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PARTNERSHIP FOR  
SUSTAINABLE RESULTS

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## *Preface*

Dear Readers:

The United Nations Development Programme (UNDP) provides only grant aid in 166 countries around the world. We also help developing countries attract additional aid and to use it effectively. UNDP's Strategic Plan was approved by its Executive Board in June of 2008 and defines a broad mandate in four focus areas for UNDP interventions: poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development. The Strategic Plan mandates all UNDP Country Offices to help to develop national capacities across the four focus areas. An independent evaluation of UNDP's global work that was done in 2006 concluded that the organization is effectively "results driven." Here in Kyrgyzstan, our staff has selected "results" as a primary value against which our performance should be measured.

But what do we mean by achieving results? Is it enough, for instance, that a new border control post is constructed and operational? Probably not, if legitimate traders face the same delays and obstacles in crossing the border as before, and/or if illicit traffic continues unabated. The challenge facing the staff at UNDP in Kyrgyzstan is to find the right path through a difficult maze. We do have access to an incredible store of global knowledge in the four focus areas of our mandate. Which of those UNDP focus areas is relevant for the country ? All of them! But what local context differentiates the country from others, how do we evaluate the applicability of different approaches? Most importantly, how do we effectively assess the views of national and local stakeholders on

these crucial questions? It is important to be explicit: we are not striving for “UNDP” results but for those that work, effectively and sustainably, for the people and the government we serve.

Even against this far more demanding standard, I believe that UNDP Kyrgyzstan has achieved tangible results in all of its focus areas, supporting the Kyrgyz Government’s development initiatives. I hope that you will find the examples in the full text illustrative and convincing. A key component of success is the agile and effective use of a real mix of expertise: national and international staff at the local level that link to world-class experts located in the regional centers. UNDP Kyrgyzstan has made a significant contribution to the *Country Development Strategy for 2007-2011* (CDS). We are satisfied to note the alignment between its main priorities and UNDP’s substantive mandate. The resulting areas of focus, defined originally in the *United Nations Development Assistance Framework* and the *Country Programme Action Plan*, have evolved in discussion with the government and other national stakeholders. In the interests of the broader “Aid Harmonization” effort that is ongoing globally, UNDP (together with the UN System as one) has linked to other main donors in defining international support for the CDS and this is effectively reflected in the donors’ *Joint Country Support Strategy*. A crucial component is capacity development of stakeholders to ensure sustainability.

UNDP in Kyrgyzstan is focused on its comparative strengths. We do not do specialized sector work in agriculture, health and education, nor do we do small-scale projects without country wide impact, nor infrastructure without capacity building nor stand-alone procurement of goods. We are fully engaged in reducing poverty, in strengthening good governance, in environment, disaster management and conflict prevention. We strive, within these areas, to provide additional emphasis on the issues that face youth and women (i.e., to be particularly responsive to their needs) and to provide capacity building in all activities. We constantly struggle, with some success, to ensure coherent linkages between the dictates of effective programme implementation and our policy dialogue with government, parliament and civil society.

While our focus is primarily Kyrgyzstan, we have been assigned by UNDP New York the technical and managerial responsibility for several major initiatives. These include:

- Reform of Border Management in Central Asia and related Drug Action Programmes that are funded by the European Commission;
- A regional programme on *Rural Women’s Entrepreneurship* for Kyrgyzstan, Tajikistan, and Uzbekistan funded by the Asian Development Bank;
- Clean-up of toxic waste in Central Asia, including in particular radioactive waste that poses a real threat to human welfare in the Fergana Valley. As funding requirements for this challenge are quite massive, UNDP’s role is to build partnerships with private sector, traditional donors and the Russian Government to identify all possible funding options within a comprehensive and coherent framework.

UNDP is also mandated to support UN Coordination and the UNDP Representative also serves as the UN Coordinator on behalf of the UN Secretary-General. The work of the UN System in Kyrgyzstan is the subject of a separate publication but it is important to note that staff in UNDP have increasingly perceived the real value added (and pride) of being a full partner in the broader United Nations System. At the time this publication is being finalized, there is growing concern over potential energy shortage in the 2008-2009 winter season and over the growing global financial crisis and its possible implications in the country. The full participation of key UNDP staff in the preparations that have included all agencies of the UN System, including many non-resident agencies, has deepened the sense of a UN partnership and team spirit towards an imminent challenge.

This publication strives to document the relevance of our work for the people of Kyrgyzstan and Central Asia. It outlines how we are focusing our support on results in four key areas. We welcome your comments and feedback on our activities which you may leave at **[registry.kg@undp.org](mailto:registry.kg@undp.org)** or through the "Contact us" feature at **[www.undp.kg](http://www.undp.kg)**

*Warm regards,*



**Neal Walker**  
**Resident Representative**  
**UNDP Kyrgyzstan**

# 1. Executive Summary

Since UNDP launched its activities in the Kyrgyz Republic in 1993 ushering in the official UN presence in the country, it has become a trusted partner in national development efforts to achieve improvements in people's lives. UNDP Kyrgyzstan's mission statement embraces strengthening the capacities of key actors in Kyrgyzstan and building partnerships to achieve tangible results and accelerated implementation of priority objectives of the *Country Development Strategy 2007-2011* (CDS). An important aspect of UNDP's mandate in country is advocacy and capacity development in cross cutting themes such as conflict prevention, disaster risk reduction, gender equality and respect for human rights. Through its management and support of the UN Resident Coordinator, UNDP leads the building of an effective team of the UN System in Kyrgyzstan.

In line with national needs and its global mandate, UNDP Kyrgyzstan focuses on four areas that encompass poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development. Capacity development of the national partners is the overarching contribution of UNDP, both globally and at the country level.

A critical aspect of UNDP's success in the country context is the size and role of UNDP national staff, as well as its official policy to pursue *national implementation* (NIM) modality of development projects and initiatives. Thus, UNDP's strength is in dealing with problems that require local understanding and knowledge: adapting development models to local circumstances, or devising *sui generis* institutional mechanisms that work. We reach



individuals. We can advocate on the ground. We work as an organization that is focused on client needs and development results.

The new *Country Development Strategy for 2007-2011* defines the major directions to be taken by the Kyrgyz Government, UNDP's principal partner, at the country level. UNDP Kyrgyzstan supports this strategy which is fully owned by the country and strives to further develop capacity to achieve and sustain the results articulated in the strategy.

As a part UN's global development network operating in 166 countries, UNDP Kyrgyzstan **advocates for change and connects the country to knowledge, experience and resources to help people build a better life and open their choices and opportunities**. It provides only grant aid from its own core resources and helps the country attract additional aid and effectively use it to sustain and further strengthen development achievements.

By 2008, UNDP Kyrgyzstan has been able to achieve tangible results in all of its focus areas. For example, the incidence of water-borne disease has dramatically decreased in 2007 in Batken Oblast, the poorest in Kyrgyzstan, thanks to a series of new water pipes installed with the assistance of an EC funded project. The *Poverty Reduction Programme* is currently active in all seven oblasts of Kyrgyzstan at the grassroots level, mainly operating in remote and isolated villages. UNDP partners with a number of microfinance services providers, with "Ayilbank" JSC and Bai-Tushum (non-collateral microcredit lending agencies) being the largest ones, to expand access to formal micro-financing services. By 2008, approximately 3,000 target groups got non-collateral loans for a total of more than 250 million soms. The repayment rate of the loans reaches almost 99 percent.

In dealing with HIV/AIDS, UNDP works as a part of the UN team with a strong position in a special Country Multisectoral Coordination Committee, which includes most national and several international agencies addressing the epidemic. The Joint UN Team on AIDS, under the leadership of the UNAIDS Programme Officer, serves as a professional team providing technical and advisory support to the UN Theme Group on HIV/AIDS. Building on its first phase (2005-2007), the UNDP *Programme Support to the Government to Respond to HIV in the Kyrgyz Republic* aims at reducing vulnerability to HIV through promotion of human rights and gender equality, strengthening the governance component of the national HIV response, and mainstreaming AIDS issues in national development policies.

Throughout its history in the country, UNDP has worked closely with the President's administration and continues to do so in a number of key areas such as Border Management, the Peace and Development Programme, Youth and Gender, etc. However, in the context of a strengthened presidential authority, the UNDP Democratic Governance Programme (DGP) increasingly reaches out to alternative poles of democracy such as local governments (LSG's), parliament, and civil society to promote civic engagement, transparency and accountability in governance. The DGP has facilitated a number of processes to bring about better governance practices and structures that benefit the common man. For instance, the programme launched the *Citizens' Report Cards* (CRC)

survey on the quality of critical public services delivery at the local level. In decentralization, defined as a priority in the CDS, a UNDP assessment found that local councils were the weakest point in the LSG system. In response, the DGP conducted 65 intensive trainings for 1,643 local councilors in 2007. In 2008, DGP updated the training modules to comply with the new legal acts and also is developing e-versions. The trainings' e-modules are requested by the local council members (deputies) and municipal servants and will be a good addition to their capacity development toolkit.

UNDP *Crisis Prevention and Recovery* focus area is represented by two programmes at the country level, i.e., *Peace and Development* and *Disaster Risk Management* programmes. Both have been effective at the grassroots level addressing the root causes of conflict, promoting human development processes, and reducing disaster risks. Concrete results include solutions to water problems in the South that otherwise had real potential for conflict, and the development of risk maps in rural villages linked to rural rescue teams. A key component of the UNDP Peace and Development Program for 2008, the Peace and Development Analysis (PDA) process, which is still in its early stages, is developing, through a participatory process together with all key actors, a common picture of the conflict situation and capacities for peace in Kyrgyzstan and identifying possible joint follow up actions.

In recognition of the importance of environment in the national context, UNDP has prioritized *energy and sustainable development* (ESD) with two underlying objectives: to advocate (with national partners) for a coherent and strategic vision on sustainable development; and to generate an increasing volume of grant funding for this sector to address critical national needs. The ESD programme has achieved significant results. In 2008, improving fishery biodiversity through strengthening policy and regulatory framework has become one of the programme priorities. Now, UNDP helps develop a biodiversity friendly regime for fisheries in Issyk-Kul Lake, which, conserves the endemic fish species and provides opportunities for sustainable alternative livelihoods for the local fishery-dependent communities.

UNDP in Kyrgyzstan plays an important role in regional initiatives, as partner or primary office in several programmes. The largest of these include EC funded *Border Management in Central Asia* (BOMCA) and *Central Asian Drug Action* (CADAP) Programmes. The Country Office is also leading the *Rural Women Empowerment in Central Asia* project funded by the Asian Development Bank (2008-2010) and the most recent initiative, the *Assessment of Radioactive Waste Management Capabilities in the Kyrgyz Republic in a Transboundary Context* (Uranium Tailings).

These are only a few illustrations of UNDP results in Kyrgyzstan. This profile provides more details on the role and contribution UNDP has made to the country's transformation since early 1990s. Looking towards the future, UNDP will focus on mainstreaming a strong relationship with both government and civil society, and on working together with the UN System on national challenges. Results oriented programmes in poverty reduction, good governance, crisis prevention and recovery, and in environment, will be priorities. The UNDP senior management team is proud to present ongoing programmes, and welcomes comments and feedback.



## *2. UNDP: A Global Development Network*

The United Nations Development Programme (UNDP) is the global development network of the United Nations, operating on the ground in 166 countries. Its mission is to assist countries to accelerate progress on human development. UNDP builds its work on two pillars to best serve the needs of the international community, member states and society at large.

The first pillar is to coordinate and enhance the efficiency and effectiveness of the UN System as a whole at the country level. The second pillar is to serve as the United Nations lead development organization, providing advocacy, policy and technical support to programme countries. UNDP focuses on the multi-sector challenges of poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development. UNDP work in these areas supports programme countries in strengthening their own capacities to design and implement development strategies that reflect specific national circumstances and national objectives, within the overall framework of the internationally agreed development goals.

UNDP provides only grant aid from its own core resources and helps developing countries attract additional aid and use it effectively. In all its activities, UNDP promotes gender equality, empowerment of women and the protection of human rights. In each country office, the UNDP Resident Representative normally serves as the Resident Coordinator of development activities for the United Nations System as a whole. Through such coordination, UNDP seeks to ensure the most effective use of UN and international aid resources.

At the country level, UNDP strives to be a “partner of choice” for governments dealing with national and global development challenges through its commitment to neutrality in the definition of technical solutions to development. With a long-term presence in almost all developing countries and extensive networks at the national, regional and global levels, UNDP is in fact an impartial broker and facilitator. UNDP can play a pivotal role in helping countries to access development assistance and other forms of support and to establish strategic linkages.

Building quality partnerships is a critical foundation of the way in which UNDP works and enables a results focus larger than its traditionally modest financial resources. The eighth Millennium Development Goal (MDG), to “develop a global partnership for development,” explicitly calls for partnerships, which are essential at all levels – local, national, global – for the attainment of the other seven goals set out in the Millennium Declaration. UNDP’s global presence helps to bring together a diverse group of partners to share expertise, launch development ventures and implement effective solutions. Our partners include governments, other UN agencies, the international financial institutions, bilateral agencies, the private sector and civil society.

An independent evaluation commissioned by the Danish Government in 2006 found that UNDP has been successful in implementing results management:

The assessment found that UNDP has indeed made strong progress in developing, structuring and implementing a set of results based management tools and systems. Reporting mechanisms... create a capability to manage based on results (rather than merely inputs) at the country, regional and corporate level. The implementation of the Atlas ERP (Enterprise Resource Planning) System is already providing a new suite of tools and data to support the results management approach and in the coming year will provide additional, relevant functionality. The Annual Results and Competency Assessment, an individual performance assessment tool, has strengthened the performance review process and surveys targeting staff and partners and now provides valuable perspectives on organizational performance.\*

A new four-year corporate strategic plan of UNDP is grounded in such a results management framework.

#### ***The UNDP Strategic Plan for 2009-2011:***

The Strategic Plan was approved by UNDP’s Executive Board in June of 2008 and sets the overall direction for UNDP’s support to programme countries. The primary objective is to help countries to achieve the national development objectives related to accelerating human development. The Strategic Plan frames all UNDP interventions over the next four years. Additionally, it:

- (a) Highlights the urgent need for additional efforts by the international community to make the achievement of the MDG’s a reality by 2015 for all developing countries but particularly for the least developed countries (LDC’s), landlocked developing countries and small island developing countries.
- (b) Emphasizes the principles of national ownership, effective aid management and south-south cooperation to develop national and local capacities for human development and achievement of the MDGs.

\* Assessing Results Management at UNDP, Danish Ministry of Foreign Affairs, with Dalberg Global Development Advisers, 2006, p.1.

- (c) Uses 'inclusive growth' as its connecting theme to place particular attention on those that are being left farthest behind in a world of expanding affluence but exploding inequality.
- (d) Articulates UNDP roles in:
  - (i) coordinating and enhancing the efficiency and effectiveness of the United Nations System at the country level, and
  - (ii) providing knowledge, advocacy, policy advice and technical support in four focus areas: poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.
- (e) Defines four focus areas for UNDP supported interventions: poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development and highlights the need to develop national capacities across the four focus areas.
- (f) Allows for measurement of programme and management results to ensure accountability of UNDP in terms of outcomes.
- (g) Uses regular and other resources in line with the strategic plan:
  - (i) to support programme activities;
  - (ii) to ensure effective programme implementation;
  - (iii) to facilitate United Nations coordination; and
  - (iv) to support management functions.

### ***Funding:***

UNDP is funded on a 100-percent voluntary basis by major donors with "core" funding that is allocated to programme countries based primarily on average income and total population. Essentially, most "core" money goes to the poorest countries with the largest populations: approximately 85 percent of UNDP core funds are allocated to the "least developed countries" (LDC). In addition to these core funds, UNDP has also been successful at mobilizing additional "non-core" funding in response to country needs. Globally, UNDP manages approximately USD 3 in non-core for every USD 1 of core funding. As in core funding, non-core contributions are voluntary but specifically linked to programme and/or country objectives. An important principle underlying non-core funding is that there is a match between the UNDP organizational mandate described above and national priorities.

### *3. UNDP in Kyrgyzstan: Improving Lives*

The UNDP country office launched its activities in the Kyrgyz Republic in 1993, shortly after the country became independent in 1991, thus ushering in the official UN presence in the country.

#### ***Legal Framework:***

UNDP provides assistance to Kyrgyzstan in response to requests submitted by the country's government. This arrangement is laid out in the *Standard Basic Assistance Agreement* (SBAA) between UNDP and the Government of the Kyrgyz Republic, which was signed on September 14, 1992.

The *United Nations Common Country Assessment* (CCA) of 2003 identified the main development priorities and challenges in the country. This collaborative exercise of the UN Country Team and the Kyrgyz Government was a key component of UN reform, which seeks not only to identify areas of intervention for the UN System but also aims to strengthen the work of the UN in the 21st century and, in particular, develop joint programming among the different UN agencies. The UN Country Team, in collaboration with government and civil society partners, prepared the *UN Development Assistance Framework* (UNDAF) based on the CCA. UNDAF, covering the period of 2005-2010, is a multi-year framework for assistance bringing together the work of all UN agencies in Kyrgyzstan. It aims to align with national development priorities.

**OUR VISION:**  
***UNDP Kyrgyzstan is a trusted and effective partner in national development efforts to achieve real improvements in people's lives.***



In 2004, based on the CCA analysis and the UNDAF, the Government and UNDP initiated a new cooperation agreement for 2005-2010 shaped into the Country Programme approved by UNDP's Executive Board. This was then translated into a *Country Programme Action Plan* (CPAP), which sets out UNDP's specific assistance in Kyrgyzstan. The CPAP includes a results framework that identifies outcomes and outputs for each programme, as well as the baseline and targets for 2010.

Kyrgyzstan has launched the new *Country Development Strategy* (CDS) for 2007-2011 in 2007 which prompted the donor community to develop the donor *Joint Country Support Strategy* (JCSS) for the Kyrgyz Republic. JCSS is a core strategy of seven development partners,\* including the United Nations as a single entity, to support the Kyrgyz development agenda. To reflect the latest priorities of the country development agenda, a revised UNDAF integrating the ideas from the CDS and the JCSS was prepared in 2008.

### **Principles:**

National ownership and equal partnerships are the foundation for UNDP operations in Kyrgyzstan. The design and implementation of all programmes and projects have to address national priorities and remain flexible to respond to emerging needs. Each UNDP programme and project has a high-level government official, the head of a ministry or an agency assigned by the Office of the Prime Minister, serving as a national director. Within the CPAP framework, each project develops annual work plans to be approved by the national programme director and the respective government agency. UNDP continuously monitors the progress of its activities by conducting independent evaluations. In the past 24 months alone, UNDP has carried out six major evaluations of ongoing programmes.\*\* The results of these evaluations are available for partners and serve as crucial inputs to the design of future work plans.

The national framework negotiated with government at the national level also defines UNDP work at the local level. A significant number of programmes are being implemented in the field and have built robust partnerships with local governments and communities. The combination of an *Action Plan linked to national priorities, a participatory and agile approach and on the ground presence* has allowed UNDP to respond effectively to emerging needs in the country.

### **Funding:**

In line with global practice, UNDP provides assistance to Kyrgyzstan in the form of grant financing only. In addition to our "core" resources, we emphasize identification of external funding for the host country from various

\* The strategy is a joint effort of the Asian Development Bank (ADB), the Swiss Cooperation (SC), the UK Department for International Development (DFID), the World Bank Group (WBG), the United Nations Agencies, the Government of Germany, and the European Commission.

\*\* These Evaluations include:

- Evaluation of UNDP Kyrgyzstan's Conflict Prevention Programme, Douglas Saltmarshe, August 2006.
- Evaluation Report, Cross-border Cooperation Project Tajikistan/Kyrgyzstan, UNDP, Parviz Mullojanov, Dushanbe 2007.
- Outcome Evaluation of the Environment Protection for Sustainable Development Component within the UNDP -Kyrgyzstan Country Programme Action Plan, Philip Tortell and Rafkat Hasanov, consultants, April 2007.
- Mid-Term Review, UNDP Disaster Risk Management Programme, Kyrgyzstan 2005-2010, Alexandra Galperin, independent consultant, August 2007.
- UNV Support to Strengthen Youth Volunteerism in Kyrgyzstan: An end of project evaluation, Bill Sterland, February 2007.
- HIV/AIDS Programme Mid-Term Outcome Evaluation, David Gzirishvili, November 2007.

sources, including UN member states, UN Trust Funds, bilateral donors, international financial organizations and foundations. Specifically, UNDP strives to attract new or additional grant funding for Kyrgyzstan in areas of overlap between the national strategy and UNDP mandate. In the current CPAP period of 2006-2010, UNDP Kyrgyzstan is well underway towards the target to mobilize for the country USD 58 million in grants (USD 16 million from core resources and USD 42 million from external donors and/or UN Trust Funds).

As part of this process, UNDP annual allocation of core resources increased from USD 1.5 million in 2003 to USD 3.2 million in 2007. A further increase of core funds is expected in both 2008 and 2009. Major new programmes and projects launched in collaboration with a range of partners over the past five years include the following:

- Significant new grant funding from the *Global Environmental Facility* (GEF) was obtained in 2005, 2006, 2007 and 2008. Some specifics include the National Capacity Self-Assessment (NCSA); the First and Second National Communications to United Nations Framework Convention on Climate Change; Fish; Suusamyr Pasture Management; PPG Capacity Building on Land Degradation, Capacity Building. In addition, two other initiatives were implemented including the Small Grants Programme and Enabling Activity for the Third Report on Biodiversity Conservation.
- The Conflict Prevention Programme (CPP) began in 2002, in recognition of the potential for conflict particularly in the Fergana Valley. It was funded initially by UNDP alone and then with support from Norway. The CPP subsequently received funding from SIDA in 2003 and 2004 and from the United Kingdom's Global Conflict Prevention Programme in 2004, 2005 and again in 2007.
- The Youth Programme began in 2004 with UNDP, Japanese and UNV funding and seeks to develop youth capacities and networks while at the same time involving them explicitly in the design of public policies that would benefit youth. In 2007-2008, it implemented the innovative *Summer Schools of Democracy*. Recent partners in this programme include the Swiss Cooperation, the UK's DFID and the ILO.
- Gender projects formulated since 2005 aimed both at political empowerment of women and women working in the rural informal sector. Funding from UNDP has been augmented by support from SIDA and the Government of Finland, as well as from UNDP's Thematic Trust Fund for gender activities.
- The Disaster Risk Management Programme was initiated in 2005 partially under the umbrella of the *Regional Environment and Security Initiative* that partners with UNDP/UNEP/OSCE/NATO. The Programme received further funding in 2006-2007 from two untapped UNDP sources: the *Democratic Governance Trust Fund* and the *Bureau for Conflict Prevention and Recovery*. In addition, the European Commission (DIPECHO) joined the programme in 2007. UNDP is now leading an initiative to enhance coordination for disaster response with contributions from eight UN Agencies, the *International Organization for Migration*, the Swiss and the *National Red Crescent Society*.

- UNDP and the UN International Labor Organization (ILO) have partnered in 2007 to initiate the implementation of a *Decent Work Programme* with poverty alleviation objectives. Kyrgyzstan has been selected as one of eight pilot countries in the world for ILO-UNDP cooperation in this programme.
- With funding from the European Commission, UNDP implemented a comprehensive one-year project for the Batken province in 30 target villages. The results of this project were selected by the UNDP Administrator for mention in his speech to UNDP's Executive Board. A second phase of the Batken Area-Based Programme funded by the Republic of Korea and UNDP has been launched in August 2008.
- Regionally, with European Commission funding, UNDP is implementing *Border Management and Drug Action* programmes in Central Asia that were launched in 2003.

In late 2007, in response to a combination of programme growth and an evolving national situation, the UNDP Country Office underwent a professionally implemented management exercise to assess operational strengths and weaknesses and to focus our programme energies in areas of key national relevance. One resulting product was a revised mission statement:

#### **OUR MISSION:**

***To strengthen the capacities of key actors in Kyrgyzstan and to build partnerships towards tangible results in the following areas by the end of 2010:***

- ***Accelerate implementation of priority objectives of the Country Development Strategy in pro-poor development, good governance and environmental sustainability in close partnership with government, civil society, mass media, the UN System, private sector and donors.***
- ***Raise awareness and capacities in cross cutting themes such as conflict prevention, disaster risk reduction, gender equality and respect for human rights.***
- ***Ensure that the UN System is perceived as a single effective team in Kyrgyzstan even while we (UNDP) respect & understand the diversity of mandates that each member of the UN Country Team represents.***

#### **UN System:**

At a broader level, UNDP and the UN System work together with the donor community in the Kyrgyz Republic to improve aid effectiveness in the country through the harmonization and alignment of donor activities. The UN is one of the seven partners of the donors'\* Joint Country Support Strategy (JCSS), which was developed to support the implementation of the Country Development Strategy (CDS) for 2007-2011.

\* Other partners of the donors' Joint Country Support Strategy are DFID, ADB, WB, SDC, German Government and EC Delegation.

## **Civil Society:**

UNDP has built partnerships with Kyrgyz civil society through its programmes and initiatives in the field. UNDP programmes for Peace and Development, HIV/AIDS, Democratic Governance, Environment and UNV Youth have together developed a broad, interlinked network of grassroots NGOs in both rural and urban areas. This network serves as a foundation for a more cohesive and stronger social fabric in order to further human development and create social capital.

In mid-2007, UNDP funded the establishment of the *UN Civil Society Advisory Board* to broaden the relationship with civil society from operational to deliberative levels. Thus, the UN system in Kyrgyzstan has a mechanism to involve civil society in strategic planning processes. Reaching out beyond the traditional constituency of the central government and enhancing dialogue and cooperation with civil society will make UN more effective and innovative in its response to critical questions grounded in reality and responsive to local needs.

## **Future:**

In line with the new corporate Strategic Plan for 2009-2011, in the years to come, UNDP Kyrgyzstan will continue to support the country in four focus areas, i.e., poverty reduction, governance, crisis prevention and recovery, and environment and sustainable development. These areas reflect a clear match between national priorities as defined in the government's CDS and UNDP's mandate that is set out in the Strategic Plan. Additionally, UNDP will help mainstream gender and human rights into relevant areas of development assistance to ensure sustainable and tangible results. These crosscutting themes can be traced throughout all programmatic interventions of the Country Office allowing UNDP to approach the country's development challenges in a holistic way, yet solving specific problems of the day.

### **OUR VALUES:**

- *Client & results orientation*
- *Commitment to prompt and principled problem solving*
- *Advocating new ideas*
- *Sharing knowledge*
- *Integrity and transparency*
- *Respect and tolerance*
- *Equality and solidarity*

In summary, UNDP in Kyrgyzstan strives to effectively implement the global mission of UNDP, i.e., to accelerate progress on human development. This means that all UNDP advocacy, policy advice, technical support, and contributions are aimed at one end result: ***real improvements in people's lives and in the choices and opportunities open to them.*** More detail on specific achievements is summarized in subsequent sections. A critical aspect of UNDP success in the country is the role of UNDP national staff, as they provide strength to deal with problems that require local understanding and knowledge.

This linkage between local sensitivity and UNDP global knowledge networks has created a *sui generis* mechanism that works. We reach institutions and individuals. We can advocate nationally and in the oblasts. The staff at UNDP, in the management exercises carried out in late 2007, defined their value set embracing client and results orientation, advocacy of new ideas, integrity and transparency, respect and tolerance, equality and solidarity.

### *3.1. Gender as a Crosscutting Issue*

Making gender equality a reality is a core commitment of UNDP globally. In the context of UNDP Global Cooperation Framework, “gender” is no longer highlighted as a separate area of concentration, but as a cross-cutting theme that needs to be integrated, or mainstreamed into all areas of UNDP’s work. As a result, since 2003 UNDP Kyrgyzstan began to apply a multifaceted approach to promoting gender equality in all areas of development work, with the active participation of the government, civil society and communities, including those who had not been engaged in gender equality and mainstreaming activities before. By applying two complementary approaches to achieving gender equality – **mainstreaming gender** in all programmatic areas and **women's empowerment** – UNDP, in close collaboration with other UN agencies such as UNIFEM, UNICEF and UNFPA, has played a significant role in creating an enabling environment for gender equality in Kyrgyzstan. It provides ongoing financial and technical support to the national institutional mechanisms on gender equality such as the *National Council on Women, Family and Gender Development under the President of the KR*, the *Special Representative of the President on Gender Issues in the Parliament* and civil society organizations. In addition, the UN System has played a key role in engendering national strategies and policies. The most recent example of such work, i.e., UN advocacy for the introduction of gender dimension in the *Country Development Strategy 2007-2011*, resulted from the cooperation with a range of national partners.

Since 2003, UNDP initiatives in the area of gender equity have brought about changes in legal environment. In particular, adoption of the *Law on the Basics of the State Guarantees for Gender Equality* resulted from the 2000-2003 UNDP/SIDA project implementation. UNDP Social Governance Programme’s (2003-2004) series of gender mainstreaming activities resulted in the adoption of the Action Plan for Gender Mainstreaming by the Ministry of Labor and Social Protection. UNDP, UNIFEM and other international organizations took part in the working group of the Kyrgyz Government and civil society to draft recommendations on improvements of the Election Code of the Kyrgyz Republic which resulted in introduction of a gender quota. Twenty four women got into the parliament after the 2007 Parliamentary Elections which marked the highest representation of women in Central Asia.

#### **Our Story: En-Gendering the Politics**

In 2005, the UNDP project funded by the *Swedish International Development Agency* (SIDA) “Promotion of Gender Equality in the Politics of the Kyrgyz Republic” helped the *Moya Strana* (*My Country*) *Party of Action* adopt significant amendments to its charter and programme documents to develop a gender-oriented policy at its 5th Congress on 21 May 2005. The Party has added a provision stating that the “development of women’s political leadership is an inalienable part of the new political culture” to the *Our Values* section of its Manifest. The Party’s Programme now states that the policy for women should provide for taking positive measures to improve women’s position. Party members noted that these initiatives resulted from the gender educational programmes for political parties actively attended by *Moya Strana* membership. The project aimed, among other things, at capacity development of the members of political parties in engendering their internal structures and programmes through a series of local trainings and the study tour to Sweden. *Moya Strana* became the first party which, along with an introduction of the 30 percent gender quotas in the party slates, undertook a comprehensive gender analysis and engendered its main documents. It set a precedent of introduction of a gender quota in the charter of a political party in Kyrgyzstan.





## *4. Programmatic Focus and Results*

UNDP Kyrgyzstan focuses on four areas that are in line with national needs and the UNDP corporate mandate. An overarching goal of all these initiatives is improvements in lives of the people of Kyrgyzstan and, through regional initiatives, peoples of Central Asia.

### *4.1. Poverty Reduction Focus: Toward Achievement of MDGs*

#### **4.1.1. Poverty Reduction Programme**

The Poverty Reduction Programme is currently active in all seven oblasts of Kyrgyzstan at the grassroots level, mainly operating in remote and isolated villages. UNDP partners with a number of microfinance services providers, with "Ayilbank" JSC and Bai-Tushum (non-collateral microcredit lending agencies) being the largest ones, to expand access to formal micro-financing services. By 2008, approximately 3,000 target groups got non-collateral loans for a total of more than 250 million soms. The repayment rate of the loans reaches almost 99 percent. These monies are re-invested into agriculture development and development of various income generating activities on the ground.

Since 2005, UNDP, building upon the established capacities of the rural communities, has shifted its focus to deliver an integrated package of services to support entrepreneurship of the economically active rural poor. Currently, the programme covers 8,000 beneficiaries, 68 percent of which are women.

In 2008, UNDP has launched an initiative to help develop MDG-based participatory local development plans to translate the *Country Development Strategy* priorities into local level development plans for targeted budget

allocations and improved service delivery. Another policy advice tool, Second MDG Progress Report, was published in February 2009 providing the government an opportunity to track changes and take corrective actions in respective areas.

Building on the strengths and lessons learned of its EU funded project in Batken Oblast in 2004-2007 the programme has launched a new phase of its operations refocusing its activities into a number of directions including governance, conflict prevention, disaster risk reduction and environment. A new *Batken Area-Based Development Programme* (2008-2010) is funded by UNDP and the Korean Government to address key development challenges through a complex intervention in a holistic and integrated manner.

Poverty remains high in the Kyrgyz Republic, although the level of extreme poverty is moderate. In 2007\*, an estimated 35 percent of the population lived below the poverty line and 6.6 percent in extreme poverty. More than three-quarters of the poor live in rural areas.\*\*

UNDP Poverty Reduction Programme has been supporting social and economic development at the grassroots level since 1998. The major goal of the programme is to ***complement the efforts of the Government and civil society in poverty alleviation through enhancing economic opportunities for the poor, especially women, supporting income generation activity and providing access to financial services.***

At the macro level, the programme supports the priorities set forth by the Kyrgyz Government assisting in developing and implementing policy and strategies to support the socio-economic advancement of the poor. To this end, the programme participates in and supports analytical work to help policy makers come to informed decisions. The programme provided policy advice in developing the *Country Development Strategy* on issues related to governance, private sector development, and the Millennium Development Goals. A major evaluation of the programme's achievements relative to the planned outcomes was conducted in October 2008.

#### **Figures:**

Programme Budget for 2005 - 2010: USD 10.2 million [3.7 million (core) and 6.6 million (non-core)]

#### **Programme partners:**

**Government:** Presidential Administration, Ministry of Finance, Ministry of Economic Development and Trade, Ministry of Trade and Industry, Prime Minister's Office, CDS Secretariat, Ministry of Labor and Social Protection, Ministry of Agriculture, The National Statistical Committee, Local Governments

**Private sector:** Joint Stock Company "Aylbank" (formerly Kyrgyz Agricultural Finance Corporation)

**International:** German Technical Cooperation (GTZ), Helvetas, International Labor Organization (ILO)

**Civil society organizations:** Community Development Alliance (NGO)

**Donors:** European Commission, the Arab Gulf Fund, Government of Norway, Government of New Zealand, SIDA.

\* As defined by consumption per capita.

\*\* 51 percent of the rural population lived in poverty compared to 30 percent of the urban population in 2005.

### **Our story: Curtain Making Shop is Set for Growth**

Mairam Baikhanova launched her curtain making business after participating in training in November of 2007 on curtain design provided by the programme. Now she rents a small room in the furniture store in downtown Toktogul, Jalal-Abad. The rationale for locating business in the store is clear: the store customers will most likely want to match their new purchases with curtains and bed or furniture covers that Mairam's shop can help with.

Recently, Mairam purchased her own sewing machine, overlocker, iron and other necessary means of production. Luckily ready-made curtains and bed and furniture covers are in great demand among the population. Other "service lines" of the shop are restoration of curtains and custom-made curtains. Wednesdays and Fridays, Mairam visits villages in the vicinity to take orders with a catalogue and in a matter of a week ready products are delivered to a customer's house. Currently, her working capital amounts to 80,000 soms. By June 2008, Mairam has finished a large order for four organizations that ordered curtains to decorate their office premises.

Successful development of her curtain-making business has allowed Mairam to write a project proposal to purchase an additional sewing machine and equipment in order to provide timely services. So far, there has not been a day when her workshop stood idle. With additional equipment, she will be able to hire two assistants to be able to deliver more services in the area.

#### **4.1.2. Response to HIV/AIDS**

As of 1 April 2009, the country had 2,219 registered people living with HIV (PLHIV), 77.4 percent of which are 20-39 year olds. However, experts estimate the number of PLHIV at 4,500. The national response to HIV is framed and guided by the *State Programme on HIV Epidemic Prevention and Its Socio-Economic Consequences in the Kyrgyz Republic for 2006-2010*. UNDP works as a part of the UN team with a strong position in a special *Country Multisectoral Coordination Committee*, which includes most national and several international agencies dealing with HIV/AIDS. The Joint UN Team on AIDS, under the leadership of the UNAIDS Programme Officer, serves as a professional team providing technical and advisory support to the UN Theme Group on HIV/AIDS.

UNDP has been supporting the country in the national response to HIV from 1997 through different assistance mechanisms, advocating for timely and adequate preventive interventions. In particular, UNDP focused on three broad areas of interventions, i.e., (1) improving national policy and legislation on HIV and AIDS; (2) comprehensive support and capacity development of partners; and (3) the Government's capacity building in establishing of a unified monitoring and evaluation system. Some specific results include the following.

UNDP has helped draft the AIDS Law and amendments to the Law on Social Welfare in accordance with international standards and national interests that were adopted in 2005. Later in 2007, respective legislative acts were brought in line with the revised AIDS Law. In June 2006, the Government approved the *State Programme on HIV/AIDS* developed in partnership with UNDP.

The UNDP country office supported the Government in development of an integrated monitoring and evaluation system of the *State Programme on HIV/AIDS*. This includes technical assistance to the national partners and consultations on the *Country Response Information System* (CRIS) software to facilitate monitoring and evaluation at the country level and reporting to the UN General Assembly Special Session (UNGASS).

Building on its first phase (2005-2007), the UNDP Programme *Support to the Government to Respond to HIV in the Kyrgyz Republic 2008-10* aims at reducing vulnerability to HIV through promotion of human rights and gender equality, strengthening the governance component of the national HIV response, and mainstreaming AIDS issues in national development policies.

UNDP coordination activities, in partnership with UNICEF, UNAIDS and DFID, to prepare the Kyrgyz Republic proposal to the HIV component of the *7th Round of the Global Fund to Fight AIDS, Tuberculosis and Malaria* (GFATM) became one of the key elements in a grant award of USD 28.2 million to the Kyrgyz Republic in 2007.

### **Figures:**

Programme's Budget for 2005 - 2010: USD 8.1 million [1.7 million (core) and 6.4 million (non-core)] [Programme's Budget for 2008 - 2010: USD 1.1 million]

### **Programme partners:**

*Government:* all line ministries, agencies and departments involved in the implementation of the Third State Programme on HIV/AIDS, Ministry of Health, CMCC members, Republican AIDS Center, Prime minister's Office

*Civil Society:* AIDS service NGOs, Legal Clinic 'Adilet', Central Asian AIDS Control Project

*International:* Asian Development Bank, Swiss Agency for Development and Cooperation, German Development Bank, DFID, USAID, Soros Foundation, U.S. State Department

*Donors:* UNAIDS, the Global Fund to Fight HIV/AIDS, TB and Malaria, the World Bank.

### **Our Story: Responding to HIV/AIDS through Leadership Initiatives**

Aiming at bridging the gap between policy and its implementation, the *UNDP Leadership Programme* has been launched in 2006 to help individual citizens develop breakthrough initiatives in preventing HIV/AIDS. One of these initiatives, the joint campaign *Labor Migrants and AIDS*, was launched by teams from Chui and Batken oblasts to work with one of the driving forces of the epidemic, migration.

The programme offers a platform for developing participatory and innovative approaches. The group pioneered innovative approaches at each stage of the campaign: "traffic route," where volunteer drivers and bus station employees spread information materials; "training bus," where labor migrants get useful information with no interruption to their work. Such innovative methods meant that critical information on HIV reached a large number of people that are difficult to access through traditional means due to their work.

The *UNDP Leadership Programme* has organized more than 50 outreach events and dozens of mini-seminars in a "training bus," which covered more than 2,000 unemployed people and migrants; produced information materi-



als for the unemployed, tourists, labour migrants and market traders and distributed to more than 5,000 people. The programme provided the employees of the bus stations with condoms and brochures for free-of-charge distribution among migrants. Staff of migration services and local government agencies has been trained to conduct preventive work among rural population and labor migrants. The team of leaders keeps working since the country is yet to develop full-fledged leadership capacities on the ground.

#### **4.1.3. Youth for Development and Peace**

Young people between the ages of 15 – 24 in Kyrgyzstan make up approximately 20 percent of the total population. Young people often experience the dislocations and hardships caused by the incomplete and halting transition to a liberal economy more directly than others in Kyrgyz society. They are often subjected to poverty, lack of opportunity and frustration. In general educational standards have declined significantly since the collapse of the Soviet system although this trend is not easily discerned from traditional statistics. State funding of school education has dropped from around six percent of GDP in 1981 to around 3.7 percent in 2003. No accurate figures exist for youth unemployment, but it is generally considered to be of critical proportions and a major driver, along with poverty, of internal and external youth migration. Meanwhile, youth feel disconnected from society owing to the lack of mechanisms and structures for facilitating their participation in public life. In theory, there is a system of youth committees at local and regional government levels, inherited from Soviet times, charged with implementing youth activities and providing leisure and sport opportunities. In practice, these bodies are mostly inactive, stymied by lack of resources and low staff capacities. Alternative means for public participation by young people and the representation of their interests are extremely limited.

Currently, UNDP Kyrgyzstan promotes the role of youth in the development of the country through its 'UNV - UNDP Integrated Youth Programme for Development and Peace in Kyrgyzstan: from Policy into Practice,' which grew out of the achievements of the previous UNV Youth Project building, as well as previous and current experiences under the Poverty Reduction and Democratic Governance Programmes, in strengthening volunteerism for development. The Youth Programme aims to ensure the active and ongoing involvement of youth, especially young women and girls, in developing state youth policy that promotes the role of youth in community and national development. The Programme pursues this goal through a twin track policy – practice approach: developing a White Paper of youth-led policy recommendations through nationwide focus groups, while demonstrating the role of young volunteers in community development and peace building through support for local projects.

The Youth Programme works in partnership with the Government's Youth Department, and a range of UN agencies and programmes, national and international NGOs. Ultimately, the Programme's three main outcomes will be state youth policy developed through youth participation, a series of youth-led demonstration projects in communities across the country, and a national youth volunteer network. It is also intended that close partnership and support for the government's Youth Department, including both its central and local structures, will strengthen its capacity to develop and implement a national youth policy programme in a participatory manner.

**Figures:**

Programme Budget for 2007 - 2008: USD 487,498 [50,000 (core) and 437,498 (non-core)]

**Programme partners:**

*Government:* Youth Department under the State Agency for Sports, Physical Education, Youth and Child Protection

*Civil Society:* Community Development Alliance, Bishkek Business Club and youth-led NGOs across the country

*International:* Soros Foundation Kyrgyzstan, Open Society Institute (Budapest)

*Donors:* OSCE, DFID (UK), SDC (Switzerland), ILO, UNFPA

**Our Story: Village Youth Empowered to Take the Lead**

*Jash Tolkun* ('young wave') youth initiative group was organized in small Baigazak Village of Naryn oblast in 2003 and achieved a real breakthrough in mobilizing the whole community to undertake major initiatives in betterment of the village social life. The group began with 16 youngsters who planted 500 trees and now participate in regular cleanings of the village irrigation system.

Being a beneficiary of the *UNV Project 'Support to Strengthen Youth Volunteerism in Kyrgyzstan'* network, the team raised 10,000 soms to build a sports field for the village youth. Building on this achievement, the team then designed and implemented a project dubbed *Youth for Village Development through Sports and Volunteerism*. As a part of the project, the team held a sports contest between youth of six neighboring villages and a roundtable on creation of similar teams in other villages.

*Jash Tolkun* has also become a part of a larger project by the Naryn City Alliance of Volunteers that organized a work camp in 2006. This project helped repair a village club in Baigazak making facility a venue for village gatherings to discuss community issues thus strengthening social cohesion in this village, one of the poorest in Naryn. Baigazak is a home for 900 people. Not a single donor or credit organization has ever stepped in to assist or make their service available to poor villagers because of its size and remoteness. The Youth Project helped kick off the youth volunteerism, enthusiasm to work as a team, and strong desire to do something for their community, with concrete results.

## *4.2. Democratic Governance: Accountability and Mutual Trust*

In early 2007, the "Tandem" that had governed the country since the March 2005 events was definitively broken with the resignation of the Prime Minister, Mr. Kulov. In May 2007, President Bakiev launched the *Country Development Strategy 2007-2011* (CDS), the first comprehensive plan since the 2005 change of government. Subsequently, electoral code and constitutional referendums were carried out in October. The electoral code institutes some fundamental changes, including the creation of a party structure and a gender clause mandating 1 in 4 candidates from every party must be a woman. The Constitution approved in the October 2007 referendum gives the President more control over key ministries as well as stronger power to veto legislation. The President also got increased influence on the selection of the local administrations. In December Parliamentary elections,





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the President's party Ak-Jol took approximately 70 percent of the seats, strengthening his indirect leadership of the Parliament. These developments have clearly strengthened the Presidency, bringing positive stability to the country and a more strategic developmental focus.

Throughout its history in the country, UNDP has worked closely with the President's administration and continues to do so in a number of key areas such as Border Management, the Peace and Development Programme, Youth and Gender, etc. However, in the context of a strengthened presidential authority, the UNDP Democratic Governance Programme (DGP) increasingly reaches out to alternative poles of democracy such as local governments (LSG's), parliament, and civil society to promote civic engagement, transparency and accountability in governance.

The DGP has facilitated a number of processes to bring about better governance practices and structures that benefit the common man. For instance, the programme launched the *Citizens' Report Cards* (CRC) survey on a quality of critical public services delivery at the local level. The survey was outsourced to an independent NGO "El-Pikir" with the technical assistance provided by Indian NGO "Public Affairs Foundation." Recently, Prime Minister Chudinov established a working group to support the DGP in the survey process. This groundbreaking initiative aims to strengthen the local accountability frameworks to improve overall service delivery in country.

Decentralization is defined as a priority in the CDS. A UNDP assessment found that local councils were the weakest point in the LSG system. In response, the DGP conducted 65 intensive trainings for 1,643 local councilors in 2007. In 2008, DGP has updated the training modules to comply with the new legal acts and also developed e-versions. The trainings' e-modules are requested by the local council members (deputies) and municipal servants and became a good addition to their capacity development toolkit. The e-modules can be utilized by all candidates who might run for the seats in 2008 local elections. This specific initiative links to UNDP long-term support for e-governance at all levels since 2002: e-governance is now cross-cutting for all governance projects in the country, and UNDP supports e-municipality and e-services at all levels. Citizens' access to online services is an effective means of reducing corruption.

The *Anticorruption Stakeholder Analysis* provided by the DGP to the Kyrgyz Government in 2008 identified major stakeholders who may contribute to the development of shared vision and strategies to fight corruption in the country. UNDP supported the *Functional Review* by the Kyrgyz Government that helped to eliminate the duplication of functions of different public agencies. The *Civil Service Code of Conduct* developed jointly with the Civil Service Agency and the Parliament and submitted to the President's Administration in 2007 has now become an integral part of a draft law on public service to be adopted in 2008. UNDP will support a process of review and discussion of the Code of Conduct between civil society organizations and civil servants both at national and local levels.

The Parliament (*Jogorku Kenesh*) is a powerful agent of democracy and a potential force for positive development in the country. The *UNDP Parliament Reform Project* strengthens its capacity to fulfill legislative, representational and oversight roles. Project services focus on ensuring public participation in the parliamentary process by supporting outreach, improving parliamentary oversight mechanisms, strengthening legislative capacity (e.g.,

providing technical expertise on pending bills) and effectiveness of the legislative process. *Gender and e-governance* are integral components of project's parliamentary development work. This project has provided practical, non-partisan technical advice on parliamentary development and its modernization from UNDP international and national advisors, as well as best-practice studies and experiences from other parliaments.

In 2007, UNDP, with funding from the European Commission (EC), helped develop the *Standards of Bills Appraisal* to comply with human rights, gender, environment, anti-corruption considerations and legal law drafting techniques. These standards were adopted by the Parliament in January 2008 and compliance is mandatory for bills to become law. EC-UNDP assistance in 2007 also improved the infrastructure of the *Jogorku Kenesh* with updated electronic voting and an electronic status system for legislation that allows deputies to track the status of legislation. The database is accessible not only for deputies and parliamentary staff, but also for line ministries and citizens.

**Figures:**

Programme Budget for 2005-2010: USD 11.3 million [4.7 million (core) and 6.6 million (non-core)]

**Programme partners:**

*Government:* Presidential Administration, National Agency on Preventing Corruption, Agency on Local Self-Government, Secretariat of National Council on Women, Family & Gender Equality, Special Representative of the President of the Kyrgyz Republic on Gender Development in Parliament, Academy of Management under the President, Prime-Minister's Office, Ministry of Justice, Ministry of Finance, Civil Service Agency, Local State Administrations, Local Self-governments

National Parliament (Jogorku Kenesh) and local councils

*Civil Society:* Association of Civil Society Support Centers, Coalition for Democracy, Association of Cities, Foundation for Tolerance International, El-Pikir NGO, Legal Clinic "Adilet", International: European Commission (EC), World Bank, EBRD, OSCE Kyrgyzstan, ODIHR, OSCE, SIDA, USAID, National Democratic Institute (NDI), International Federation for Election Systems (IFES), Urban Institute, DFID, Soros Foundation Kyrgyzstan, International Republican Institute (IRI)

*Donors:* Ireland, Belgium, Netherlands, Finland, SIDA, EC

**Our Story: Changing Mindsets at the Top**

A series of e-government trainings for top level state officials held on 19-23 May 2008 by UNDP, UN University (UNU) and the Kyrgyz Government has become an advocacy channel to showcase benefits of ICT tools in public service delivery. This event resulted in a resolution to strengthen centralized coordination of e-governance development in Kyrgyzstan and develop e-governance roadmap and a programme aimed at achieving major social and governance outcomes.

The workshops had two separate sessions, i.e., for Cabinet and Parliament members (Electronic Governance Leadership School) and for IT-managers of key government agencies. This learning exercise has helped top-level public servants better understand the role of ICT as an enabler for structural and process changes in public institutions, e-governance benefits, and, most importantly, the necessity of aligning public administration reform with e-governance initiatives.

The idea of such workshops was first raised in 2007, during the meeting of government representatives with UNU *Center for Electronic Governance* experts. As the “top-down” approach was found crucial to kick off changes in a mindset of policy makers, these trainings were then agreed with UNDP and included in the DGP annual workplan for 2008. While the programme has been initiated from the top and has clear national coherence, its real impact is in strengthening the access of citizens to consistent, accurate information on all relevant aspects of government that affect their daily lives.

## **4.3. Crisis Prevention and Recovery Focus Area**

Within its broad development agenda, and as mandated by the UN General Assembly, UNDP works in areas where natural disasters and violent conflicts undermine sustainable development. UNDP Kyrgyzstan’s work in Crisis Prevention and Recovery focuses on bridging humanitarian response to the development work of UNDP and advocating for the mainstreaming of crisis sensitivity into the context of development policy.

### **4.3.1. Peace and Development Programme**

As a young democracy, the Kyrgyz Republic faces a number of challenges in promoting long-term stability and peace. Tensions and conflicts within Kyrgyzstan are multi-faceted and have a wide range of causes. Corruption, lack of dialogue and trust between the population and the authorities and between the opposition and the authorities, and unequal power-relations can fuel a discontent on the part of civil society and the population at large. The overall situation is aggravated by a perceived south-north division that continues to insinuate itself into different aspects of social and political life.

In Kyrgyzstan, especially in the Fergana Valley, border issues also continue to be a major challenge. Communities which in the past depended on cross-border services found themselves cut off from these services after the fall of the Soviet Union. This situation is exacerbated by the fact that the borders are still not clearly delineated, resulting in disputes and bigger conflicts along the border over land and other resources.

The Peace and Development Programme was developed in May 2006 in response to these circumstances. It focuses on strengthening mechanisms and structures that contribute to social cohesion, tolerance and peace. The new programme supports the development of the national capacity to identify, understand and peacefully respond to conflicts and their root causes. PDP has built on lessons learned from its predecessor, the *Preventive Development Programme*, which was effective in bringing together relevant stakeholders from the central, regional and municipal levels, to identify common goals and establish peaceful ways to achieve these goals. To date, the Peace and Development Programme has conducted conflict prevention awareness raising and skill building training for 475 participants, including local authorities, civil society organizations, youth, and women’s organizations; organized two cross border working groups between local authorities in Kyrgyzstan and Tajikistan – where agreements on the sharing of water and other resources were developed; established “Local Authority



Advisory Committees" (LAACs), to advise the local authorities on conflict prevention issues in Uzgen and Karasuu districts in Osh, Alabuka and Bazarkorgon districts in Jalal-Abad, Leilek district in Batken, and Panfilova district in Chui – several meetings of each LAAC have already taken place; and conducted two NGO networking forums in Osh and Jalal-Abad Oblasts, with the participation of 40 NGO representatives, to develop a work plan for the networks for 2008 that includes networking activities and trainings for local authorities and communities on conflict prevention.

A key component of the UNDP Peace and Development Program for 2008, the Peace and Development Analysis (PDA) process, which is still in its early stages, is developing, through a participatory process together with all key actors, a common picture of the conflict situation and capacities for peace in Kyrgyzstan and identifying possible joint follow up actions.

**Figures:**

Programme Budget for 2005 - 2010: USD 4.3 million [1.6 million (core) and 2.7 million (non-core)]

**Programme partners:**

*Government:* National Security Council; oblast, district, and local authorities

*Civil Society:* Soros Foundation, Peaceful Development in the Ferghana Valley, Foundation for Tolerance International, Egalite

*International:* the Swiss Development Cooperation Agency, OSCE Kyrgyzstan, the OSCE Academy in Bishkek, Open Society Institute Budapest, Local Government Initiative (LGI), UNDP Tajikistan

*Donors:* SIDA, Government of Norway, the UK Global Conflict Prevention Pool

**Our Story: Supporting Community Initiatives for Peace and Stability in Kyrgyzstan**

The confidence building grants help communities realize their own initiatives and projects aimed at addressing the root causes of conflict and promoting human development processes at the grassroots level.

An example of this assistance can be seen in a project that was implemented in Aksay Village, Batken Province, bordering on the Tajik enclave Voruh. The rehabilitation of a pump station in 2004 in Batken helped two conflicting villages located on either side of the Kyrgyz-Tajik border resolve the problem of water shortage. This issue had acted as a catalyst for local conflicts since 1975 when the sides failed to uphold the obligations of an inter-governmental agreement between Tajikistan and Kyrgyzstan on the distribution of water resources.

The establishment of youth centers in three of the most vulnerable villages of southern Kyrgyzstan in 2004 also helped mobilize and support youth and became an alternative to religious extremism, drug and alcohol addiction, and organized crime. With the help of these projects, local authorities and communities encouraged young people to play a leadership role in community development and conflict prevention. Currently, all three centers provide training for young people in computers, sewing and handcrafts, sports, English language and other interest-based clubs. Moreover, the centers serve as a good source for the dissemination of information, public awareness raising, training and resource mobilization.

#### **4.3.2. Disaster Risk Management Programme**

The programme now pilots hazard and risk-reduction planning at the *ail okmotu* (local municipality) level, the work previously done only at the national level. Twenty *ail okmotus* located in the disaster-prone areas of the South of the country have created detailed maps of the risk and hazard zones in 2007. The maps allowed the local population and authorities to better understand and assess information on disaster risks and past disasters in the area.

UNDP helped forty villages of Osh, Jalal-Abad and Batken provinces organize their own *rural rescue teams* (RRT) which are to become an indispensable component of the state civil defense system managed by the Ministry of Emergency Situations (MES). Thirty commanders of RRTs undergone training at the MES training center for rescuers and got official certification. Village disaster response plans have been developed and approved by rayon departments of MES.

The programme provides trainings for municipal servants on risk-reduction, preparedness and response to natural disasters. A working group designated by the MES and the Academy of Management under the President developed a 24-hour disaster management training module for municipal servants which now became an integral part of the *Academy of Management's* training programme.

UNDP is currently leading an initiative to enhance coordination for disaster response. The objective of this project is to strengthen cooperation and coordination for disaster response between the Government, the United Nations Country Team (UNCT), Red Cross & Red Crescent Movements and other major actors in the field to ensure an adequate and effective response to possible emergency situations.

In early 2008, UNDP developed its strategy based on results from a mid-term review of UNDP's *Local Disaster Risk Management (DRM) Programme 2005-2007* and intensive consultations with multiple stakeholders including a round-table and follow-up events. Analyzing current local level disaster risk management challenges, UNDP's experience and the activities of other actors, the strategy identifies the lack of clear institutional arrangements for local DRM as a major impediment to building sustainable capacity at that level.

Therefore, the strategy proposes a combination of a) normative work at the national level and b) capacity building at the local level. These activities will inform each other with lessons learned at the local level fed to the national level and national level policies and guidelines tested at the local level. Although the major focus of the programme is on local self-governments, the programme will also work at the community level and foster relationships with rayon level MES. The strategy proposes to closely engage with the de-centralization process and to work with two key partners: the Ministry of Emergency Situations (MES) and the National Agency for Local Self-governments (NALSG).

## **Figures:**

Programme Budget for 2005 - 2010: USD 2.8 million [1,200 (core) and 1,600 million (non-core)]

## **Programme partners:**

*Government:* The Prime Minister's Office, Ministry of Emergency Situations, National Agency on Local Self-Governance, Local Self-Governments, Academy of Management under the President of the Kyrgyz Republic, Ministry of Finance, National Statistics Committee, Parliament of KR

*Civil Society:* CAMP Ala-Too, National Red Crescent Society of the Kyrgyz Republic, other NGOs

*International:* Swiss Agency for Development and Cooperation, DIPEDCO – ECHO, World Bank, Asian Development Bank

*Donors:* UNEP/UNDP/OSCE/NATO Regional Initiative "Environment and Security" for Ferghana Valley, DIPEDCO – ECHO, SDC, UNOCHA.

## **Our Story: Managing Disasters at the Grassroots**

Disasters often happen in remote locations, and it takes some time before help reaches those who need it most. For the first time, *ail okmotu* (AO: local self-governance bodies) have begun developing their own preparedness and response plans with the assistance of the Ministry of Emergency Situations and the UNDP Disaster Risk Management Programme. This process takes account of the specific administrative, territorial, and demographic character of each village in a given *ail okmotu*.

By May 2007, three pilot *ail okmotus* developed local preparedness and response plans that take into account natural conditions, potential disaster sources, and risk indicators. In the process, *administrative unit safety* passports were created to allow regular assessments of the level of risks in a particular territory and to include maps and remote sensing data (RS data) in preparedness and response plans.

AO Preparedness Response Plans were integrated into Strategic Development Plans of Ail Okmotu in cooperation with the UNDP Democratic Governance Programme in Kotormo AO in Batken province and Kyzyltuu AO in Osh province. Through building local capacity, this initiative empowered people to take the lead in preventing and protecting their lives in emergency situations. With further decentralization processes in the Kyrgyz Republic, disaster risk management mechanisms and coordination at the level of village municipalities will be operationalized. AOs vulnerable to disasters would have an access to additional resources to reduce the risks through analysis of business processes to define local budget resources in the area of disaster risk management (local budget considering risks) and inclusion of disaster risk reduction component into AO Strategic Development Plans.

## ***4.4. Environment and Sustainable Development***

In recognition of the importance of environment in the national context, UNDP has prioritized energy and sustainable development (ESD) with two underlying objectives: to advocate (with national partners) for a coherent and strategic vision on sustainable development; and to generate an increasing volume of grant funding for this

sector to address critical national needs. The ESD programme has achieved significant results.

In 2008, improving fishery biodiversity through strengthening policy and regulatory framework has become one of the programme priorities. Now, UNDP helps develop a biodiversity friendly regime for fisheries in Issyk-Kul Lake, which, conserving the endemic fish species, provides opportunities for sustainable alternative livelihoods for the local fishery-dependent communities.

Since 2007, the programme has been cooperating with the Parliament signing a Memorandum of Cooperation and Partnership. Together they worked on the clarification of the *Fish Moratorium*, discussed a draft law on *Renewable Energy Sources*, and held hearings on draft *Environmental Code*. The programme provided technical assistance to improve the quality of the bills. In 2008, UNDP is supporting financial sustainability and gender expertise of draft *Environmental Code*.

UNDP enhances institutional capacity to increase the mobilization of funding from the Global Environmental Facility (GEF) and other donors. Thus, Kyrgyzstan has already participated in environmental initiatives such as *Regional Environment Action Plan* and *Central Asian Initiative on Sustainable Land Management, Intergovernmental Commission on Sustainable Development and Environmental Security* and is planning to partake in other regional and global strategies and plans. Since 2007, the GEF/UNDP *Demonstrating Sustainable Mountain Pasture Management in the Suusamyr Valley, Kyrgyzstan* Project is creating the opportunities for sustainable pastures management reducing land degradation. The improved management system will be introduced through pilot actions.

The programme also runs the GEF's Small Grants Programme represented in all oblasts of the country. The SGP Kyrgyzstan follows the needs of local communities funding priority areas determined by the local actors. The SGP has been launched in Kyrgyzstan in 2001 and since then invested around USD2 million in small, community driven projects ranging from climate friendly technologies to managed biodiversity areas.

In 2005, UNDP launched its first full-fledged Environment Programme. Its goal is capacity development of the government in responding to environmental management challenges in the Kyrgyz Republic by incorporating *sustainable development principles* into national strategies and policies. Thus, by 2008 the programme was able to:

- persuade the government to include *Environmental Security* component in the Country Development Strategy for 2007-2011 as a development priority; and
- develop the *Concept of the Kyrgyz Republic's Transition to Sustainable Development*.

In 2006, UNDP together with the *State Agency for Environment Protection and Forestry* prepared the Kyrgyzstan *Environment Assessment* for the donors' *Joint Country Support Strategy* (JCSS).

To effect changes in wastes management area, the programme helped draft a law *On Production and Consumption of Wastes* in 2007. The programme also developed a comprehensive methodology of waste collection, transportation and disposal tariff formation.



Kyrgyzstan has ratified the UN Framework Convention on Climate Change (2000) and the *Kyoto Protocol* (2003). *The First National Communication* (2003) included the Greenhouse Gases (GHG) inventory for an 11-year period, the trends and scenarios of future climate change, assessment of the ecologic and economic systems' vulnerability, options for adaptation, and analysis of potential measures to abate the increase in greenhouse gas emissions in Kyrgyzstan. Currently, the country is finalizing its *Second National Communication on Climate Change* including GHG inventory for 2001-2004. The programme provides technical and institutional capacity to assist Kyrgyzstan to mainstream climate change concerns into sectoral and national development priorities and meet its international obligations.

**Figures:**

Programme Budget for 2005 - 2010: USD 11.2 million [2.5 million (core) and 8.7 million (non-core)]

**Programme partners:**

**Government:** State Agency on Environment Protection and Forestry under the Government of the Kyrgyz Republic; State Inspection on Energy and Gas under the Government of the Kyrgyz Republic; Ministry of Agriculture, Water Resources, and Processing Industry of the Kyrgyz Republic; Ministry of Finance of the Kyrgyz Republic; National Agency on Local Self-Governance; Jogorku Kenesh (Kyrgyz Parliament)

**Civil Society:** NGOs and local communities, Central Asia Mountain Partnership

**International:** Asian Development Bank, the World Bank, Global Mechanism, UNEP, UNCCD, Swiss Development Office

**Donors:** GEF, Multilateral Montreal Protocol, CIDA, Austrian Trust Fund

**Our Story: Renewable energy – mitigating climate change while reducing poverty**

Most of Kyrgyzstan is mountainous, and many residents of mountain communities live below the poverty line. As they are not reliably connected to the national electric power network, mountain communities must rely heavily on firewood and other local fuel sources for heat and cooking. In addition to reflecting inadequate access to electricity, reliance on wood fuels exacerbates problems deforestation, land degradation, soil erosion, and green house gas (GHG) emissions. The expansion of renewable energy technologies like solar power, biomass, and small scale hydro power could both reduce poverty and improve Kyrgyzstan's carbon profile. The potential for renewables in Kyrgyzstan amounts to about 840 million tons of fuel equivalent – only 0.2 percent of which is utilized at present.

UNDP in Kyrgyzstan is funding activities in all related areas, i.e., the drafting and consultation of legislation and regulatory documents, disseminating public information about small hydro. Thus, within the UNDP project *Microhydro for Sustainable Development of Mountain Communities* has helped to reveal the major market, to develop legislation "On Renewable Energy" and "Rules for Connecting Small Hydropower Stations to the Transmission Network." By 2008, some 13 small hydro plants have been installed in nine villages of the Issyk-Kul region, and local communities have been trained in their proper use. This experience shows that better access to finance and investments in public awareness, combined with reasonable pay-back periods and ease of installation and use, can make small hydro plants an attractive option for households and communities in rural Kyrgyzstan.

## *4.5. Regional Cooperation*

UNDP in Kyrgyzstan plays an important role in regional initiatives, as partner or primary office in several programmes. The largest of these include EC funded *Border Management in Central Asia* (BOMCA) and *Central Asian Drug Action* (CADAP) Programmes. The Country Office is also leading the *Rural Women Empowerment in Central Asia* project funded by the Asian Development Bank (2008-2010) and the most recent initiative, the *Assessment of Radioactive Waste Management Capabilities in the Kyrgyz Republic in a Transboundary Context* (Uranium Tailings).

### **4.5.1. BOMCA**

The EC funded BOMCA Programme promotes an *integrated border management* (IBM) approach built around three pillars relevant to the Central Asian context: *intra-service*, *interagency* and *international cooperation*. UNDP is responsible for project implementation (with the Kyrgyz Country Office as the lead office), and supports the projects' objectives in areas directly relevant to national needs and UNDP's mandate, including security sector reform and trade facilitation. The programme's track record in improving cooperation between the countries of the region is evidenced by joint delegation of Border Services of Kyrgyzstan and Tajikistan to the Kyrgyz-Tajik border and Kyrgyz border outposts in December 2007 to assess if the two countries could have joint border control at five border crossing points. The mission resulted in the agreement to have joint border control signed by the heads of the two countries' border services. This agreement is yet to be ratified by the countries' parliaments. Such an initiative has already been piloted on the Kyrgyz-Kazakh border.

Helping to strengthen the legal base of the Kyrgyz Border Agencies, BOMCA promotes development of the *National Strategy on Border Management System*. Considerable support is focused on the Ferghana Valley. This included providing equipment to ten Kyrgyz-Tajik border posts in 2005, helping create a drug-detecting K-9 unit, and renovating a regional training facility for border services in Osh. UNDP is also working to develop an east-west trade and transit corridor in the Ferghana Valley to connect Kyrgyzstan and Uzbekistan at the Karasu border crossing.

### **4.5.2. CADAP**

The escalating illegal opium trade from Afghanistan has a whole range of negative effects on Central Asia. At the same time, the insufficient capacities of law enforcement agencies and a high incidence of corruption have led to an increase in drug trafficking and drug consumption rates in Central Asia. The Central Asian Drug Action Programme (CADAP), funded by EC and implemented jointly with the BOMCA Programme, was launched in 2001 to reduce drug trafficking in the region. The overall objective of CADAP is to foster a development-oriented drug control strategy in Central Asia that will ensure the sustained reduction of drug consumption and trafficking. UNDP works closely with the UN Office on Drugs and Crime (UNODC) on the programme implementation.



ЗАПРЕТНАЯ ЗОНА  
ВХОД  
ЗАПРЕЩЁН!

CADAP improves counter-narcotics capacities at the borders of Central Asia – with separate projects for airports, seaports and land borders – by providing equipment and training to *Inter-Agency Risk Analysis Units*, also known as *Drug Profiling Units*, and by training border agencies in intelligence sharing, profiling and search techniques. To facilitate reliable intelligence gathering and analysis, an assessment of the current local forensic capacities of border posts and border crossing points (BCPs) has also been conducted. The assessment allows CADAP to target weaknesses while strengthening the forensic capacities of local laboratories and BCPs in carrying out primary drug and precursor analysis.

#### **4.5.3. Rural Women Empowerment in Central Asia (2008-2010)**

The project funded by the Asian Development Bank and implemented by the Kyrgyz UNDP Country Office aims to develop capacities and strengthen knowledge of governments, civil society, and development partners in Kyrgyzstan, Tajikistan and Uzbekistan about effective ways to incorporate gender equality and women's entrepreneurship into the design and implementation of policy and development operations.

#### **4.5.4. Assessment of Radioactive Waste Management Capabilities in the Kyrgyz Republic**

The project is the latest regional initiative of UNDP Kyrgyzstan to promote consolidated efforts at regional level aimed at reduction of threats from radioactive waste to people and environment, strengthening of sustainable development and mobilization of donor resources. UNDP assists the Kyrgyz Government with expert analytical and informational support, preparation of business projects and an International Forum on Uranium Tailings.

#### **Figures:**

Programme Budget for 2005 – 2010: USD 11.8 million [855,000 (regular) and 10.9 million (mobilized)]

#### **Programme Partners:**

BOMCA: Border Service of the Kyrgyz Republic, State Customs Committee, Ministry of Health, European Union (EU)  
CADAP: Drug Control Agency, Ministry of the Interior, Border Service of the Kyrgyz Republic, State Customs Committee, National Security Service, Ministry of Justice, NGOs, Narcological Center, European Union (EU)  
Asian Development Bank

#### **Our Story: Karasu Border Crossing Saves Lives of Locals**

The first part of the 15-mile road from Osh to Karasu looks like any other place in Osh. A single line of trees painted white halfway up their trunks runs along either side of the road. A factory that once made iron parts stands gutted and empty.

Like the two abandoned plants on the other side of the city, one that once made silk products and another that produced water and heating pumps, this iron factory employed thousands of people during Soviet times. Today,





with local unemployment at about 70 percent, many people instead spend their days at the bazaar in Karasuu, believed by many to be the largest in Central Asia. Millions of people living in southern Kyrgyzstan and eastern Uzbekistan depend in some way or another on the Karasuu bazaar for their livelihoods.

In the spring of 2002, Uzbek authorities tore down the bridge that spanned the border near Karasuu. The bridge remained down for more than three years, with all border traffic rerouted to an official crossing a few hundred meters up the road. Officially, the government of Uzbekistan was levying a 90 percent tax on imported goods; unofficially, the border guards were most likely demanding more.

In an effort to evade the transit tax people continued to cross where the bridge once stood, using cables and wires rigged across the fast-flowing Shakhrikhansay River. With TV sets and other goods carefully balanced on their backs, smugglers treaded carefully along a taut cable from one side to the other. From 2002 to 2005 at least 97 people died trying to cross the river. Eventually the bridge was rebuilt and the border crossing re-opened, but without any kind of regulation. Although border guards stood on both sides of the border crossing points, people were walking freely between the two countries without even having their passports checked.

While the steady flow of goods is a relief to most locals, the ease with which terrorists and traffickers in arms and drugs could pass through the border post at Karasuu is a serious concern for both the Uzbek and Kyrgyz authorities. In 2007, the BOMCA Programme started building new border checkpoints in Karasuu in order to improve transit and trade while simultaneously enhancing security. This year BOMCA will spent USD 651,500 on building infrastructure, purchasing equipment and providing trainings for border guards, the State Customs Committee, and others working with border issues. At the same time, intensive training of border guards has resulted in greater knowledge on human and refugee rights, even while skills in verification of documents have been improved. The combination of improved infrastructure and higher capacity of border guards contributes to trade facilitation and hampers illicit trade.

## *5. Challenges and Opportunities for Future Partnership*

The new Country Development Strategy for 2007-2011 (CDS), approved by the government in April 2007 notes structural problems that the country is currently facing such as a weakened political system, growing corruption in public institutions, and lack of transparency in the decision-making. Inefficient public administration slowed the pace of reforms and contributed to the unequal distribution of economic benefits.

Despite reduction of poverty to 35 percent in 2007, the levels of inequality remain significant, especially in the rural area, and many of the MDG targets may not be reached by 2015. Making sustainable progress towards MDGs will require targeted investments in priority areas focusing on the needs of vulnerable groups and commitment to implement reforms within the CDS framework. There is a high level of informal economy which constitutes up to 67 percent of total employment, and 45 percent of GDP. Children and youth under 25 make up 53 percent of the population, who do not have sufficient access to quality education and opportunities for decent employment. Investing in children and youth will have a very high benefit and return for the country in a relatively short time period. Protecting rights and improving conditions for Kyrgyz labor migrants, since



about half a million Kyrgyz citizens are labor migrants to neighboring countries of Kazakhstan and Russia, and improving sustainable environmental management practices, including rational use of natural resources, are of high importance to the country development.

A decisive contribution of UNDP Kyrgyzstan is its support to CDS priorities that also match UNDP's substantive mandate. The resulting areas of focus, defined originally in the UNDAF and CPAP, have evolved in discussion with the government and continue to be reflected in the JCSS. A crucial component of this support is capacity development to sustain such an ownership by the government.

Ongoing change in the socio-political environment within the country and at the global and regional levels has required UNDP to streamline and focus its programme to remain a relevant and efficient development institution. With this in mind, the new *UNDP Strategic Plan 2009-2011* sets forth clear criteria to guide UNDP at the country level on how to best respond to country demands such as acceleration of MDG achievement, creation of effective institutions, expansion of national and local capacities, promotion of sustainable development, and support to United Nations partnerships. Also, at the time this publication is being finalized, there is growing concern over potential problems in food price and/or its availability, and of energy supply through 2008-2009 winter. UNDP will work closely with Government and the UN System, stressing the importance of a response focused on sustainable results, and in line with national priorities.

Focusing on its comparative strengths, UNDP has withdrawn from specialized sectoral activity such as agriculture, health and education; small-scale projects without country wide impact; infrastructure with no capacity building; and stand-alone procurement of goods.

Based on the country development context and the UNDP corporate strategy, UNDP Kyrgyzstan identified five national and two regional priorities.

The first national priority of UNDP Kyrgyzstan is to further strengthen its traditionally sound relationships with the Kyrgyz Government.

Second, UNDP will work closely with the UN System, through the office of the UN Resident Coordinator to ensure maximum impact and results orientation. UNDP will capitalize on capacities of the UN System in human rights and gender. As a team, the UN Country Team will formulate value added and results oriented joint programmes as identified in both the government's CDS and the JCSS. UNDP will strengthen its role in the country's Donor Coordination activities through contribution to JCSS implementation process.

Third, UNDP will widen its outreach to and partnership with the Kyrgyz civil society and youth to strengthen their contribution to the rule of law and to improve government accountability. Youth will be a centerpiece of 2009 National Human Development Report (NHDR) to provide quality in-depth analysis of the strategic resource of the country represented by youth.

Fourth, UNDP will sustain its high quality programme and project implementation. The Country Office will develop a strategy for resource mobilization geared towards programmes that are clearly relevant for the country and truly match UNDP's mandate. Over the last two years, the office has strengthened its capacity to implement, especially in procurement and financial management.

Fifth, UNDP Kyrgyzstan will restructure and redirect its programmes to ensure sharper programmatic focus and prioritization; coherence in its provincial presence; explicit linkage between UNDP support to municipalities and national policy support; impact and sustainability in interventions; and effective mainstreaming two key drivers: capacity development and gender.

BOMCA / CADAP Programmes remain a regional programme priority. As the principal Country Office, UNDP Kyrgyzstan took on the management responsibility with a high level of competence, satisfying the associated UNDP Country Offices in Kazakhstan, Tajikistan, Turkmenistan, Uzbekistan, and the European Commission (EC). The Country Office continues to work with the EC on the future strategy of the two programmes focusing on operational excellence and achievement of programme targets.

UNDP Kyrgyzstan, as a principal country office, has launched a two-year regional programme on *Rural Women's Entrepreneurship* for Kyrgyzstan, Tajikistan, and Uzbekistan funded by the Asian Development Bank in 2008. A first year priority will be reaching all 2008 targets. Another latest regional priority, promotion of consolidated efforts to reduce radioactive waste to people and environment, will remain at the centre of the Country Office activities. UNDP will continue its support to the Kyrgyz Government with expert analysis and information, as well as preparation of business and projects and an international forum on uranium tailings.

A Flash Appeal was launched by the United Nations, government and international community to meet the immediate humanitarian needs of the country related to energy and food security in December 2008. UN Resident Coordinator Unit together with UNDP has included proposals to support coordination of the Appeal. UNDP with WHO has submitted a number of proposals for provision of energy for the healthcare system (both the procurement and installation of diesel generators, and potentially in a revised Appeal the use of microhydro power). In addition, UNDP helped gather data on humanitarian needs around the country during the preparation and implementation of the Appeal. In 2009, UNDP will be leading the newly formed Early Recovery Unit to develop both an overall strategy and specific proposals to address the humanitarian consequences of energy and food security in the medium term through development interventions.

## 6. Who We Are

Value based and driven by passionate commitment to deliver development results, the UNDP office in Kyrgyzstan is built on a strong foundation of leaders and professionals with an intimate knowledge of the development challenges the country faces in such areas as poverty reduction, democratic governance, environmental protection, HIV/AIDS, conflict prevention, disaster risk reduction, gender equality and human rights. The organization builds on this collective expertise to achieve results. Like a colorful mosaic, our talented individuals fit together to become a more effective whole. The UNDP Kyrgyzstan team represents a wealth of in-depth knowledge and personal experience concerning the developing world – a valuable resource for the organization and the country.

Having started to function as a small office of five employees a decade and a half ago, today, the UNDP Office in Bishkek brings together over 40 national and 11 international staff in the Country Office in Bishkek and 187 Service Contract (SC) holders, out of which 72 SC holders work in the field.

It is not just professionalism and expertise that set our staff apart. They also have a strong commitment to the quality of their work and to serving the development interests – to achieving results that will make a positive impact on the world. Our staff includes a rich mix of professionals and experts in environmental management, economics, gender, international relations, communications, education, health care and public health, community safety, public policy, history, and computer science.



Trained at the leading academic institutions nationally and internationally, all senior staff hold advanced degrees. In addition, the organization supports development and professional growth of its staff regularly providing them with the latest programme management and organizational development tools. Scientific rigor, an empirical approach, quantitative and qualitative techniques are the common threads that unite the disciplines and individuals.

Our administrative office is staffed with highly qualified professionals – Certified Public Accountants and Masters of Business Administration, with extensive experience handling accounting, budget tracking, technology and other back-end business aspects of the organization that ensure scrupulous transparency and smooth flow of all business processes. Their expertise enables the organization to support effective project implementation, including capacity development of key counterparts. Their experience provides a strong backbone for the day-to-day operations of UNDP Kyrgyzstan and resulted in the highest mark by UNDP's corporate audit of UNDP KR Country Office operations.

## *6.1. Our Senior Management:*

**Neal Walker**, UNDP's Representative in Kyrgyzstan, has more than 25 years of development experience including technical work in renewable energy development and poverty alleviation. Initially focused on Latin America, he has branched out geographically to work in Sudan, Africa and Northeast Asia including Mongolia and North Korea during 18 years with UNDP and in positions of increasing managerial responsibility. Neal became the 5th Resident Representative of UNDP in December 2006. He was assigned here from UNDP New York where he served in a dual capacity as a focal point for UN Reform and Chief of Oversight and Support for all UNDP operations in Latin America. Neal brings a combination of managerial skill, development depth and enthusiasm to the Country Office. His priorities include a results orientation and support to national efforts in poverty reduction, good governance, environment and disaster management alongside gender mainstreaming efforts. Neal has university degrees in political science, public administration and development economics with specialty certificates in renewable energy.

**Nato Alhazishvili**, UNDP Deputy Resident Representative, has joined the Country Office in September 2008. Until recently, Nato was the Deputy Director of UNDP Bratislava Regional Centre where she managed the Country Support Team covering Slovakia, Hungary, Czech Republic, Slovenia, Malta, St. Helena and supporting operations in Cyprus and Latvia. She also oversaw smooth operations of the Centre's 150 people-strong staff. Prior to Bratislava, Nato served as the Assistant Resident Representative in UNDP Georgia running the Programme Unit till 2005, and the Director of the Budget Department of the Ministry of Finance of Georgia leading the annual budget process of the country from 1999 through 2000. She holds a MA degree in Public Administration from the N. Rockefeller College of Public Affairs and Policy, State University of New York, USA.

**Leonid Komarover**, Senior Policy Advisor, brings rich managerial experience and analytical capacity from his PhD degree and 20 years of work in the Administration of the President of Kyrgyzstan, the Prime Minister's Of-

fice and other government institutions. An expert in economics, strategic management, and structural reforms in transition countries, Leonid participated in development of key draft laws, as well as in development and implementation of a range of national, regional, and sectoral strategies and development programmes. He has over 60 published peer-reviewed articles. Leonid is in charge of cooperation with the government, UN agencies and international community on development and implementation of strategic documents as well as identification of needs and development priorities. He joined UNDP in 2004. Leonid has been awarded the titles of Third Degree State Advisor of the Kyrgyz Republic, Honorary Economist of the Kyrgyz Republic, Academic Advisor to the International Academy of Engineering, and Associate Professor of Economics and International Relations.

**Shakirat Toktosunova**, an Assistant Resident Representative (Programmes), until recently, was the Executive Director of the Eurasia Foundation of Central Asia managing three EFCA offices in Kyrgyzstan and Tajikistan with a total USD 2 million annual budget. She was instrumental in developing several strategic programmes such as the Central Asia – Russia Labor Migration Initiative, Higher Education Transparency and Cross-Border Programme in the Ferghana Valley that attracted funding partnerships with the OSCE, UNESCO, Canadian, several European governments and private funds and gained strong support from the governments of Central Asia. Shakirat earned an MS degree in Education from Drake University, USA and serves as a board member for the two leading media support organizations. She also worked as the Programme Manager for US Peace Corps, as the Country Representative for IREX/USA and as the chief expert for the State Agency on Foreign Investments and Economic Assistance. Shakirat also holds advanced degrees in computer sciences, business administration and finance, and served as a Steering Committee member of the Grant Makers East Group with the HQ in Brussels helping to coordinate donor efforts in the region.

**Saltanat Dospaeva**, UNDP Operations Manager has 15 years of experience in finance and expertise in development economics. She leads the Country Office operations to serve UNDP programmatic needs and facilitates delivery of development services in the country. A graduate of the Center for Development Economics of the Williams College of Liberal Arts, MA, USA, Saltanat has joined UNDP Kyrgyzstan Country Office in 2005. She brings in a mix of managerial skills, extensive advisory and teaching experience in policy development, social mobilization, applied economics, financial management, as well as enthusiasm to streamline the office's operations. Saltanat managed the Settlement and Savings Company, worked for the National Bank of the Kyrgyz Republic, and, in addition to her advanced degrees in Finance and Development Economics, has studied IT and Applied Mathematics.

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