

USAID GGPAS Quarterly Program Highlights – March, 2015

Government Oversight and Coordination of Reform: In early 2014, GGPAS responded to a request by the Government of the Kyrgyz Republic to provide funding to support a consultant who could help coordinate monitoring and reporting of progress on the Public Sector Reform Roadmap. This quarter the World Bank, with other donors, agreed to take over and expand this support to a six-person secretariat, integrating the USAID-funded consultant into their new team.

Additionally, the GGPAS program also mobilized a consulting team to support the Department of Information Support of the government to produce a number of informational materials about ongoing reform initiatives. Specifically these products, subject to editorial oversight of the government priorities including accession to the Customs Union, simplified tax regimes for construction companies, increased salaries for social workers, the transfer to digital broadcasting, the launch of the biometric data collection, and the transfer of social fund fee collection to the State Tax Service.

Civil Service Reform: Supported the State Personnel Service (SPS) to develop a draft Code of Ethics that establishes norms for more than 20,000 civil and municipal servants through a participatory process with a variety of stakeholders. The SPS presented the final draft Ethics Code at the December 16, 2014 national conference and submitted the Russian and Kyrgyz versions to the President's Office for review and approval on December 30, 2014.

Local Governance/Decentralization: Launched a series of activities on behalf of the Public Administration and Personnel Policy Department (PAPPD) within the Government office, the State Agency of Local Self-Government and Inter-ethnic Relations (GAMSUMO) and the Union of Local Self-Government (MSU) to provide key stakeholders with a detailed and actionable analysis of the inconsistencies, anomalies, and unfunded mandates as related to 23 core responsibilities of the local self-governments, and other obstacles to the effective delivery of municipal services. MSU has completed a desk review of relevant legislation and is developing a methodology for business process analysis. They initiated a series of assessments in six pilot municipalities—Jany-Talap AO of Naryn province Kara-Bura AO of Talas province, Karakol city, Kochkor-Ata municipality in Jalalabad province, Kurshab AO of Osh province, and Jany-Jer AO of Batken—specifically about the “23 issues of local significance”, and conducted two-day stakeholder discussions in the six locations.

Education Sector: GGPASS-hired consultants have begun developing and testing a needs-based training module for the Osh Education Institute about contemporary management in the education sector, and will soon pilot the training with 75-90 targeted school administrators drawn from the southern provinces of Kyrgyzstan.

Social Protection and Development: With support of USAID the Ministry of Social Development (MoSD) has initiated a series of performance improvement solutions outlined in a five-phase “Systematization Enhancement Program” designed to improve efficiency and effectiveness within its central structure. Specifically over the coming months the project will equip a Systematization Task Force with tools to oversee the process and create a number of operational efficiencies through the launch of preliminary IT solutions. It will also ensure the Human Resource Management (HRM) unit has the experience to create unit Scopes of Work (SOWs), Key Performance Indicators (KPIs), and job descriptions and qualifications for the entire central office of the MoSD.

Healthcare Provision: This quarter GGPAS-funded consultants analyzed the current registration process and document flow within the Osh Regional Children's Hospital to identify performance gaps and design two solution models to optimize the reception operations with cost estimates. On December 1, 2014, CTNC delivered a presentation outlining the results of the assessment to local government and health care system representatives and provided two sets of potential performance improvement recommendations to optimize patient intake processes.

Simultaneously, GGPAS engaged a team of consultants to help the Ministry of Health to develop a three-year institutional development plan for 2014-2017, and to conduct on-the-job training for senior and middle managers of the MoH Central office and the Department of Drug Supply and Medical Equipment in critical areas including planning, implementation, monitoring & evaluation, and management.

Citizen Document Services: GGPAS continued its support of the local non-governmental organization (NGO) Taza Shailoo in its nationwide campaign to increase citizen understanding and confidence in the national unified citizen biometric registry process. After nearly 160 roundtables and community meetings with more than 5,800 local government officials, community leaders, and ordinary citizens across the country, as of December 31, 2014, the SRS collected biometric data from 1,868,625 citizens, exceeding the government target of 1.8 million people by the end of 2014.

Also initiated in this quarter, GGPAS funded two international consultants and a local consulting firm to help the State Registration Service (SRS) conduct an in-depth analysis of institutional business processes and operational systems, workflow organization, and human resource management of its central apparatus. This process was designed to enable the SRS to accurately identify performance gaps, prioritize performance improvement solutions, and identify steps to optimize its operational systems and organizational management, necessary to improve service delivery functions

Public Safety and Security: This quarter GGPAS initiated a project with civil society to conduct the International Crime Victims' Survey (ICVS), an internationally-recognized data collection instrument looking at householders' experience with crime, policing, crime prevention, and feelings of insecurity (in contrast to most police data, which focuses on offenses). To date it has been conducted in a large number of nations, including in the former Soviet Union. When completed it will help realize the Ministry of Internal Affairs (MVD) stated objective of having more accurate data on crimes and police perception.

Also this quarter, GGPAS launched an activity to support the MVD's Juvenile Delinquency Unit and two experts from civil society organizations to participate in a five-day study-tour to Georgia to explore Georgian methods of working with and prevent crime among at-risk juveniles. Upon their return the working group will develop Handbook/Manual for Juvenile Delinquency Inspectors (JDI) that gives better understanding on engagement of at-risk youth about crime prevention and other relevant topics.

GGPAS has partnered with the State Registration Service (SRS) to develop a detailed technical design of an automated information system (AIS) to better manage data about the registration of vehicles and drivers. When installed, this system will enable the automated responses to Traffic Police (DPS) requests for driver and vehicle information foreseen under the Ministry of Internal Affairs' "Safe City" initiative, an ambitious plan to install video cameras on the streets of Bishkek and Osh and ultimately nationwide, in hopes of preventing crime and allowing more expedient and effective reactions by police. According to partners, improved or automated data exchanges between

the SRS and the traffic police will allow for the elimination of the current practice of withholding driver's licenses for certain categories of traffic violations, reduce incentives for corruption during traffic stops, increase official revenues from traffic infractions, and improve the public perception of services provided to citizens by the traffic police.

Energy Sector Reform: GGPAS is continuing to support the translation of 22 Electro Metering Standards necessary for the Ministry of Energy and Industry to adopt a set of sector-wide data exchange standards, ensuring that all current and future metering systems are compatible with the soon to be established. Independent Settlement Center. Simultaneously GGPAS supported the Department of Information Support of the government to do better strategic communications, including outreach regarding ongoing energy reform, and engaged the newly-launched USAID Energy Links in a burgeoning performance improvement community of practice.

Tax Service and Business Documentation: GGPAS hired a local company to assist the State Tax Service to finalize a management manual with established standards, customer information materials, and a training curriculum for employees on how to establish, launch, and manage a Tax Service Center. In parallel GGPAS helped the STS to launch Citizen Service Centers in Dordoi Market and Aravan district near Osh. The Service Center at Dordoi market – the largest wholesale bazaar in Central Asia, with more than 30,000 retail and wholesale entrepreneurs – will provide improved services to nearly 7,000 entrepreneurs at the market; the Center at Aravan District Tax Office will improve service delivery for nearly 25,000 customers of Osh province.

Food Security & Agriculture: GGPAS supported the International Fertilizer Development Center (IFDC) to conclude a fruitful partnership between the governments of the United States and the Kyrgyz Republic under the \$20 million Economic Development Fund. This support enabled IFDC to distribute 400 metric tons of seeds to six regional warehouses for further distribution among 42 seed farms.

Performance Improvement Management Consulting Services: This quarter GGPAS organized and facilitated a one-day workshop for 80 representatives from the public and private sectors, and non-profit/academic partners to encourage cross-institutional learning about modern approaches to performance improvement approaches and tools. The second event of this kind since the start of GGPAS, it was co-organized by the USAID Business Growth Initiative, and engaged the new USAID Energy Links and Agro-Horizon projects, as well as a number of new decision-makers in the public sector to participate in this emerging “Community of Practice” and to draw ideas for potential future partnerships.

Encouraging inclusiveness in policy-making: This quarter saw the closing of a project to support the expansion of the National Alliance of Business Associations (NABA) in the south of the country. The NABA southern secretariat is headed by a seasoned entrepreneur and business advocate Aziza Yuldasheva, “Jer Azygy.” The project resulted in an increase in membership from seven to 12 business associations, stronger representation in the NABA advocacy efforts on the national level, and a number of memoranda signed with government partners on the national and local levels on topics of critical importance to the private sector in the south of the country.