. *Component 3 “Socio-economic infrastructure rehabilitation will facilitate improved rural community welfare and resilience in target districts”* - the rehabilitation has been implemented together with the Government of Kyrgyzstan, local communities and with emigrated people who wanted to get involved in supporting their home villages. This partnership was set up clear roles for the maintenance of equipment.

95. In the Public Services Centers, the sustainability is ensured by the national and local budgets for the material aspect, and the continuous training on-the-job received by civil servants, for the public services.

96. *Component 4 “Enhanced vocational education will raise employment in target districts in a long-term perspective”* – this component has the highest sustainability due to its nature. Supporting vocational training and train-the-trainer (ToT) activities builds-in knowledge in the communities, organizations, and individuals.

97. The e-library projects were arranged in cooperation with the local communities, who were responsible for renovating the rooms. The Programme provided equipment, and their maintenance was agreed to be covered by the high-schools’ budgets.

98. In the case of vocational training delivered to potential emigrant workers, the sustainability is lost when the qualified beneficiaries leave the country and is high when they stay in the community. Better tracing of the beneficiaries’ development should be delivered by the M&E system.

99. *Component 5 “Local community resistance to local natural disasters will be enhanced in target districts”* - the Programme created a set of documents and increased capacity of the regional and local good governance organizations, to be aware of the risks and prepare to minimize them. The four implemented projects (trees planted and streams systematization) have embedded mechanisms for maintenance, ensuring long-term usage. Through these elements, the villages have better protection against natural hazards and sustainability is high. Also, the crematories installed to contribute to epizootic performance have a sustainable model built it, municipalities being increased capacity in managing and maintaining the facilities.

100. The Programme’s sustainability is different for each component. For components 2, 3, 4, and 5 the sustainability factors were well built in and implemented, and the potential for enduring desired changes is high. Results under Component 1 are most susceptible to depend on external factors (geopolitical and physical infrastructure). Any variation or lack of improvement could negatively affect the sustainability and potential impact the small businesses or tourism.

## Chapter 6: Impact

101. The updated<sup>22</sup> definition of the impact evaluation criteria is: “The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.” The term ‘higher-level’ tries to capture the significance, the scope, and the transformative nature of the effects.

102. *Component 1* - The Final Annual Report 2019 claims that “the Project contributed to the poverty reduction in Osh province as compared to 2015-2016 (28.9% in 2015; 22% in 2016; 14.3% in 2017; 14.8% in 2018)”. The decrease is remarkable, although the same data shows that the poverty rate in Osh city stayed constant at almost 37%. It is impossible to learn at what extent the Programme contributed to the positive result, as the impact of these activities can be observed (eventually measured) after three to five years. Also, the Programme’s claim on contribution to poverty decrease can not be measured unless a solid data set was collected from the beginning of the implementation, during the implementation and would continue up to the impact assessment. Given the data quality and the monitoring will stop after the end of the Programme, the impact assessment has low chances to be reliable (if ever will be implemented).

103. Implementation of the proven model for service delivery centers based on a ‘single-window principle’ in Osh province municipalities generated considerable interest in the State Agency for Local Self-Governance and Inter-Ethnic Relations towards replication of these successful practices in other municipalities across the Kyrgyz southern regions.

104. Long-term and temporary employment was provided to 2,324 persons (1,621 men and 703 women). Access to part-time jobs under the public works programme was provided to 2,002 persons (1,458 men and 544 women). There is a trend for unemployment reduction compared with the 2015-2016 data (6% in 2015; 5.5% in 2016; 5.1% in 2017; 4.2% in 2018). Long-term employment was provided to 322 persons (163 men and 159 women).

105. Efforts towards closer coordination and partnership with other international development programmes (GIZ, OSCE, UN Agencies, etc.) ensured more efficient use of available resources and maximized its positive impact on the development in Osh province. Thus, the joint efforts of the Kyrgyz Government, OSCE, GIZ, UNDP and the Association of Entrepreneurs ensured the successful functioning of the Entrepreneurship Support Centre.

106. Improved quality of medical services through new technologies in cardiovascular disease diagnostics allowed providing a proper medical examination for 8,002 patients from remote areas. The impact of this activity is immediate and high, especially as 28 critical cases were identified among the patients taking routine checkups.

107. Opportunities for financial sustainability of pilot vocational high schools were created in order to save their budgets; long-term programs in vocational high schools targeted labor emigrants to Russia, small business and self-employment development.

108. Showcasing proven methods to reduce the risks of dangerous infectious disease transmission from animals to humans through the use of thermal utilization and decontamination of biological

---

<sup>22</sup> Evaluation Criteria: Adapted Definitions and Principles for Use, OECD DAC, December 2019

waste, has aroused interest among veterinary services. This model is requested for further replication in other municipalities in southern Kyrgyzstan.

109. *Component 4:* The impact created by the activities in this component has a high impact at the community level and for the direct beneficiaries, but very limited for the whole province. However, in case the success stories will be scaled up or the model showcased and replicated with or without UNDP's support, the impact will increase.

110. The E-libraries project supports the students in accessing up-to-date information compared to classic books, giving young people more opportunities to qualify in their interest skills. This initiative has a high impact at an individual level, potentially also for the community in case, the students do not emigrate. A better monitoring system (out outcome and impact levels) could offer better insight into the potential impact of this activity.

111. The impact of the vocational training provided to high-schools is positive, offering a better chance for young people to get better-paid jobs. Given the size of the activities (two high-schools, 2142 students trained, 126 people employed after the training) the impact for the communities is major. Relating the numbers to the whole Osh region, the impact is limited and could be increased in case of replication both in the region and throughout the country.

112. One unintended effect of vocational training is the case of car repair services. In communities where such services did not exist, the positive impact is obvious. In the case when similar services already existed, the effect on the free market should be priory analyzed. A new car shop, trained and equipped with funds from UNDP and the government might induce market distortions, and force other competitors either to close their business or to lower the prices – endangering profitability and jobs.

113. *Component 5:* The impact of the measures is highly positive in the case of the wild streams' systematization, protecting thousands of households from flooding and landslides. The potential impact of the trees planted to reduce soil erosion and protect the living in the villages is also high, given the local communities will look after the trees.

114. A very high positive impact has the drinking water testing equipment offered to the Sanitary and Epidemiological Stations (SES). The impact of this measure is very high, as almost 80% of the population drink water from open sources, or from self-made shallow (4-10 meters deep) wells. The impact improves the health of the local population.

115. The mobile hospital delivered by the Programme to the territorial Separate Republican Rescue Team has an immediate positive impact on saving lives in case of emergencies. The material endowment is critical, completed by the professionalism of the paramedics. In the case of distant interventions, the impact is negatively affected by the state of infrastructure.

116. The general impact of the Programme is very high for the pilot communities, who benefit now from local sustainable development plans, knowledge on prioritizing needs, on writing project proposals to receive financing from the national budget or from international donors. The benefits of the implemented activities are also high, be it illuminated streets, the renewed water supply or public services delivery.

117. Considering the magnitude of the changes relative to Osh province's size and population, the impact is low, and the rating is *Partly Satisfactory*. Possibility to increase the impact in the future is ensured by two approaches:

- 1) Scale up the proven successful activities, to be supported and financed similarly to the current Programme; and/or
- 2) Promote selected models and pilot projects across the region and the country. The main selection criteria should be the possibility of the national government to implement independently the activities. This approach should be done in consultation with the national counterparts at the Governmental level.

## Chapter 7: Gender considerations

118. The ProDoc offers the first elements of the strategy to support women's empowerment and gender equality in the province. The situation analysis briefly presents the socio-economic situation of women, with two components relevant for the Programme: the vulnerable and unprotected status versus men, and the situation of abandoned wives and children of the emigrating men. As a general statement, the Programme had "an overall target of 50% female participation across its activities" (ProDoc, page 39). In the section "Social and Environmental Risk Screening Checklist", the four questions have been answered as having no adverse effects or discrimination on women, and no women raised gender equality concerns.

119. During the implementation of activities, on some components, gender equality was a criterion for selecting projects (e.g. energy-saving and efficient use of resources, where 15 businesses have been selected to receive support). The vocational training component had gender equality (along with ethnic considerations) as a secondary objective – besides the vocational training itself. The gender-responsive peacebuilding is also mentioned, but it is unclear how valid this claim is. The self-employment project of young people included as selection criteria women empowerment, along with relevance, social partnership, and focus on job creation.

120. A total of 63,751 people benefited from 382 activities resulting in improved opportunities for employment, access to financial, natural and productive resources, and to local, national, regional and international markets. With 31,204 women as beneficiaries – 48.94% - the Programme almost achieved its target of equally support women and men. Considering the cultural pattern and the initial status before the project start, the indicator can be seen as a success.

121. Long-term and temporary employment was provided to 703 women, only 30% of the total. This performance indicator is sub-par due to the cultural pattern, where women generally don't have access to the labor market. Long-term employment was provided to 322 persons, out of which 159 are women, meaning 49.37%.

122. While recording undoubtedly success on gender equality dimension, the Programme acknowledges still existing barriers and mentions in the Final Report potential next step: raise awareness of the local authorities, business associations, and civil society about issues of gender inequality, low level of leadership development among women, poor skills and knowledge in the field of women's entrepreneurship across Osh province.

123. The Programme included effectively the gender balance and women empowerment principles across its components. Some of the principles have been communicated and transferred to the regional and local partners, with good chances for continuation. Potential replication of the

Programme, or popularization of components should continue to highlight the gender mainstreaming principles across the region and the country.

124. One of the best cases of women empowerment were the trainings under the financial literacy activities (Component 1). The Programme trained 20 experts, majority (60%) being women, and established a Centre for Financial Education. The trainings focused, among others, on providing financial education to women, and to establish ways for women to increase their financial independence.

## Chapter 8: Monitoring and Evaluation

125. The ProDoc foresaw a Results and Resources Framework (RRF) as well as a Monitoring and Evaluation Plan (although the latter only had provisions on Monitoring). The RRF is well designed, informing on output indicators, sources for data, baseline values and annual and final targets for each indicator, as well as data collection methods and risks. As not all indicators in the RRF have been defined at the output level, the monitoring and reporting of the project have been kept mainly at this level. For example, for activity 3.1 – establishing the Public Services Centers – indicators were correctly formulated both at output level (Number of established and sustainable Public Services Centers based on a ‘single window’ principle) as well at outcome level (% of beneficiaries confirming the improvement in provision of municipal and public services quality). For the water supply component, the indicators are vaguely formulated: “At least 150,000 (30,000 households) improved their welfare through effective water management in the pilot municipalities” – not offering a scale to understand how the Programme defines “improved welfare” and how it measures it. Additionally, a very powerful outcome indicator (for instance, the decline in waterborne diseases in communities) has not been defined and measured. This indicator could easily be monitored and reported by the local communities, and prove sustainable improvements in the life of beneficiaries. The lack of monitoring at the outcome level for this indicator is in stark contrast with the situation analysis, as the ProDoc stated: “The low-quality water pre-conditions frequent communicable disease outbreaks. The shortage of potable water affects human health and brings more risk of dysentery, hepatitis and typhoid fever. According to the epidemiological surveillance agency analysis, such outbreaks are frequent in districts with limited access to quality potable water”.

126. The M&E Plan was constantly developed throughout the implementation, and finally comprised the following tools:

- Meetings of the Project Supervisory Board (three);
- Systematic monitoring by the Programme’s specialists;
- Independent mid-term evaluation (2018) and final project evaluation;
- Grant project joint monitoring with the national partners;
- Annual meetings with the national partners on planning and reporting issues;
- Donor annual reports on the achieved results.

127. The implementation progress and advancement towards achieving goals were monitored through Annual Progress Reports, comprising a narrative part and the financial report. The reports were comprehensive and described the implementation status per each component, analyzed

risks, outlined lessons learned and plans for the next year. The partnerships have been analyzed, with a special focus on the partnership with the Russian Federation. Additionally, the activities related to PR Communication and visibility have also been reported in detail. The quantity and quality of information are adequate, but with focus mainly on analysis at the output level, and not on the outcome and potential impact, a reflection of the limitation mentioned about the ProDoc and RRF.

128. As a knowledge organization, UNDP has for many years a culture of results orientation, and Results Based Management (RBM) principles should be an integral part of the working, monitoring and reporting. Collecting and reporting data at output level reflects the immediate result of the Programme's activities, but offer no or limited information on the changes at the outcome level, thus forcing the evaluation to make non-evidence-based assumptions.

129. The M&E plan also foresaw the budget for evaluation: \$5,000 for an interim evaluation, and the same amount for the final evaluation. Given the size and complexity of the Programme, the interim evaluation was a very good addition to the learning function. The initial budget for the final evaluation was sub-estimated and was increased from additional resources.

## Chapter 9: Conclusions, Lessons Learned and Recommendations

130. The objective of the Programme was to assist the Kyrgyz Government to ensure conditions to prevent violent conflicts and to enable sustainable human development in three pilot districts of Osh province. It aimed to achieve its goal by supporting economic activities, improving access to water, increasing environmental safety, creating new jobs and rehabilitating social and economic infrastructure.

131. The Programme has been properly designed, based on comprehensive analysis, systematic consultation and implication of the beneficiaries and partners, and the objectives were aligned with the national and international objectives. In the design, applicable lessons learned from previous similar projects were considered<sup>23</sup>. At the end of the implementation, the relevance is still very actual.

132. The effectiveness is very good, as the Programme reached its outputs. However, lacking project logic (Theory of Change) and the indicators formulation mainly at output level makes difficult to assess the transformation achieved at outcome and impact levels. A Results Based Management culture should be implemented across the UNDP projects and programmes, to increase accountability and attractiveness for new donors. The efficiency is very good, as the Programme followed the standard financial procedures in UN. It also embedded elements and approaches increasing the efficiency – involvement of national government, local communities and migrants' associations being the most prominent elements.

133. The sustainability and potential impact are different for each component. For components 2, 3, 4, and 5 the sustainability factors were well built in and implemented, and the potential for positive impact is high. Results under Component 1 are most susceptible to depend on external

---

<sup>23</sup> The current Programme has its main focus on crisis prevention, while the previous projects focused on cross-border cooperation (Batken) and poverty reduction (Naryn).

factors (geopolitical and state of infrastructure). Any variation or lack of improvement could negatively affect the sustainability and potential impact (e.g. on small businesses or tourism activities).

## Lesson Learned

**134. Lesson 1: The Programme offered a comprehensive ‘package’ of services.** The support started generally with guidance on establishing and prioritizing the local needs, then with planning and writing proposals. Then, the support continued during the implementation stage, and continued after the delivery of support with training and advice. The continuous monitoring and reporting have been supported by UNDP on some components (although mainly at output level of results).

**135. Lesson 2: Involvement of local communities increases the ownership and accountability.** Involvement of local communities and emigrants in implementing and co-financing activities is a very effective approach to increase the ownership (people feel more responsible when operating facilities), accountability (both on supply and demand side) and sustainability of results.

**136. Lesson 3: The Results-Based-Management approach does not support collection and reporting of data at outcome and impact levels.** The ProDoc correctly foresaw “the success achieved under the programme has good potential for scaling up nationally in a systematic manner. However, this is unlikely to happen simply on the basis of a few successes in pilot project unless a fairly robust evidence-based data is built up from these successes and taken forward for policy dialogue with government at appropriate levels.” However, during the implementation, the focus was set on reporting on activities and output results, thus limiting the evidence-based character of results. A new thinking from outputs to outcomes and impact is desired. For example, after epizootic animals’ treatment, the diseases and mortality decreased by 30%, and the owners could buy more animals. These data are not monitored and reported, and the Programme cannot claim an obvious success. Similarly, a car-service does not know how much his business grew after receiving support from the Programme.

**137. Lesson 4: Baseline Studies need a clear purpose and role.** The Study created in the beginning of the Programme presents a thorough analysis of the province and the three regions, with plenty of demographic and socio-economic data, but the data is not clearly linked to the indicators, and the orientation to results rather than on processes is limited.

**138. Lesson 5: The rehabilitation of irrigation system should have been assessed better.** The rehabilitation project did not reach its expected success, due to a variety of factors: high costs of irrigation equipment, the possible increase in production costs due to fuel costs, lack of qualified personnel. Structural factors were foreseeable at the inception stage: the fragmented land ownership pattern makes larger investments unprofitable. Additionally, a factor mentioned in the Annual Report - farmers’ skepticism towards innovations in irrigation - could have been better tackled in the situation analysis.

**139. Lesson 6: There is a gender disproportion in creating new jobs.** Men are more active on the labor market, which is demonstrated in the open business initiatives’ contest aimed at developing agricultural products market, and ensuring employment opportunities for the rural youth. 60% of entrepreneurs and employers - legal entities owners - are men. 59% of workers hired by entrepreneurs are also men. Out of 157 villagers benefitting from long-term employment, only

41% are women. Sustained actions are needed to raise awareness of the local authorities, business associations, and civil society about issues of gender inequality, low level of leadership development among women, and poor skills in the field of women's entrepreneurship across Osh province.

**140. Lesson 7:** In the trade related activities (Component 1), the Programme focused on elements of the value-chain. While the support is obviously necessary (e.g. cold storage facilities allow producers to store crops and sell them at better market prices), the Programme did not consider other factors upstream or downstream affecting the small producers. For instance, sub-par production quality standards and certification can negatively affect trade beyond the control of the Programme.

**141. Lesson 8:** Each year an annual Report has been delivered by the Programme's team, and – among other topics – drew lessons learned from activities' implementation. The lessons learned could not be traced in the next year's Annual Work Plan. One can only suppose that the lessons learned have been transformed in improved processes and approaches (*tacit knowledge*). This lesson is linked to the recommendation to establish a stronger RBM culture in the future.

**142. Lesson 9:** A very effective approach were the linkage created between high schools and entrepreneurs and businesses in the communities. This active consultation helped create relevant training curricula, matching the need of the real economy.

## Recommendations

143. Based on the review of the projects and the lessons learned, the following conclusions and recommendations are presented. The recommendations are broken out into strategic and operational recommendations. The strategic recommendations indicate recommendations that affect UNDP broadly, and might apply to other programmes and projects, whereas the operational recommendations are oriented toward activities that should aid project performance.

### Strategic Recommendations:

**R1. UNDP could be the catalyst to bring together national partners and other international organizations, to create a greater programme with higher impact in the regions.** Although the Programme has a significant scale and complexity, given the nature of the challenges and the size of the region, the impact is limited. Building on the good results, scaling up and replicating the best practices in other municipalities is the next logical step. Mobilizing more resources from other donors and continuing to involve the national and regional partners (as well as beneficiaries, where applicable) prove to be an appropriate *modus operandi*. The coordination should be done following the Paris Principles for Aid Effectiveness<sup>24</sup>, and UNDP could play a central role in setting a high-level partnership platform in Kyrgyzstan.

---

<sup>24</sup> The Paris Declaration on Aid Effectiveness: Five Principles for Smart Ais, OECD, 2005, <https://www.oecd.org/dac/effectiveness/45827300.pdf>

**R2. UNDP should establish a stronger Results-Based Management oriented working approach.**

In the context of financing for sustainable development, more emphasis is set on mobilizing funds from other donors and the private sector. To attract these potential partners and to increase accountability, a results oriented working culture becomes important. An internal training programme on RBM and/or financing for development in the SDGs context could be considered.

R2.1. Additionally, to offer evidence-based results at impact level (lasting 3 to 5 years after project completion), it would be useful to find and learn from what are the enduring results left of the Area-Based Development (ABD) projects in Batken and Naryn regions. The impact assessment should match the results with the lessons learned, thus increasing the learning culture in the organization.

**Recommendations at Project / Component Level**

**R3. To design future similar interventions, the programme management should better analyze potential distortions induced on the free market.** In cases where a business initiative is supported, care should be taken that this support does not create an unfair competitive advantage. This recommendation draws from the finding where a high school created a car repair shop, and plans to open a new in a city where similar businesses already exist.

**R4. For a future similar programme, the UNDP Country Office should perform a realistic estimate of the staff working hours, taking into account the ‘work-life-balance’ principle.** For the current Programme, the workload generated by the complex and numerous activities was augmented by the precarious infrastructure. Every mission took a considerable time, and mobile working is severely limited, so staff had to work extra hours after completing field missions.


**R5. Test and deploy tools to speed up public procurement procedures.** The public procurement is sometimes causing unwanted delays, and UNDP could test approaches to speed up processes. Two suggestions repeatedly occurred during the interviews: increasing the threshold requiring public tenders, and introduction of e-signature to speed up bureaucratic procedures. Testing and eventual introduction of these measures should be assessed versus the UNDP Policies and Procedures.

**R6. Focus on activities increasing added-value in economy.** While acknowledging the peculiarities of the economy in Osh province, focusing on agricultural production and trade/export of raw products, future projects could increase the stakes and support more processing industry. This would enable entrepreneurs generate more value and employ more people. Then, the processed products with more value can be exported at higher prices. This will generate increased cash-flows, allowing the businesses to invest in modern facilities.

**R7. Pilot development of new sectors, like Information Technology and Communication (IT&C) and digital economy.** Kyrgyzstan has very good IT&C mobile services (coverage and affordability). Although having facile access to quality IT&C infrastructure, the young generation lacks knowledge on developing start-ups and business in the digital economy. New educational programs, IT business incubators and research laboratories could be supported.

## Annex 1: Terms of Reference

**TOR approved by:**  
**Roza Choibaeva, UNDP Sustainable**  
**economic growth Team Leader**

 **Signature**

**TOR prepared by:**  
**Ms. Tuimakan Subankulova**  
**UNDP Osh Area Manager**

 **Signature**



Empowered lives.  
 Resilient nations.

TERMS OF REFERENCE	
<b>Project Name</b>	UNDP Program «Integrated area-based development in Osh province» 00095779
<b>Short title of Assignment:</b>	International consultant for the final evaluation of the UNDP Program «Integrated area - based development of Osh province»
<b>Duty station:</b>	Home-based with travels within Osh province and Bishkek, Kyrgyz Republic
<b>Type of Contract:</b>	Individual Contract
<b>Duration of Contract:</b>	25 effective person days within October – November 2019
BACKGROUND	
<p>United Nations Development Assistance Framework (UNDAF) for 2012 - 2016, extended to 2017, as well as the UNDAF for 2018 - 2022 identified peace and stability for sustainable development as the main factor of the United Nations development strategy in the Kyrgyz Republic. UNDP strategic plan for the Kyrgyz Republic for 2012 - 2016 (extended until 2017), as well as the Plan for 2018 - 2021, include such program areas as democratic development, peace and development, socio - economic development, environment and energy, disaster risk management, HIV / AIDS, tuberculosis and malaria. It corresponds to national priorities, strategies and policies, the country's development needs as well as UNDP's own mandate and strategy.</p> <p>The UNDP area-based development approach and its considerable concentration on regional and local development enabled it to make a significant contribution to community development and accumulate extensive knowledge of local development challenges. In 2016, UNDP launched the "Integrated Development of the Osh Province of the Kyrgyz Republic" Program (hereinafter referred to as the Program), with the goal to assist the Government of Kyrgyzstan in ensuring conditions for conflict prevention and sustainable development in the Osh Province. The comprehensive interrelated measures of the Program were aimed at improving the well - being of vulnerable target communities of the Osh Province through various types of economic activities, improving access to water, environmental security, job creation and rehabilitation of the socio - economic infrastructure.</p> <p>The program was implemented in 30 pilot villages of 17 municipalities of Kara-Kulja, Nookat and Uzgen districts of the Osh Province, which were chosen using new mechanisms that ensured the quality of their selection processes.</p> <p>The main activities of the Program fully correspond to the country priorities as well as national and regional programs of socio - economic development. The components of the program are comprehensive, covering the most important issues of human life in the rural area. The activities of the Program are based on the achievements, experience and lessons learnt from the implementation of the UNDP Program in the Naryn and Batken Provinces.</p> <p>The program combined the main approaches of UNDP in the promotion of good governance and sustainable development and focused its interventions on strengthening the capacity of key national partners:</p> <ul style="list-style-type: none"> <li>• The Government of the Kyrgyz Republic in creating the enabling environment for growth through development programs and the sharing of positive experiences throughout the country;</li> <li>• Local authorities in implementation, monitoring and reporting on the implementation of local sustainable development plans;</li> <li>• Rural communities in combating poverty by improving access to services and sources of income.</li> </ul> <p><b>The program has contributed to the achievement of the following long - term outcomes of the UNDAF for 2012 - 2016 and the UNDAF for 2018-2022:</b></p>	

## Annex 2: List of Documents reviewed

- National Sustainable Development Strategy for the Kyrgyz Republic, 2013 - 2017
- UNDAF 2012-2016, UNDAF 2018-2022 and the UNDAF Annual Report 2018
- UNDP Country Programme Document 2012-2016
- UNDP Country Programme Action Plan 2012-2016
- ADB Osh – Project Document and Annual Workplan 2018
- Consolidated Annual Reports, including progress and financial reports for 2016-2018.
- Baseline data on relevant topics at the beginning of the Programme
- Country situation analysis, assessments, and publications
- State sectoral strategic plan
- Proposal support documents
- Human Development reports 2011-2013. Government of RK, UNDP
- Human Development Indices and Indicators: 2018 Statistical Update (Kyrgyzstan)
- Strategic Plans of Ministry of Regional Development, Ministry of Economy and Budget Planning
- UNDP Regional Bureau for Europe and CIS: A Practitioner's Guide to Area-Based Development Programming (Draft Toolkit), 2012
- Evaluation of comprehensive Development of the Naryn Province in Kyrgyzstan

## Annex 3: Questionnaire for face-to-face, online and mail interviews

### Final Evaluation of the UNDP Program: “Integrated Area – Based Development of Osh Province”

**Questions Guideline** – October 24<sup>th</sup>, 2019

**Stakeholders: Government of Kyrgyzstan, Regional Government of Osh Province, local administration of villages, UNDP Kyrgyzstan, civil society, private sector, vulnerable communities (in the three provinces), etc**

How would you rate the **Relevance** of the project towards the scope?

- To what extent the Program interventions meet country priorities, international commitments of the Kyrgyz Republic in terms of the SDG implementation, national and regional socio-economic and regional development programs and UNDP program documents?
- What is the degree of progress of the Program in improving the well - being of vulnerable target communities, in creating more favorable conditions for sustainable development of the three target districts of the Osh Province?
- To what extent is the Program support relevant for various partners: national authorities, development partners, civil society and the private sector?
- To what extent have the program results contributed to the achievement of the results of the UNDAF in the field of economic transformation in the region?

- Whether the strategies were adopted and were realistic, appropriate and adequate baseline data identified to achieve the results of the Program?
- How well did the Program use the principles of community capacity development, environmental sustainability, peacebuilding, and gender equality?
- How did the program respond to urgent funding needs for the relevant gaps in the socio-economic development of the Osh Province??

Additional questions to ToR:

- To what extent are the objectives of the program still valid? How can the program be replicated in the region or in other regions?

=====

Were the actions to achieve the results **effectively**? (Have the right things been done?)

- What is the degree of effectiveness of the Program in achieving results at the local and national levels?
- What was the Program work in disseminating the best practices and the desired goals? Was the Program involved in the events that impact on the national policy?
- What was the contribution of the Program to the human and institutional capacity building of implementing partners as a guarantee of sustainability?
- Was the program impact volume realistic and adequate for the achievement of the results?
- What was the partnership of the Program with the civil society and the private sector in promoting pro-poor growth in the Osh Province of the Kyrgyz Republic?
- Were the activities of the Program effective in meeting the needs of the beneficiaries and what was the result?
- To what extent the established coordination mechanisms contributed to the achievement of program results?

=====

Were the actions to achieve the results **efficiently**? (Have things been done right?)

- How much time, resources, opportunities, and efforts are required to manage the program? Identify any gaps associated with these issues. In particular, how do practices, policies, decisions, constraints and capabilities of UNDP affect program performance? Have the UNDP strategies for achieving the results of the Program been effective?
- Assess the extent to which the Monitoring and Evaluation contributed to the achievement of the Program results and its performance indicators;
- What is the role, participation, and coordination between various stakeholders and partners in the implementation of the Program?
- What is synergy between UN agencies, national and development partners in implementing the Program? Was there any instance of duplication of the development partner interventions?
- Can different approaches lead to better results? If so, suggest such approaches.

=====

What is the potential **Impact** of the Program (The contribution to the desired Impact?)

- To what extent did the Program interventions impact on the reduction of the target groups' vulnerability at the local and regional level according to the project document?
- What is the impact of the interventions on reducing vulnerability and expanding access to services for all disadvantaged groups of the population, on increasing the capacity of LSG bodies, governmental agencies, civil society organizations and business in managing the vulnerability reduction of target groups;
- What is the degree of impact of projects implemented within the Program?

=====

How would you rate the **Sustainability** of the Program (what is being left if Donor/UNDP would end its support)?

- To what extent do the mechanisms implemented by the Program ensure the sustainability of interventions and the possibility of their continuation after Program its completion?
- How strong is the commitment of the government and other stakeholders to support the outcomes of the Program and continue any unfinished activities?
- Provide preliminary recommendations on how the Program's activities can most effectively support local authorities, local communities and civil society in improving service delivery in the long term perspective?
- What are the risks that affect the sustainability of the Program? Suggest your approaches to increase sustainability;
- Assess possible areas of partnerships with other national institutions, UN agencies, the private sector and development partners in the Osh Province?
- Assess how relevant research and available data are used to ensure the sustainability of the Program's outcomes?
- What are the main lessons learned from each Program area?

=====

Gender equality and women empowerment

- To what extent were the gender aspects taken into account in the design, implementation and outcomes of the Program?
- To what extent did the program help meet the needs of women for the achievement of gender equality?
- To what extent did the program support gender-responsive peacebuilding?
- How effective was the Program intervention to strengthen the application of a gender approach and gender mainstreaming in development efforts in Kyrgyzstan (financial and non - financial)?

=====

Questions addressable to select interviewees, referring to Monitoring and evaluation

- Identify problems that affected the implementation of the Program;
- Identify the risks for the success of the Program that emerged during the implementation and the strategies used to address these risks;
- Evaluate the monitoring and evaluation system, were they well designed, implemented and taken into account in the budget, as well as what was their contribution to the mandatory annual reporting processes at the regional level?
- Assess the degree, relevance, and effectiveness of adaptive management at all levels of project implementation.

## Annex 4: List of Meetings and Interviewees

Evaluation - UNDP KG - Osh ABD - Oct 2019									
“Integrated Area – Based Development of Osh Province”									
Done	Day	Start	End	Where	Institution / Function	Name(s)	e-mail	skype/phone	Obs.
✓	14 Nov 2019	11:00	12:00	UNDP CO	UNDP KG - UNDP Gender Specialist	Bermet Ubaidillaeva			
✓	14 Nov 2019	11:00	12:00	UNDP CO	UNDP KG - Gender Focal Point and M&E Officer	Aidai Arstanbekova	<a href="mailto:aidai.arstanbekove@undp.org">aidai.arstanbekove@undp.org</a>		
✓	14 Nov 2019	14:00	15:00	UNDP CO	Resident Coordinator of UN in KR	Louise Chamberlain			
✓	14 Nov 2019	14:00	15:00	UNDP CO	Adviser to the UNDP Resident Representative in the KR	Erkin Kasybekov			
✓	14 Nov 2019	14:00	15:00	UNDP CO	Advisor to the UNDP RR in the KR on Policy Issues and Coordinator for Cooperation with the Russian Feder	Leonid Komarover	<a href="mailto:leonid.komarover@undp.org">leonid.komarover@undp.org</a>		
✓	14 Nov 2019	16:00	17:00	Bishkek	Project Coordinator - "Aid for Trade"	Urmat Takirov			
✓	15 Nov 2019	10:00	11:00	Bishkek	Vocational Education Agency // Ministry of Education and Science of the KR	Burul Chokoeva	<a href="mailto:burul.chokoeva@kesip.kg">burul.chokoeva@kesip.kg</a>	0772 801194	
✓	15 Nov 2019	11:30	12:15	Bishkek	Ministry of Economy - Strategic Planning and Regional development	Aibek Kadyrov		0772 214185	
✓	15 Nov 2019	15:00	17:15	Bishkek	National Expert - performed interim evaluation of the ABD Osh Project	Sydykova Zaire Beisenbievna		0555 230249	
-	16 Nov 2019	10:00	11:00	Bishkek	Deputy Director of the Drinking Water Supply and Sewerage Department of the KR	Saipidin Momunov		0772 818190	
✓	18 Nov 2019	10:35	11:50	UNDP Osh	UNDP Project Manager	Tuimakan Subankulova	<a href="mailto:tuimakan.subankulova@undp.org">tuimakan.subankulova@undp.org</a>		
✓	18 Nov 2019	10:35	11:50	UNDP Osh	Local governance and disaster risk management specialist	Sharapidin Tairov			
✓	18 Nov 2019	10:35	11:50	UNDP Osh	Specialist in the development of vocational education	Gulmira Mamatova			
✓	18 Nov 2019	10:35	11:50	UNDP Osh	Water Resources Management Specialist	Emil Amatov			
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	Coordinator for work with international organizations of the AFP KR in the Osh region in the period 2016-M	Shadkhanov Emile Toktosunovich		0772239769	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	специалист мэрии г.Узген по работе с международными организациями	Gulnara Sulaimanova		0772239769	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	Начальник агросектора Ноокатского района	Muhamedhalil Turdubekov		0077200094	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	руководитель отдела экономики, финансов и инвестиций мэрии г.Ош	Talant Kaiymov		0778 883387	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	Директор Агентства развития внешних связей и бизнес-среды при мэрии г.Ош	Zamir Yusupov		0552 702 222	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	Ошский региональный отдел межрегионального управления Министерства экономики КР	Tynysbek Turdubekov		0552684500	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	руководитель ГАМСУМО КР в Ошской области	Zarlyk Turgunbaev		0770 222501	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	проректор по внешним связям ОшТУ	Urmat Attokurov		0778 660 077	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	врач-кардиолог отделения неотложной и интервенционной кардиологии, Ошская межобластная клин	Ishen Zhusupov		0559595515	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	начальник отдела по защите населения и территории по Ошской области МЧС КР	Kubanych Surkeev		0772069004	
✓	18 Nov 2019	14:00	16:00	UNDP Osh - FG1	представитель Совета по туризму	Abdulkadyr Aliev		0776 770 090	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	заместитель главы ошского офиса ВПП ООН	Suyun Aydarov		0558 780851	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	представитель ОО «Дестинация-Ош»	Lada Hasanova		0555 602242	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	директор Ассоциации предпринимателей «ЖИА-Ош»	Zheenbai Azzambek	<a href="mailto:azzambekzheenbaiulu@gmail.com">azzambekzheenbaiulu@gmail.com</a>	0770477995	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	директор ОФ «Центрально-азиатский Альянс по воде»	Tynarbek Musaev		0777 800309	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	директор ОФ «Гульмайдаан	Tursunai Kadyrova		0773 016801	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	директор ОФ «ЦПО-ЖА	Chinara Zhusupova		0772 375169	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	ОФ «Центр финансового просвещения» в г.Ош	Kanyel Samieva		0778 026729	
✓	19 Nov 2019	10:00	12:10	UNDP Osh - FG2	директор ОО «Youth of Osh»	Akmara Satimbaeva		0553 455211	
✓	19 Nov 2019	14:00	15:10	Учебный центр МЧС КР	г-н полковник руководитель, командир РОСО МЧС КР в г.Ош	Mirlan Karabaev		0770 444036	
✓	19 Nov 2019	14:00	15:10	Учебный центр МЧС КР	г-н лейтенант, начальник медицинской службы РОСО МЧС КР в г.Ош	Tynchytkbek Osmonvbaev		0778 408640	
✓	20 Nov 2019	10:00	11:20	ООО «Алайкуу органикс»	Cold storage facilities "Alaikuu Organics" // Director	Askar Mametkhanov		0225 505000	
✓	20 Nov 2019	11:40	12:20	Touran Group	Logistic Centre «Туран-групп» // Owner	Tursbek Matiev		0559 303430	
✓	20 Nov 2019	13:30	14:30	Osh - Tech.University	Financial Education Center at OshTU // Director	Marat Zikinaev		-	
✓	20 Nov 2019	15:00	16:00	Tourist Info - Osh	Touristic Information Centre // Director	Bektursun Abdalimov		0550339292	
✓	20 Nov 2019	15:00	16:00	Tourist Info - Osh					
✓	21 Nov 2019	10:05	11:00	Kurshab	Professional high-school №62 // Director	Mirlan Moldoiarov		0557 280 476	
✓	21 Nov 2019	11:15	12:15	Karool	Kapool Aiyl Okmotu - centre for Public Services // Head of AO	Almaz Myrzabekov		0778 907656	
✓	21 Nov 2019	13:55	14:25	Shoro-Bashat	Advatex Ltd - dried fruits processing // Director	Asyl Kumenov		0555818717	
✓	21 Nov 2019	14:50	15:10	Uzgen	Family Medical Services // Doctor-Cardiologist	Guzel Mamasaliev		0770 32 32 95	
✓	21 Nov 2019	15:25	15:40	Uzgen	drinking water testing in Uzgen city; Sanitary and Epidemiological Facility // Director	director			
✓	21 Nov 2019	15:50	16:05	Uzgen	Streets Illumination Program // employee of the Uzgen City Hall	Gulnara Sulaimanova		0772499223	
✓	21 Nov 2019	16:15	16:30	Uzgen	Reconstruction Water Delivery System // employee of the Uzgen City Hall	Gulnara Sulaimanova		0772499223	
✓	21 Nov 2019	16:45	17:00	Zhany Uzgen	Street Electrification // employee of Uzgen City Hall	Gulnara Sulaimanova		0772499223	
✓	22 Nov 2019	10:00	10:45	Uzgen	Head of Uzgen regional administration // akim of region	Bakytbek Bolbuorovich Alaychiev		0772811064	
✓	22 Nov 2019	11:05	11:35	Shoro Bashat	Head of Aiyl Okmotu	Ozgonbay Esenbayev		0772568800	
✓	22 Nov 2019	11:50	12:10	Shoro Bashat	Kindergarden «Аруу Сезим» // Coordinator	Zrina Alibekova		0770123274	
✓	22 Nov 2019	12:40	13:20	Shoro Bashat	Biogas Project + Animal Chemical Treatment // Owner	Bakyt Kyrgyzbaev		0771612397	
✓	23 Nov 2019	09:50	10:30	Zhany-Nookat	Professional High-School №58 // Director	Abdivosi Tolonbaev		0553067308	
✓	23 Nov 2019	10:40	10:55	Zhany-Nookat	Small-Business support - sewing centre // Owner	Nigora Umurzakova		0557636360	
✓	23 Nov 2019	11:10	12:05	Zhany-Nookat	Mitigating flood-hazard; street electrification; drinking water system renewal // employee of Aiyl Okmotu	Akzhol Matismatov		0773178483	
✓	25 Nov 2019	09:50	10:20	(Kok-Bel) Nookat	Aiyl Okmotu // Head	Asylbek Aitkulov		0778807109	
✓	25 Nov 2019	10:30	11:00	(Kok-Bel) Nookat	"Green Project" - disaster risks reduction through tree planting // Head og Kok-Bel AO	Asylbek Aitkulov		0772845758	
✓	25 Nov 2019	11:15	11:45	(Kok-Bel) Nookat	Electrification / Water Treatment Facility	Asylbek Aitkulov		0772845758	
✓	25 Nov 2019	11:55	12:15	(Kok-Bel) Nookat	Secondary school K. Abdylakimova // Director	Medet Muratov		0559154064	
✓	25 Nov 2019	12:30	12:45	(Kok-Bel) Nookat	Technical service stations-support for business initiatives of rural youth // Director	Nurlan Togozov		0773353309	
✓	25 Nov 2019	12:50	13:00	(Kok-Bel) Nookat	Greenhouse Project	Asylbek Aitkulov		0778807109	
✓	27 Nov 2019	11:00	11:40	Bishkek / UNDP Office	Advisor to the UNDP RR in the KR on Policy Issues and Coordinator for Cooperation with the Russian Federation	Louise Chamberlain			
✓	27 Nov 2019	13:30	14:30	Bishkek / Hotel Dostuk	Deputy Country Resident Representative	Leonid Komarover			
					Adviser to the UNDP Resident Representative in the KR	Jenty Kirsch-Wood			
						Erkin Kasybekov			

## Case Study

### Public Services Centers in 13 municipalities

#### Facts

- The Project Programme created Public Service Centers in 13 municipalities in the Osh province. The Centers were created in locations offered by the local administration, and renovated or reorganized with help from the local communities. The Programme funded and coordinated the purchase of IT&C equipment through public procurement.



#### Key Outputs and Results

- In 2018-2019, the Centers provided services to 55,291 citizens (women representing 54%).
- Implementation of the model for service delivery centers based on a single-window principle in Osh province municipalities generated considerable interest in the State Agency for Local Self-Governance and Inter-Ethnic Relations towards replication of these successful

#### Important prerequisites:

- Methodological Guide (including feasibility study for Public service centers) was developed for other non-pilot municipalities, aiming at replicating the tested model of the Public Service Centers' functioning based on a 'single window' principle.

#### Recommendation:

The model of 'single-window' Public Service Centers should be replicated throughout the Province and nationwide. The services require comparatively moderate resources: the local governments can offer suitable spaces, and the local communities help with renovating/transforming the available areas. The established model offers good example for efficient public procurement mechanism, and the equipment investment is moderate. The services delivered to the local population have a direct impact in improving the life quality, by offering services fast and convenient (often saving time-consuming and costly trips).

## Annex 6: List of the Programme target villages

Name of the district	Pilot villages			
	#	Name of Aiyl Aimak	#	Name of the village
<b><u>Nookat</u></b>	1	Zulpuev AA	1	Jatan
			2	International
	2	AA Isanov	3	Jar-Korgon
			4	Jany-Bazar
	3	Kok-Bel AA	5	Kok-Bel
	4	Jany-Nookat AA	6	Kyzyl-Teit
			7	Jany-Nookat
	5	Naiman AA	8	Naiman
	6	Yntymak AA	9	Yntymak
			10	Aryk-Boyu
<b><u>Uzgen</u></b>	7	Uzgen city	11	Tort-Kocho
			12	Tashlak
	8	Karool AA	13	Myrza-Aryk
			14	Karool
			15	Sheraly
	9	Tort-Kol AA	16	Makarenko
			17	Shoro-Bashat
	10	Bash-Dobo AA	18	Kenesh
			19	Kashka-Terek
	11	Iiri-Suu AA	20	Jiide
			21	Kyrgyzstan
	12	Kolduk AA	22	Shamal-Terek
	13	Jalpak-Tash AA	23	Kurбу-Tash
			24	Tuz-Bel
	14	Kapchygai AA	25	Sary-Bee
	15	Kyzyl-Jar AA	26	Kuioo-Tash

<b><u>Kara-Kuldja</u></b>			27	Kaiyn-Taala
	16	Sary-Bulak AA	28	Toguz-Bulak
			29	Tegepek Saz
	17	Alaikuu AA	30	Kan-Korgon
<b>Total</b>		<b>17 municipalities</b>		<b>30 villages</b>