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| **Project Title:** | **Towards more accountable, efficient and smart Public Administration** | | | |
| **Assumptions and situation analysis:** | The global post-2015 agenda set the Sustainable Development Goals, that promoting just, peaceful and inclusive societies under Goal 16. The member countries shall aim to reduce the corruption and bribery, develop effective, accountable and transparent institutions at all levels. As a way of reaching this target, the responsive, inclusive, participatory and representative decision-making at all levels is necessary.  The National Sustainable Development Strategy for 2013 – 2017 (hereinafter referred to as the NSDS), approved by the National Council on Sustainable Development and endorsed by the Presidential Decree dated January 21, 2013, highlights a number of significant problems in the current status of the public administration.  The Program of Transfer to Sustainable Development for 2013 - 2017, approved by the Resolution of the Jogorku Kenesh of the Kyrgyz Republic # 3694-V dated December 18, 2013, outlines the problematic areas in the public administration.  The existing executive power in the system of the public administration is not duly oriented towards the needs and interests of the people, it is unable to adequately respond to threats and challenges as well as solve necessary tasks. At the same time, in the eyes of the population it is the center and source of corruption. All these factors result in low confidence of the people in the executive authorities. There is no real mechanism of accommodating the opinion of the civil society in the preparation and adoption of governance decisions. The functioning of the governance system is not result – oriented, especially it is not targeted towards the results expected by the society. The programs and plans of state agencies fail to highlight concrete objectives that should be reached. At the same time, according to experts, up to 70 % of time is spent on performing routine instructions to the detriment of planned activities oriented towards the development.  During the last 2 – 3 years the Government of the Kyrgyz Republic has undertaken targeted measures to improve the situation. There are some significant developments in the area of optimization of public service delivery system and licensing – and – permission systems, as well as in functional and structural streamlining thereof. But this is not enough. In this respect the Government of the Kyrgyz Republic decided that the main goal in the area of public administration is to create and effective and open system of public administration in the country, meeting the interests and needs of the population and capable to withstand challenges and deal with the issues of sustainable development.  To that end, the Government of the Kyrgyz Republic intends to conduct reforms in the system of public administration in the following priority directions:   1. Strengthening the capacity of state executive authorities; 2. Increased vertical and horizontal manageability, integrity and cohesiveness of the executive power system; 3. Improved capacity of civil and municipal servants; 4. Development of local self – governance.   During 2013 - 2014 the Government has already implemented a significant number of tasks and achieved certain success in the following areas:   * Improvement of the system of state executive authorities; * Optimization of the system of delivering public and municipal services; * Ensuring interaction between ministries and agencies in implementing related functions; * Appraisal of performance of state executive agencies; * Ensuring the interaction between the Government and Public Councils of the state agencies; * Appraisal of civil servants; * Implementation of electronic governance.   Reforms in the public governance sector are of high relevance on the agenda of international organizations and development agencies in the Kyrgyz Republic. The Joint document of the Conference “Partnership in development on the basis of reform results of 2013 – 2017”, adopted at the High Level Conference on Development Issues held on July 10 – 11, 2013 confirmed the intentions to facilitate the implementation of reforms of public administration reform objectives described in NSDS and PTSD.  The international agencies support to the reform had been fragmented over years and with the launch of the new Roadmap of reforms in the PS, the foundation for coordinated donor assistance was laid. The major international development partners in this area include the World Bank, USAID, Switzerland, Eurasia Foundation of Central Asia and OSCE. Most of these agencies provided support to the reform for immediate quality delivery of public services to the citizens to re-build the confidence of citizens to the Government. The roadmap set the long term vision of the reform and one of the most critical underlying causes of weak public administration is the lack of capacity in quality results based decision making.  The past UNDP efforts in this area have shown verifiable improvements in the area of public services system reform, performance evaluation of government institutions, and ICT for Development. However the lack of a PAR blueprint, envisioned at the onset of the reforms but replaced by the relevant section in the NSSD, meant that there was no strong system framework of Public Administration Reform in which the activities would be prioritized. | | | |
| **Strategy:** | The strategy will be employed through the Theory of Change of the Project:If the existing policy and strategic decision making system of the Government is improved, the accountability of civil servants enhanced and the engagement of civil society in the decision making process is increased, then state institutions and local self-governing bodies will deliver better quality services to the residents and most vulnerable groups. As the result, the residents and especially the most vulnerable groups of Kyrgyz Republic will enjoy better quality life.The main objective of the project is to enable citizen centered public administration ecosystem in the Kyrgyz Republic. **Main project outputs:**   1. **Improved mechanism of preparation, adoption and implementation of strategic and policy decision making centered around the needs of the citizens integrating anti-corruption, gender equality and e-governance approaches;**   Activities:  ***Capacity development of the Government in:***   * Analysis/research of existing system of preparation, adoption and implementation of decision making process * Development of the new model of results based, cost effective decision making, ensuring participation of citizens, with corresponding action plan with anti-corruption and budget transparency * Draft regulations, by-laws, guidelines, instructions to enable new business processes and functions of state agencies * Development of the new Rules of Procedure of the Government and LSGs   ***Capacity development of the civil society, in particular Public Councils, in:***   * Engagement in formulation, monitoring and evaluation of Governments’ policy decision making * ICT based feedback platform on policy decision making (e-Gov) * Advocacy of the need for citizen’s engagement in policy decision making through mass media/social media and CSOs  1. **Increased accountability of civil servants through results based performance management in selected state agencies/ministries;**   Activities:   * Study examining capacity development needs of civil servants based on the new model of decision making * Design and deliver training program envisaging development of skills in strategic planning, M&E, Human Rights Based Approach, gender equality and citizen centered public service delivery * Develop capacity of CSOs, Public Councils and civil servants in interaction/communication with each other  1. **Improved access and delivery of equitable and quality public services to the most vulnerable people such as women, children and people with disabilities at local/district level in pilot areas**   Activities:   * Assist Government in designing the models of public service delivery centers at the district and local levels * Support Government in piloting model of public service centers in selected districts and municipalities, with the focus on the needs of vulnerable groups * Disseminate the knowledge products, best practices and lessons learnt with other districts/municipalities * Develop capacity of CSOs in pilot areas to monitor and evaluate the quality, effectiveness and possible corruption risks of public services, also through ICT tools   ***Cross – cutting areas:***   1. Civil society engagement. 2. Anti-corruption. 3. Gender equality. 4. Transfer to electronic governance.   The expected duration of the project is 3 years. During the period, the project will conduct studies and analysis, based on findings assist in developing the relevant normative documentation, develop guidance and methodological documents, design and delivery capacity building/training programs for civil servants and CSOs, conduct advocacy campaigns through (social) media and CSOs, pilot new models and solutions, text their results and disseminate best practices and lessons learnt, initiate structural changes in public administration. | | | |
| **Expected outcomes:** | **At the level of strategic intentions.**  The confidence of citizens in the executive power agencies is increased, including at the level of LSG.  **At the level of country – wide objectives.**   * The population receives services (taking into account needs of men and women) in the volume and quantity commensurate to their expectations and requests. * State agencies and LSG bodies have the capacity to deliver services to the citizens, these services being of appropriate quality, accessibility and spectrum. | | | |
| **Beneficiaries:** | Prime-minister Office of the KR, Ministry of Economy of the KR, State Personnel Service of the KR, State Agency of the KR on Local Self Government and Interethnic Relations, CSO, Public Councils, and residents of the KR. | | | |
| **Budget:** | Total:  USD 1 506 600 | Year 1:  USD 500 400 | Year 2:  USD 606 200 | Year 3:  USD 400 000 |
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| **Duration:** | 36 months | | | |
| **Project coverage:** | **Entire territory of the Kyrgyz Republic** | | | |
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