

**Decentralized Country Programme Evaluation**

**of the UNDP Country Programme for the Kyrgyz Republic**

**2018 - 2022**

**REPORT**

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*UNDP Decentralized Country Programme Evaluation*

*for the Kyrgyz Republic 2018 - 2022*

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# Acronyms

ADB Asian Development Bank

ART Antiretroviral therapy

BMZ German Federal Ministry for Economic Development Cooperation

CCA Climate Change Adoption

CEC Central Electoral Commission

CERF Central Emergency Response Fund

COP Conference of the Parties

CPD Country Programme Document

CPI Corruption Perception Index

CSO Civil Society Organization

DIM Direct implementation modality

DRR/M Disaster Risks Reduction/Management

EU European Union

FAO Food and Agricultural Organization

FLA Free Legal Aid

GBV Gender-Based Violence

GCF Green Climate Fund

GEF Global Environment Facility

GEWE Gender Equality and Women Empowerment

GHG Green House Gas

GoK Government of Kyrgyzstan

GTF Gender Task Force

GTG Gender Thematic Group

HCFC Hydro Chlorofluorocarbons

HIV Human Immunodeficiency Virus

HPC Hydro Power Complex

HR Human Rights

HRBA Human Rights-Based Approach

ICT Information and Communications Technology

IFIs International Financial Institutions

ILO International Labour Organization

IOM International Organization for Migration

KR The Kyrgyz Republic

KII Key Informants Interviews

LAGs Local Action Groups

LGBT Lesbian, Gay, Bisexual, and Transgender

LNOB Leaving No One Behind

LPAs Local Public Authorities

M&E Monitoring and Evaluation

MiDL Migration and Local Development

MA Ministry of Agriculture

MAPS Mainstreaming, Acceleration, and Policy Support

MES Ministry of Emergency Situations

MoET Ministry of Economy and Trade

MH Ministry of Health

NAP National Adaptation Plan

NCS National Committee for Statistics

NDC Nationally Determined Contribution

NGO Non-governmental organization

NIM National implementation modality

OST Opioid Substitution Treatment

OHCHR Office of the United Nations High Commissioner for Human Rights

PLHIV Persons living with Human Immunodeficiency Virus

PVE Prevention Violent Extremism

PwDs Persons with Disabilities

RBM Results-Based Management

SDG/s Sustainable Development Goal/s

SEIA Social and Economic Impact Assessment

SME/s Small and Medium Enterprise/s

SIPD Strong and Inclusive Parliamentary Democracy

SDS Sustainable Development Strategy

ToC Theory of Change

ToR Terms of Reference

UK United Kingdom

UN United Nations

UNCT United Nations Country Team

UNDAF United Nations Development Assistance Framework

UNDP/CO United Nations Development Programme/Country Office

UNFCCC United Nations Framework Convention on Climate Change

UNFPA United Nations Population Fund

UNICEF United Nations Children’s Fund

UNODC United Nations Office on Drugs and Crimes

UN RCO United Nations Resident Coordinator’s Office

UNSDCF United Nations Sustainable Development Cooperation Framework

USAID United States Agency for International Development

VNR Voluntary National Review

WB World Bank

WHO World Health Organization

YTG Youth Thematic Group

# Evaluation Brief

**Intro**

UNDP has been supporting the Government of Kyrgyzstan (GoK) since 1993 in its struggle against poverty and pursuing democratic, economic and social reforms and facilitating the country’s development amid the challenges emerging during the nation’s transition period. During the current programme cycle (2018-2022), UNDP focused on supporting the GoK in advancing towards its nationalized Sustainable Development Goals: 1) Sustainable and inclusive economic growth; 2) Good governance, rule of law, human rights, gender equality and 3) Environment protection, climate change, and disaster risk management.

The Decentralized Country Programme Evaluation (DCPE) was focused on outcome-level achievements and was conducted to capture and demonstrate evaluative evidence of UNDP’s contributions to development results in Kyrgyzstan, as well as assess the effectiveness of its strategy in facilitating and leveraging national efforts for achieving development results.

The evaluation adopted a participatory approach, engaging a broad and diverse range of national, regional, local and international stakeholders. The qualitative methods (individual interviews, focus group discussions, desk review and field observations) were used for data collection and analysis in line with the evidence’s nature and facilitate triangulation of findings.

**Key findings**

Despite the frequently changing political landscape in Kyrgyzstan, the UNDP`s CPD is highly relevant to the developmental context of the country. The programme is well-aligned with the strategic priorities and nationalized SDGs and responds to the need of the target groups. UNDP is strategically positioned as a reliable, responsive and trusted development partner. It is widely appreciated by the GoK, national and international development partners and donor community for its role in supporting multi-level changes in politically sensitive areas and specialized technical support.

The programme was implemented in the circumstances of pandemic restrictions and political and institutional instability, which included frequent changes in the government, low absorption capacities of national institutions, and weak national ownership prospects that affected sustainability prospects of the achievements.

UNDP Country Office (CO) has a balanced right –based approach in its programme and is targeting both „*duty bearers*” (public authorities) and „*rights holders*” (local communities, CSOs, diaspora, enterprises). There is also a good balance of *„upstream”* and *„downstream”* interventions reflected in the project portfolio. However, there is insufficient interaction between the projects within the same cluster, but also sometimes between the clusters. UNDP has actively supported the ‘*Leaving No One Behind’* agenda at the strategic level and through its programming and has brought tangible benefits for vulnerable people through diverse projects. Youth, as cross-cutting issue, needs further mainstreaming. The CO has a strategic approach toward Gender Equality and Women’s Empowerment and made notable contributions in promoting and scaling up gender issues in line with the UN System-Wide Action Plan on Gender Equality.

UNDP is active in advancing digitalization and supporting innovations, including through designated Accelerator Lab[[1]](#footnote-2). However, there is a need to further strengthen innovation work of the UNDP through diversifying partnerships and a more active integrator role of the Accelerator Lab in engaging the clusters in innovations to do development differently.

The evaluation concluded that UNDP overall, is mostly on track in fulfilling its targets. UNDP has contributed significantly to enabling policy frameworks and institutional mechanisms at the government for sustainable, resilient, inclusive and economic growth of Kyrgyzstan in line with the respective nationalized SDGs. The green entrepreneurship promotion consolidated investment environment and contributed to economic growth and poverty reduction. However, the economic productivity and sustainability of the jobs created are affected by the pandemic, and there is a need and promising perspectives for increasing the engagements with the private sector.

The long term strategic and comprehensive support to the Central Electoral Commission has resulted in significant institutional improvements that have enabled more transparent, inclusionary, and well representative elections. Nevertheless, there is need to enhance the electoral education/literacy of the current and future voters.

The approach was gender-sensitive and gender responsive, it has contributed significantly to consolidation of the gender equality and women’s empowerment and generated positive policy and grass-roots level sustainable changes in: political engagement, economic empowerment, social inclusion and protection from gender violence. Despite some youth-oriented initiatives, the youth issues need more proactive and consistent mainstreaming.

The AIDS, TB, and Malaria related projects capacitated the country`s HIV and TB response and contributed to strengthening the national health system. The projects have unique procurement experience and expertise and are effective in their healthcare efforts. However, the pandemic negatively impacted the outreach and coverage both with prevention and testing activities.

The integrated development approaches increased the DRM national capacities, strengthened the resilience of the institutions and communities to climate and disaster risks and improved the environment and civil protection. Within the framework Climate Promise, the GoK (supported by UNDP) enhanced the National Determined Contributions towards the UN Framework Convention on Climate Change. The assistance increased access to water resources, promoted green energy, brought tangible benefits to the end-beneficiaries and contributed to strengthening regional cooperation inDRR in the Central Asian region.

The CO was responsive to pandemic challenges by adjusting its interventions, mobilizing additional resources and supporting the GoK in its preparedness and recovery efforts. The CO effectively collaborated to deliver the UN joint socio-economic impact assessment, socio-economic response and recovery plan and recovery activities.

**Recommendations**

1. Build on the lessons from the implementation of the sustainable development initiatives and adjust the partnership approach with the public authorities. Increase the partnership and cooperation with private sector, especially in the area of green economy and renewable energies. Engage more actively diaspora in the local (economic) development.

2. Focus on leading concerted actions with a wide range of development partners, including the civil society and building broad coalitions to further promote rule of law, good governance principles and support the Jogorku Kenesh (Parliament).

3. Accelerate the innovations work and continue promoting digital solutions at the system level and across all CPD outcomes and areas of its involvement.

4. Provide mandate of importance of the youth in Kyrgyzstan for UNDP`s approach toward sustainable development. Consolidate the current youth machinery and continue to mainstream the youth issues into UNDP programming and projects` portfolio. Support `rights holders`, including the vulnerable groups through the HRBA lens for empowerment and increasing social inclusion.

5. Mainstream the ToC approach within the projects portfolio and make it part of the programmatic management culture. Improve interaction between the clusters and the projects from the same cluster. Strengthen the monitoring and evaluation system to focus more on the measurement of the CPD outcome-level results as an integral part of the corporate M&E culture.

# Chapter 1. Background and Introduction

This chapter presents the purpose, objectives, scope of the evaluation, and the methodology applied. It lays out the development context of Kyrgyzstan as well as the UNDP Programme.

## 1.1 Purpose, objectives, and scope of the evaluation

1. The evaluation team conducted Decentralized Country Programme Evaluation (DCPE) to capture and demonstrate evaluative evidence of UNDP’s contributions to development results in Kyrgyzstan, as well as assess the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The DCPE had four- key objectives: 1) Strengthen accountability of UNDP to national stakeholders; 2) Stimulate further learning and development; 3) Support the development of the next UNDP Country Programme Document (CPD) for Kyrgyzstan for 2023-2027; and 4) Strengthen accountability of the UNDP to the Executive Board. The DCPE was carried out within the overall provisions contained in the UNDP Evaluation Policy regarding the decentralized evaluations[[2]](#footnote-3).
2. The evaluation for Kyrgyzstan covers the period from 2018 to late-2021 of the current country programme cycle (2018-2022). The scope of the DCPE includes the entirety of UNDP’s activity areas in the country and, therefore, covers interventions funded by different sources, including UNDP core resources and donors and government funds. It also includes projects and activities from the previous programme cycle that either continued or concluded in the current one in accordance with the evaluation Terms of Reference (ToR).
3. The DCPE was mainly focused on outcome-level achievements and was guided by four main evaluation questions (Box 1) and questions from the Evaluation Matrix. The DCPE has also assessed the cross-cutting issues and integration of the Human Rights-Based Approach (HRBA), Leave No One Behind (LNOB) Principle, civic engagement, digital transformation, and cross-sectorial projects/programmes.
4. What did the UNDP CPD intend to achieve during 2018-2022?
5. To what extent has the CPD achieved (or is likely to achieve) its intended objectives?
6. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country’s preparedness, response and recovery process?
7. What factors contributed to or hindered UNDP's performance and to the sustainability of results and how programme management adapted the CPD implementation?

BOX 1. evaluation questions

1. Special attention was given to gender aspects, and the DCPE assessed UNDP`s contribution to gender equality and women empowerment (GEWE). The evaluators used UN SWAP Evaluation Performance Indicator[[3]](#footnote-4). The evaluation team made sure gender aspects were taken into consideration while defining the sampling and drafting the evaluation tools.
2. The primary audiences for the evaluation are UNDP in Kyrgyzstan, UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC), the UNDP Executive Board, and the Government of Kyrgyzstan.

## 1.2 Evaluation methodology and approach

1. The evaluation was guided by OECD/DAC Evaluation Criteria[[4]](#footnote-5), UNDP Evaluation Guidelines[[5]](#footnote-6), and United Nations Evaluation Group’s (UNEG) Norms and Standards[[6]](#footnote-7), ensuring that all evaluation steps adhere to ethical and professional standards of evaluation practice. The evaluation adopted a theory-based approach[[7]](#footnote-8). Choices about the methods and strategy for the evaluation were grounded in the existing Theory of Change (ToC) and its assumptions developed by UNDP CO for each CPD Outcome. An evaluation matrix was developed identifying the sub-questions, sources of information, and evaluative evidence for each of the four evaluation questions (See Annex 3).
2. The DCPE adopted a participatory approach, engaging a broad and diverse range of stakeholders. The participation of the UNDP and its (sub)national, international, private and civil society stakeholders is a necessary condition to ensure accountability, promote ownership, facilitate future buy-in and arrive at comprehensive recommendations for UNDP and its main partners. The qualitative methods were used for data collection and analysis in line with the evidence’s nature and facilitate triangulation of findings.

Figure 1: *Evaluation stages*

1. Desk review: The evaluation team undertook an extensive review of documents. This included, among others: background documents on the regional and national context; national policies; project and programme documents, including work plans and progress reports; monitoring and self-assessment reports, such as the yearly UNDP Results-Oriented Analysis Reports (ROARs), strategy notes, and project and programme evaluations conducted by the country office, including quality assurance reports. Please see the Annex 1.
2. Portfolio analysis: Purposive sampling was used based on several criteria, including programme coverage (projects covering the various target groups and thematic and cross-cutting areas such as gender, LNOB, and human rights); geographic coverage (projects location), budget size, duration (multi-year projects) and implementation status (covering both completed and active projects. Based on the country portfolio analysis, the team selected 19 projects (Please see Annex 2) out of 56 from the CO portfolio (or 34 percent of the portfolio) for in-depth analysis, representing a cross-section of UNDP’s work in the country across the three outcomes for in-depth review and analysis.
3. Stakeholder analysis: The desk review and the portfolio analysis were used to undertake a stakeholder analysis to identify all relevant UNDP partners, including those who may not have worked with UNDP but who play a key role in the outcomes to which UNDP contributes. The analysis was used to identify key informants for interviews during the main data collection phase, and to examine any potential partnerships that could improve UNDP’s contribution to the country.
4. Pre-mission CO Questionnaire Survey: A detailed questionnaire was administered to the CO as a self-assessment and reflection tool and to gather evidence of results. This evidence was very valuable in providing an additional source of information on the CPD, its effectiveness and sustainability, allowing triangulation of data collected during the field mission interviews with stakeholders and from the secondary data and documentation review. The preliminary findings of the desk review were validated during stakeholder interviews and used to identify gaps in data and any important issues requiring subsequent follow-up.
5. Primary data collection and key informant interviews: The field mission in Kyrgyzstan was conducted during 13 October - 29 October 2021 and included field visits to the different projects sites (cities, towns and villages) in Osh, Batken provinces, Toktogul district of Jalal-Abad were the selected projects were operational. The sampling had a total of 175 stakeholders, including 92 (or 53 percent) women/girls representing: UNDP staff, national, regional and local government representatives, civil society organizations (CSO), private companies, UN entities, multilateral organizations, bilateral donors, and programme beneficiaries. The respondents in case of public authorities and development partners were selected based on their roles and positions regardless of the gender issues. In case of end-beneficiaries the gender aspect was specifically taken into consideration. The evaluation team also selected three projects focused on gender and women empowerment issues for in-depth review[[8]](#footnote-9).
6. Triangulation: The findings collected from multiple sources were triangulated as reflected in Figure 2 before making any evaluative judgements. The evaluation matrix guided how each of the questions was addressed based on the available evidence, facilitated the analysis and supported the evaluation team in drawing well-substantiated findings, conclusions, and recommendations. In order to increase the validity through the triangulation process, some of the evaluation questions were similar and repeated to more than one type of stakeholders.

 Figure 2: *Triangulation*

1. Evaluation quality assurance: The report went through a series of reviews undertaken by UNDP CO, RBEC, and IEO to ensure a sound and robust evaluation methodology and analysis of the findings, conclusions, and recommendations.
2. Evaluation limitations: The evaluation team did not meet any significant limitations in access to the data. One limitation faced by the evaluation team was quite a short timeframe allocated for such complex assignment with numerous evaluation questions. Still, evaluation managed to capture the key data to make evidenced-based judgements. A large number of interviews with the key informants were conducted (some of them in parallel by both consultants) in English and local languages (Russian and sometimes Kyrgyz), which ensured a comfortable and conducive environment for the interviewee to converse and fully express feedback and perceptions. The lifting of the COVID-19 travel restrictions provided the opportunity to visit the project sites in the regions as mentioned earlier.

##  1.3 Country context

1. The Kyrgyz Republic (hereinafter Kyrgyzstan) is a mountainous, landlocked low middle-income country with unstable socio-economic performance, relatively high poverty rates (20.1% in 2019)[[9]](#footnote-10), dependency on remittances from labour migrants working in neighboring countries (equivalent to about 25%[[10]](#footnote-11) of national GDP 2020) and changes in the political landscape instability during 2018 -2021 and trans-border conflict in April 2021[[11]](#footnote-12).
2. Over the years, Kyrgyzstan has seen an increase in its population from 4.92 million persons (2000) to 6.68 million (2021)[[12]](#footnote-13). Kyrgyzstan's GDP rate has also grown and reached $8.455 billion in 2019[[13]](#footnote-14).Kyrgyzstan’s 2019 HDI of 0.697 is above the average of 0.631 for countries in the medium human development group and below the average of 0.791 for countries in Europe and Central Asia. Kyrgyzstan’s HDI ranking of 120 is comparable with Tajikistan which has ranking of 125[[14]](#footnote-15).
3. The country has experienced instability since its independence in 1991. Limited capacities, corruption, and nepotism were major stress factors underlying revolts that caused changes in the political landscapes in 2005, 2010, and 2020. In 2020, the Corruption Perceptions Index (CPI) in Kyrgyzstan showed that corruption undermines the system and exacerbates violation of democratic principles amid the COVID-19 pandemic. The Transparency International ranked Kyrgyzstan 124 out of 180 countries in its 2020 CPI[[15]](#footnote-16).

The public sector effectiveness, efficiency, accountability, and transparency of institutions and processes are undermined by limited oversight by the Parliament and society and limited capacity for transparent, inclusive policy implementation and service delivery[[16]](#footnote-17). Poverty[[17]](#footnote-18), income inequality[[18]](#footnote-19), and unemployment[[19]](#footnote-20) still remain high and are mostly concentrated in rural areas, among youth and women varying across regions. The country’s civil society, especially women’s rights organizations, has played a pivotal role in advancing gender equality, women’s rights and preventing GBV that significantly increased during pandemic and lockdown. With support of UNDP, different CSOs/NGOs are engaged in promoting civic education, increasing openness & collaborating with the Parliament, public monitoring, lobbying legislative amendments and demanding accountability for translating the government’s commitments into laws and policies and into implementation. The (disability) NGOs are also involved by UNDP in advocating and addressing specific needs of PwDs and healthcare actions, including through the pandemic outbreak. However, developments during the 2021 reinforced concerns about a worsening climate for free speech and narrowing civic space in Kyrgyzstan. A new controversial constitution put forward and entered into force in May 2021. It significantly expands the President’s powers affects the *checks and balances*. Other sweeping reforms of the country’s legislation[[20]](#footnote-21) were also initiated in rushed processes that did not allow for comprehensive consultations with civil society and others affected.

1. The new President, who was elected in January 2021 with 80 percent of the vote, came to power following political unrest in October 2020 and pledged to tackle crime and corruption while establishing order in the country. The presidential form of government was reinstated after ten years of a parliamentary system, and a new constitution, adopted through a referendum in April 2021, further concentrated powers to the president. Parliamentary elections took place in November 2021.
2. The Kyrgyz economy is vulnerable to external shocks owing to its heavy dependence on remittances (25 percent of GDP) and gold production (about 10 percent of GDP and 40 percent of exports)[[21]](#footnote-22). Strong and sustainable economic growth requires institutional strengthening and policies to develop the private sector, spur international trade, and encourage fiscally sustainable energy production. Kyrgyzstan has rich endowments, including minerals, forests, arable land, and pastures, and has significant potential for the expansion of its agriculture sector, hydroelectricity and renewables production, and tourism industry.
3. Women’s participation rate in the labour market is lower than men’s, and has been falling over the last decade, as remittances have increased the reservation wage and have led to further withdrawing of women from the labour force[[22]](#footnote-23). The burden of unpaid care work on women and girls imposes many restrictions on their time and mobility, negatively impacting women’s economic empowerment.
4. Kyrgyzstan is one of the most vulnerable countries in Central Asia to climate change risks due to the high occurrence of climate-related disasters, its dependency on climate-sensitive economic sectors, and its ageing infrastructure. Kyrgyzstan ranks 3.8 in the INFORM Global Risk Index[[23]](#footnote-24) with stable trends within last three years, which characterizes a country with moderate risk, high vulnerability and lower coping capacity. Climate change, increased frequency of extreme events and natural disasters, increasing pollution, and economic impacts of pandemics highlight the need to prioritize environmental conservation, focusing on better management of natural resources, biodiversity protection and empowerment of livelihoods.
5. In 2019, Kyrgyzstan ratified the Paris Agreement on Climate Change and has begun taking policy steps towards a greener, low-carbon future. The Green Economy Policy was adopted in late 2019, and a pollution action plan was adopted in 2020. However, considerable challenges remain. For example, electricity consumption over the last eight years has increased by 83%, and the country’s growing energy needs have increasingly been met by coal, the consumption of which nearly tripled during 2006-2018[[24]](#footnote-25). In addition to contributing to the growing carbon footprint, this has led to rising air pollution and associated health costs generated by air pollution[[25]](#footnote-26).
6. Following the detection of the COVID-19 cases in Kyrgyzstan on 18 March 2020, the government declared one-month (25 March -15 April 2020)[[26]](#footnote-27) emergency situation throughout the country and imposed border restrictions with China, Kazakhstan, Tajikistan, and Uzbekistan and suspended all international and domestic flights during the emergency situation. Currently, the national and international flights are restored, and the country is in the recovery process. While necessary from a public health perspective, these measures have significantly disrupted trade and mobility and resulted in an external financing gap.
7. According to the Socio-Economic and Vulnerability Impact Assessment[[27]](#footnote-28), there are a number of additional external impacts arising from the COVID-19 shock that have triggered economic consequences and adverse social outcomes. Thus, the pandemic among others generated about 40,000 lost jobs, increased the poverty rate from 20.1 % in 2019 (national estimate) to 31% (2022) and increased public debt from 51.6% (2019) to 68.1% (2020)[[28]](#footnote-29).

## 1.4 UNDP Country Programme in Kyrgyzstan

1. During the previous CPD cycle (2012-2017), UNDP’s activities in Kyrgyzstan were anchored in the national development priorities based on the Millennium Development Goals Agenda[[29]](#footnote-30). Although the CPD operated in a volatile political and social environment, according to the findings and conclusion of the previous country programme evaluation[[30]](#footnote-31), UNDP succeeded in responding effectively to evolving needs and contributed across a number of priority areas: elections; the rule of law; judicial reform; access to justice; gender equality and women’s empowerment; anti-corruption; delivery of public services, including support to the health system; and strengthening civil society and local communities.
2. The current CPD benefited from broad-based consultations with the Government and civil society, as part of the UNDAF process. The overarching programme goal derives from the national vision of a country governed by the rule of law with assured rights, freedoms, security and stability; freedom from poverty; robust economic growth and high attractiveness for investors; high levels of education and health; and a sustainable natural environment.
3. Informed by the assessment of development results, UNDP has planned to leverage its comparative advantages in policy, capacity and institution development, gender mainstreaming and inclusion in the areas of governance; peacebuilding; poverty reduction; natural resource management; disaster risk reduction; more accountable, transparent and inclusive institutions; inclusive, sustainable economic growth; increased resilience; and sound management of natural resources.
4. The CPD outcomes are informed by the national priorities: National Development Strategy (2018-2040) as well as 2030 Agenda reflecting national post-2015 consultations; the sustainable development goals (SDGs) nationalization process; and the findings of the assessment of development results[[31]](#footnote-32).
5. UNDP Kyrgyzstan pursued three of the four UNDAF (2018-2022) Outcomes:

|  |
| --- |
| * 1. *Sustainable and inclusive economic growth –* is contributing directly to SDGs 1 (No poverty), 8 (Decent Work and Economic Growth) and 11 (Sustainable cities and communities), and indirectly to SDGs 5 (Gender Equality), 9 (Industry Innovation and Infrastructure), 10 (Reduced Inequalities), and 12 (Responsible Consumption and Production). Outcome 1 consists of three Outputs[[32]](#footnote-33) and is focused on sustainable, resilient,inclusive and gender-responsive development-oriented policies and accountable institutions that support diversification, productive activities, decent job creation, and technological upgrading and innovation.
 |

* 2. *Good Governance, Rule of Law, Human Rights, Gender Equality* is contributing directly to SDGs 3 (Good Health and Well Being)[[33]](#footnote-34), 5 (Gender Equality) and 16 (Peace, Justice and Strong Institutions) and indirectly to SDG 10 (Reduced Inequalities). Outcome 2 consists of four Outputs[[34]](#footnote-35) and focuses on strengthening parliamentary and legal systems for the rule of law and access to justice; streamlining the regulatory framework for service delivery; and mainstreaming gender throughout most activities.
* 3. *Environment, Climate Change, and Disaster Risk Management* is contributing directly to SDGs 7 (Affordable and Clean Energy), 13 (Climate Action) and 15 (Life on Land) and indirectly to SDGs 1 (No poverty), 2 (Zero Hunger), 8 (Decent Work and Economic Growth) and 12 (Responsible Consumption and Production). Outcome 3 consists of four Outputs[[35]](#footnote-36) focused on promoting integrated approaches to development, applying social and environmental standards, building the resilience of institutions/communities to climate and disaster risks, and fostering equitable and transparent local level access to natural resource management, thus empowering livelihoods and lessening possibility of human conflict.

Table 1. *Country Programme outcomes and resources, 2018-2022 (as of October 2021)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Pillar | Country Programme Outcome | Budget(2018-22) | Expenditure(2018-21) | Percentage delivery |
| Sustainable and inclusive economic growth | Outcome 1 |

|  |
| --- |
| *The inclusive and sustainable economic growth is increased through agricultural, industrial and rural development, decent work, improved livelihoods, food security and nutrition.* |

 |  $14,261,862 |  $8,703,015 | 61% |
| Accountable institutions, justice and peace.  | Outcome 2 |

|  |
| --- |
| *The institutions at all levels are more accountable and inclusive, ensuring justice, human rights, gender equality and sustainable peace for all.* |

 | $69,179,030 | $53,783,861 | 78% |
| Environment, Climate change and DRM  | Outcome 3 |

|  |
| --- |
| *The communities and institutions are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development.* |

 | $25,397,355 | $14,775,840 | 58% |
| ***TOTAL*** | $108,838,247 | $77,262,716 | 71% |

Source: *UNDP Kyrgyzstan internal delivery data*

1. The quantitative and qualitative outcome (12) and output indicators (29) described in the Results and Resources Framework (RRF)[[36]](#footnote-37) have been discussed with national partners and UN Country Team, and selected jointly to ensure better measurement and assessment of the results.

1. The UNDP CPD portfolio includes a total of 56 projects (2 NIM/54 DIM) which have been under implementation within the current CPD, under the three outcomes. There is a significant variation in budget allocations for projects in each pillar, going from under $14,000 to multi-million-dollar projects. As illustrated in table 1, Outcome 2 has the largest budget, almost $69,2 million, which is about 63 percent of the total CPD budget ($108.8 Million). Outcome 1 has the lowest budget, $14,2 million (13% of the CPD budget), the remaining 24% represents the budget of Outcome 3. Out of the total portfolio, 36 projects are multi-year (3+) interventions, 14 of them started before the current CPD cycle.
2. UNDP is part of 12 joint projects: one joint project within Outcome 1; eight joint projects within Outcome 2 and three joint projects- Outcome 3. Six joint projects are led by UNDP and six by other UN entities. The most frequent UN partners of UNDP in Kyrgyzstan are UNICEF (6 joint projects), UN Women (4 joint projects); UNODC (3 joint projects), and UNFPA (3 joint projects). The CO also partners with UN RCO (2 projects) IOM (2 projects), FAO (2 projects), WPF (2 projects), OHCHR (2 projects) and one joint project with UNDESA, UNITAR, UNEP, and UNHCR.
3. The key contributors to the Country Programme, as described below in the Chart 1, are: Global Fund, Japan, KOICA, Russian Federation, Finland, UNDP, Peace Building Fund, European Union, Green Climate Fund (GCF), United Kingdom. The bilateral contribution represents $24.953.320, vertical funds - $62.973.365 and UNDP Kyrgyzstan - $6.605.975 and UNDP globally – 4.092.605

Source: *UNDP Kyrgyzstan internal delivery data*

# Chapter 2. FINDINGS

This chapter presents the results in terms of findings of the outcome analysis, and an assessment of cross-cutting issues. The main factors that influenced UNDP performance and contributions to results are also described in this section. The assessment was based on the analysis of the correlation between projects’ achievements, their contribution to the expected results under each outcome, and consequently to the overall outcome objectives of the CPD.

## 2. 1 UNDP positioning and overall programme implementation

***Finding 1.*** *Despite the frequently changing political landscape in Kyrgyzstan, the UNDP`s CPD is* ***highly relevant*** *to the developmental context of the country. The programme is* ***well-aligned*** *with the strategic priorities and nationalized SDGs and responds to the need of the target groups.*

1. The CPD outcomes are relevant to the development context and aligned to the national priorities of Kyrgyzstan reflected in a wide range of cross-sectorial policies and strategies, such as: National Development Strategy (2018-2040)[[37]](#footnote-38); National Development Program *„Unity, Trust, Creation”* (2018-2022)[[38]](#footnote-39); United Nations Development Assistance Framework - UNDAF (2018-2022)[[39]](#footnote-40); 2030 Agenda for Sustainable Development[[40]](#footnote-41), National Program of Digital Transformation of Kyrgyzstan “Taza Koom” (Pure Society)[[41]](#footnote-42); “Sanarip - Digital Kyrgyzstan 2019-2023”[[42]](#footnote-43), National Gender Strategy (2012-2020) and it’s National Action Plan for 2018-2020[[43]](#footnote-44); National Green Economy Strategy[[44]](#footnote-45) (2019-2023) and its related action plan; Export Development Strategy of Kyrgyzstan (2018-2022) and its Action Plan.
2. The triangulation of data collected through the field mission consultations with the stakeholders, especially target groups[[45]](#footnote-46) and the desk review findings[[46]](#footnote-47) show that the CPD is relevant and responds to the needs (mostly identified through the baseline and thematic studies) of the national and local target groups as defined in the CPD[[47]](#footnote-48).

***Finding 2.*** *UNDP is* ***strategically positioned*** *as a reliable, responsive and trusted development partner. It is widely appreciated by the Government of Kyrgyzstan, national and international development partners and donor community for its role in supporting multi-level changes in politically sensitive areas and specialized technical support. However, the frequent changes in the government, absorption capacities of national institutions, and sometimes national* ***ownership prospects remained inconsistent*** *and often limited and affected sustainability prospects of the achievements.*

1. UNDP has made tangible contributions across all three outcomes of the CPD and is highly appreciated by the interviewed stakeholders for contribution to the *policy, institutional,* and *grass-roots level* changes. The most significant types of changes generated with the UNDP`s contribution (e.g. technical support, technological assistance, legal expertise, institutional capacity development support, civic engagement, infrastructure development, public awareness campaigns) are: (1) improved legal and regulatory framework as the result of the engagement in policy advice and advocacy; (2) enabled environment as the result of the consolidated infrastructure and enhanced capacities, especially in some sensitive areas such as elections, governance, preventions violent extremism and peacebuilding, as well as (access to) justice, gender mainstreaming, healthcare (TB and HIV), and access to the natural resources and economic development.
2. UNDP was to some extent constrained in expanding the policy areas and promoting consistency of policies implementations and national capacity strengthening by changes in the political landscape and reshuffles. This affected the consistency, continuity and sustainability of the policy –level achievements, but also the functional and absorption capacity of the targeted institutions.
3. The specialized technical and technological support provided over 2018–2021 in such areas as: elections, disaster risk reduction, digital development and innovations, e-fiscalisation, cyber security and personal data protection are highly relevant and have positive transformational character for Kyrgyzstan given their significant benefits[[48]](#footnote-49) and represent the distinctive strengths of UNDP[[49]](#footnote-50). The comprehensive approach is used in this regard. For instance, digital transformation of the public services providers goes hand in hand with the consolidation of the cyber security, enhancement of the personal data protection, digital literacy and digital economy.
4. UNDP has strategic partnership with the government and is one of the key development partners, given the large number of development projects (56), wide areas of development and expertise, consistent resources and community mobilization capacity. UNDP is recognized by the interviewed national and local public authorities, donors, CSOs, private companies and international development partners as a trusted, capable, credible and responsive partner to government priorities and country’s development needs. The stakeholders consider the relationship between UNDP and Government partners as strategic, mostly productive and positive, extending beyond the initial framework of the current CPD, for instance in the case of UNDP support for pandemic response and recovery.

***Finding 3.*** *UNDP Kyrgyzstan has a* ***balanced******Human Rights-Based*** *(HRBA) approach in its CPD, which is targeting both `duty bearers` (public authorities) and `rights holders` (local communities, CSOs, diaspora, enterprises).*

1. The HRBA is mainstreamed in the UNDP`s project portfolio across all three outcomes. The UNDP projects target (to a different extent) both dimensions of the HRBA, i.e. `duty bearers` and `rights holders`. There are projects mostly focused on the capacity enhancement of the `*duty bearers`* (e.g. *Elections* Project[[50]](#footnote-51); *Parliament* project[[51]](#footnote-52), *Rule of Law* ProjectDisaster Risk Reduction Project[[52]](#footnote-53), *KOICA* Project[[53]](#footnote-54), *Global Fund* Projects[[54]](#footnote-55), *E-Government* Project[[55]](#footnote-56)) and projects mostly focused on the empowerment of the `*rights holders`* (e.g. *Access to Justice* Project*[[56]](#footnote-57), economic empowerment projects[[57]](#footnote-58), Spotlight initiative* Project*[[58]](#footnote-59), Batken Climate Resilience* Project[[59]](#footnote-60), *Women and Girls as Drivers for Peace and Prevention of Radicalization* Project ).

***Finding 4.*** *There is also a good balance of `upstream` and `downstream` interventions reflected in the project portfolio. There is* ***insufficient interaction between the projects*** *within the same cluster, but also sometimes between the clusters.*

1. UNDP has balanced *top-down* and *bottom-up* approaches. Within upstream support, UNDP’s focus on the policy-level changes, including technical support, facilitating networks with national and regional institutions, particularly DRR in the Central Asia and bilateral partners. UNDP was praised for its supports in overcoming shortage in institutional expertise of the government, especially in the area of digital transformation, DRR and Nationally Determined Contribution (NDC). Institutional and capacity development components that are necessary for strengthening the government functional capacity were included into all three outcome areas of the CPD. A wide range of the complementary capacity development interventions (e.g., trainings, workshops, exchanges, technological support, supplies) were used by all three clusters and contributed to enhanced knowledge and skills in the area of: digital literacy, electoral education, economic empowerment, environmental education, green economy, gender equality, NDC, etc.
2. The key informants appreciated the high quality and relevance of UNDP capacity development support. At the local level, UNDP effectively supported peacebuilding, prevention of the violent extremism and radicalization[[60]](#footnote-61) and development of the local authorities (e.g. Integrated area-based development in Osh Province Project), SMEs (e.g. both phases of the Aid for Trade Project), service providers and CSOs and identified and empowered a wide range of vulnerable groups, such as: youth[[61]](#footnote-62), women[[62]](#footnote-63), prisoners[[63]](#footnote-64), etc. Evidence collected during the interviews showed UNDP has been successful in leveraging ICT and innovation, re-engineering and digitizing public administration, governance and business processes[[64]](#footnote-65).
3. The evaluation findings reveal some weaknesses, particularly insufficient communication and good practice and lessons learned sharing between the projects within the same cluster, but also between the clusters. This is especially illustrative in the case of the cross-cluster issues such as: gender equality, women empowerment, youth, LNOB, civic society engagement.

***Finding 5.*** *UNDP Kyrgyzstan is well* ***recognized*** *as an* ***operational backbone*** *and is appreciated for the transparency and quality of its procurement process, but* ***the operational procedures,*** *timeliness of the procurements and financial operations* ***needs to be increased****.*

1. The widespread country presence of UNDP serves as an operational platform for UN Development, system, different UN agencies, RC Office and partners. Procurement constitutes another form of support provided by UNDP CO and its implementation capacity including information technology, finance, and human resources infrastructure is well recognized by the interviewed UN agencies, donors, and the government. UNDP is appreciated for the transparency and quality of its procurement process, but the speed of procurement and other operations (including financial ones, particularly payments/instalments) does not represent its strength; on the contrary, some stakeholders from the UN system, civil society, private sector and public authorities highlighted overall slow procedures and delays with the financial instalments and procurement processes operated by UNDP.
2. The civil society representatives mentioned[[65]](#footnote-66) that quite often current financial management procedures of UNDP generate implementation difficulties for them as they either have to find alternative financial resources to continue to implement their granted projects or have to seek understanding of their providers or acceptance of guarantee letters till they get the next instalment. According to the respondents, sometimes instalments take a few months. The cross-checking consultations with the UNDP projects teams[[66]](#footnote-67) revealed that the operational procedures do not create significant bottlenecks in the implementation of their projects, although they also admitted that there is a need to increase the timeliness of the operational procedures. This leads to the evaluative judgement of the evaluation team that the operational procedures of UNDP represent a mixed picture and their efficiency needs to be enhanced.

***Finding 6.*** *UNDP has a* ***strategic approach*** *toward* ***Gender Equality*** *and Women’s Empowerment (GEWE) in Kyrgyzstan and made notable contributions in promoting and scaling up gender issues in line with the UN System-Wide Action Plan[[67]](#footnote-68)* *on Gender Equality.*

1. UNDP in Kyrgyzstan has a Gender Equality (GE) Strategy[[68]](#footnote-69) for 2018-2022, which is aligned with the 2030 Development Agenda, UNDP Global Gender Equality Strategy (2018-2022), Gender Parity Strategy (2018-2021) and addresses global and national commitments on gender. The GE Strategy of the CO is evidenced-based and well inter-linked with the CPD. It describes comprehensively the Gender Profile of the country, National Gender Policy, accountability and monitoring mechanism, gender capacity development, as well as the comparative advantages[[69]](#footnote-70) of UNDP, which were confirmed by the interviewed stakeholders during the field mission consultations.[[70]](#footnote-71) The GE Strategy adequately describes a wide range of the entry points[[71]](#footnote-72), which are integrated within the CPD outcomes and project portfolio as described below. The strategy accompanies UNDP Strategic Plan (2018-2021), UNDAF in the Kyrgyz Republic (2018-2022) and CPD (2018-2022).
2. The CO, co-leads the UN Gender Thematic Group (GTG), contributes to strengthening the strategic partnership, sharing of knowledge, best practices and lessons learned between the actors of the national women machinery involved in the implementation of the country commitments in GEWE area. Apart from the GTG, the CO has its own Gender Task Force (GTF), which has a primary role to implement the gender policy based on the Gender Equality Strategy (2018-2022) and to ensure that an effective gender mainstreaming mechanism is in place and operational. The GTF is functional, it has the ToR[[72]](#footnote-73) and an action plan[[73]](#footnote-74) and includes the representatives from programme and operations teams and is chaired by the UNDP Deputy Resident Representative. The CO does not have a dedicated Gender Focal point, but the M&E Officer, who has gender certifications, and has the operational responsibility for mainstreaming through the projects’ cycles management the gender related initiatives of the CO. There are project focused staff on GE, who serve as programmatic focal point on GE.
3. CO’s efforts to mainstream gender and support to women empowerment in its programming and operations have been consistent and comprehensive. National and international development partners, as well as public authorities, acknowledged the contributions of UNDP to gender equality in Kyrgyzstan, both through its projects as well as through cross-cutting advocacy work for women’s rights and gender equality and joint initiatives[[74]](#footnote-75).

Figure 3. *Gender Marker by projects and outcomes*

1. Under the current CPD, as reflected in Figure 3, most of the projects (41 or 82%) are contributing to GEN 2, 8 projects (or 16%) contribute to GEN 3[[75]](#footnote-76), and only one project (*Phase-Out Ozone Management Plan* amounting $400,000) under the outcome 3 is marked as a contributor to GEN 1. Source: *DCPE, November 2021*

This distribution shows a good gender sensitivity of the CPD Outcomes and projects, which have gender equality as a significant objective and are supported by a consistent set of interventions at the national and subnational levels.

1. UNDP has contributed with a wide range of technical expertise, technological assistance, advocacy, civic and private actors engagement to the integration of gender concerns across all three clusters of CPD in the areas of: political engagement of women[[76]](#footnote-77), peace consolidation[[77]](#footnote-78), access to justice[[78]](#footnote-79), early marriages[[79]](#footnote-80), women economic empowerment[[80]](#footnote-81), bride kidnapping and social inclusion[[81]](#footnote-82), protection from gender violence[[82]](#footnote-83), digital transformation[[83]](#footnote-84), adaptive capacities and climate change resilience of the women-led households[[84]](#footnote-85).
2. At the strategic level, UNDP, in cooperation with the UN agencies, contributed to the development of the new Gender Equality Strategy (2021-2030) and its Action Plan. As a result, a permanent Council on Women's Rights and the Prevention of Gender-Based Violence (GBV) was established within the Parliament to work on women’s rights issues and violence against women and girls within the national legislative and policy agenda[[85]](#footnote-86).
3. Some key gender-oriented achievements generated with UNDP contribution include the endorsement of legislation addressing gender inequality, the 30% mandatory quota for women in local councils (2019), which led to 39% of seats in local councils to be filled by women and the Law “On Early Marriages” (2018)[[86]](#footnote-87). UNDP supported implementation of the National Action Plan on preventing early marriages by developing the capacity of the state authorities and involvement of the civil society and religious organizations[[87]](#footnote-88).
4. UNDP also has invested in gender-oriented capacity development of its team, including on such topics as gender mainstreaming in the project cycle management and gender-sensitivemonitoring and evaluation (M&E). The gender analysis has been conducted regularly since 2018 and included 39 gender benchmarks on seven performance areas[[88]](#footnote-89). In 2020, UNDP Kyrgyzstan received the Gold Gender Equality Seal[[89]](#footnote-90), which represents the recognition of its performance on the mainstreaming of the GEWE aspects[[90]](#footnote-91).
5. Overall, UNDP has found a good balance between *upstream* and *downstream* work in promoting GEWE in Kyrgyzstan. Results and positive contribution towards the advancement of the GEWE in the country during this CPD were also attested by the national and international partners in the 2020 Partnership survey[[91]](#footnote-92). The Figure 4 (see the next page), illustrates that in perception of the absolute majority (80%) of the surveyed key (sub)national and international stakeholders, UNDP had a great contribution towards the mainstreaming of the gender equality issues in Kyrgyzstan. The same survey reveals that the respondents have different perceptions regarding the UNDP contribution towards other CPD areas: good governance, environment protection, resilience enhancing, poverty reduction and energy efficiency. The majority (40-50%) of them consider that UNDP had a great contribution to those areas, as well. The UNDP contribution towards poverty reduction seems to be the mostly disputed by the respondents, as 40% of them (donors and CSOs) perceive UNDP` contribution as great, while about 20% (UN entities) – as not too much.

Figure 4. *UNDP contribution to the development areas*

Source: *2020, UNDP Survey Country Report. Kyrgyzstan.*

1. The gender related results achieved, as confirmed by the desk review findings[[92]](#footnote-93) and field mission consultations[[93]](#footnote-94) are mostly scalable with transformative potential and could further promote rights of women and girls and other vulnerable groups, if further implemented across Kyrgyzstan in partnership with other partners.

***Finding 7.*** *UNDP has* ***actively******supported*** *the ‘****Leaving No One behind’*** *(LNOB) agenda at the strategic level and through its programming and has brought tangible benefits for vulnerable groups (women, PwDs, youth, minorities) through diverse projects. However,* ***youth*** *as cross-cutting issue needs further mainstreaming**in the UNDP`s project portfolio.*

1. The Kyrgyz Republic adhered[[94]](#footnote-95) to the global commitment to *‘leave no one behind’* with a focus on prioritizing the most vulnerable groups of the population. In line with the respective commitment assumed by the country, UNDP CO provided and the GoK benefitted of strategic support within the global Open Government Partnership (OGP) Initiative[[95]](#footnote-96) aiming to strengthen acknowledgment of the role of the Parliament of Kyrgyzstan as an interface between citizens and state institutions to adopt people-centred policies and legislation and, subsequently ensure that *“no one is left behind.”*
2. Interventions supporting vulnerable groups were preponderantly projects-based and some[[96]](#footnote-97) of them representing multi-phase initiatives. The stakeholder interviews[[97]](#footnote-98) confirmed the desk review findings that UNDP actively supported LNOB Principle directly and through some platforms and made a positive contribution in: increasing the accessibility for vulnerable people[[98]](#footnote-99) to the healthcare services by providing necessary technological support and drugs[[99]](#footnote-100); improving their access to the labour market by creating jobs, online platform and mobile application for job seekers and employers to match. The benefits also include: enhanced access to financing and employment and entrepreneurship support measures; increased access to the elections for the migrants through the digitalization of the electoral process[[100]](#footnote-101); increased efficiency (promptness) of the provision of the civil registration public services[[101]](#footnote-102), increased the accessibility to justice of the population, including LGBTI minorities, PwDs and to the first psychological aid of the persons with mental health conditions[[102]](#footnote-103). UNDP has a better opportunity for influence, while providing support and resources, which is an important credibility factor for advocacy.
3. Aiming to enhance accessibility of public services, UNDP strengthened national capacities to engage with targeted groups in the planning, digitalization and delivery of public services in Kyrgyzstan. However, as showed field mission consultations[[103]](#footnote-104) more effort is needed as their participation in decision-making at the national and local levels still remain limited. Some stakeholders[[104]](#footnote-105) expressed their concerns that with the digitalization some vulnerable people, especially elderly people and those from remote areas, might be at a risk to be left behind.
4. The demographic tendency illustrates that the population of Kyrgyzstan is constantly growing and rejuvenating[[105]](#footnote-106). This means that the proportion of youth population of the country is increasing, which provides the outmost argument for the Government and its development partners (including UNDP) to proactively target this group. UNDP is member of UN Youth Thematic Group[[106]](#footnote-107) (YTG) and supports implementation of the UN Youth 2030 Strategy at the national level. CO`s project portfolio contains a few youth related projects, for instance on digital skills and youth employment[[107]](#footnote-108) and preventing violent extremism (PVE)[[108]](#footnote-109) and youth is promoted as cross-cutting issue within the project portfolio[[109]](#footnote-110). However, youth as a cross-UN issue is modestly financed and the Youth focal point doesn’t have effective youth mainstreaming mechanism and tools, as opposite to gender mainstreaming mechanism.
5. The youth mainstreaming architecture needs to be strengthened and become comparable with the gender mainstreaming machinery (both are cross-cutting issues). The YTG needs a more consistent technical support[[110]](#footnote-111).

***Finding 8.*** *UNDP is* ***effectively demonstrating its integrator role[[111]](#footnote-112) as the lead agency for the SDG integration****. Its efforts to deliver under ‘UN as One’ produced benefits through and consolidated synergies. Partnership Framework for Sustainable Development[[112]](#footnote-113) (PFSD) has been instrumental to improve coordination around SDGs agenda, but the SDG integration* ***partnership and all key areas of work are affected by the changes in the political landscape and reshuffles.***

1. There are multiple pieces of evidence and examples, which demonstrate UNDP’s key and lead role in the SDGs’ integration, such as: Leading the Mainstreaming, Acceleration and Policy Support (MAPS) and reviewing the institutional setting for Agenda 2030; SDG acceleration through multi-stakeholder collaboration; Rapid Integrated Assessment (RIA), UN SDG working group, Social Impact Economic Assessment (SIEA), etc.
2. The PFSD consolidated joint efforts of the national and international partners and encouraged a highly participatory approach during the first Voluntary National Review (VNR)[[113]](#footnote-114). The interviewed national partners[[114]](#footnote-115) engaged in the VNR “learned while doing”[[115]](#footnote-116) and consolidated their thematic capacitates throughout the process and this represents an added value.
3. Working within the One UN framework in Kyrgyzstan, UNDP has demonstrated valuable benefits of joint initiatives and partnerships (with RCO and UN entities: UNICEF, UN Women, IOM, UNITAR, UNFPA, ILO etc.) by developing and implementing PBF-funded actions, bringing comprehensive thematic cross-cluster expertise (e.g. on peacebuilding, elections, migration, DRR), mobilization of funding and improving synergies and complementary expertise for a larger overall impact. This has also meant considerable efforts in coordination and programming given the varied mandates and priorities of the UN entities. Examples of cross-sector collaboration with other UN partners exist across all three outcomes of the country programme expressed in 12 joint projects implementation: one joint project under Outcome 1; eight joint projects[[116]](#footnote-117) under Outcome 2 and three projects[[117]](#footnote-118) under Outcome 3.
4. The national and international partners[[118]](#footnote-119) are positive in their feedback on joint UNDP projects, which can be attributed to the proactive relationship management of the CO. This broadened the partnerships and increased participation of the national and local stakeholders in development planning and implementation. However, due to frequent governmental restructurings and staff turnover (especially at the senior and sometimes mid-management level), the judicial reform agenda, institutional memory within the partner institutions, communication and the partnerships are significantly affected. In addition to the response to pandemic, UNDP CO has responded to the changing context by realigning its portfolio and continued to effectively respond to national priorities. Thus, the CO provided support for widely consultations regarding the legal amendments attempting to the human rights and freedoms (jointly with other international development actors) to ensure progressive legislative changes in a holistic manner and in compliance with the international commitments of the Kyrgyz Republic, strengthened the functional capacity of the electoral bodies, improved financial transparency of the elections; and advanced the digital transformation agenda.
5. The interviewed UN entities, Government and national and international stakeholders also recognize UNDP integrator`s role and perceive the UNDP leadership in the country as the key driving force in this regard. UNDP leadership was also seen as key success factor in supporting UN entities to strengthen their collaboration with the Government and other partners[[119]](#footnote-120). However, there are also some voices from UN system and UN agencies, which mentioned that sometimes UNDP while fulfilling its integrator’s role is dominating. It worth underlining that UNDP is by size and scope of programme by far the largest UN agency in Kyrgyzstan and enjoys high relevance and trust from the authorities in the areas of involvement. This benefits UN overall standing and sometimes paves the way for other UN agencies’ engagement.
6. UNDP plays an important role in supporting and strengthening the UN Resident Coordinator role and office, after the UN Development system reform. COVID-19 also created an opportunity to strengthen the collaboration of UNDP with other UN entities, in a representation of the One UN approach and a foundation for continuing such collaboration in Kyrgyzstan. UNDP had a technical leadership role in the formulation of the joint UN Central Emergency Response Fund[[120]](#footnote-121) (CERF). It has had significant importance for both the overall policy direction in the national response and influenced the formulation of the new UN Sustainable Development Cooperation Framework (UNSDCF) for 2023-2027 in the Kyrgyz Republic.
7. UNDP Regional Bureau for Europe and the CIS provided policy and programme support, as well as quality assurance, supporting[[121]](#footnote-122) the CO in the achievement of its annual targets, including during the COVID-19 recovery and addressing governance and social cohesion risks and challenges[[122]](#footnote-123). Through the Kyrgyzstan Programme Support Group, which includes representatives from HQ and IRH, the UNDP CO benefited from expert support and guidance while developing of social cohesion strategy, portfolio adjustment to respond to country needs and priorities, resource mobilization, electoral assistance, rule of law and justice.

***Finding 9.*** *UNDP is* ***active in advancing digitalization and supporting******innovations,*** *including through designated Accelerator Lab. However, there is a* ***need to strengthen innovation work*** *of the UNDP through diversifying partnerships and a more active integrator role of the Accelerator Lab in engaging UNDP clusters in innovations to do development differently.*

1. According to the Global Competitiveness Report[[123]](#footnote-124) (2017-2018), Kyrgyzstan is ranked 102 out of 137 countries with low innovation and sophistication (ranked 128) and technological readiness (ranked 102). The Government benefitted from technological and technical assistance provided by UNDP. This resulted in adjusted regulatory framework and improved digital environment in line with the *“Unity, Trust, Creation 2018-2022*” Programme and “Sanarip - Digital Kyrgyzstan 2019-2023” digital concept[[124]](#footnote-125) which focused on digital transformation and increasing the digital awareness and literacy of the population[[125]](#footnote-126). The initiatives undertaken so far pushed the digitalization reform forward and improved the interagency/interoperability through the Electronic Platform “Tunduk”[[126]](#footnote-127) uniting all existing information systems into one and generating some positive changes, for instance decreasing the number of road violation records by 50%[[127]](#footnote-128).
2. The drivers for innovations[[128]](#footnote-129) for UNDP are demand-driven and linked to the country context and developmental needs of the population of Kyrgyzstan, which underlines the ownership and sustainability prospects of the innovations. UNDP has accumulated the needed capacity to accelerate development and innovate, especially in the areas of digital transformation and modernization. The CO`s innovation focal point and the Accelerator Lab[[129]](#footnote-130) are partnering to respond to country needs and priorities , and also to foster the innovative thinking agenda among the national stakeholders by sharing scalable innovation products and approaches, which have been implemented and introduced mostly in the era of digitalization. As highlighted by the stakeholders[[130]](#footnote-131), especially government representatives, the CO uses a range of actions[[131]](#footnote-132) to share, promote and scale up innovative knowledge and approaches, including applications and digital solutions.
3. The pandemic accelerated Government’s digitalization planning and implementation and urged the Government and national and international development actors (including UNDP) to adapt promptly to the new realities, to operate remotely through digital platforms and to mainstream innovative solutions in the areas of e-governance, digitalization, e-commerce, e-fiscalization and e-education.
4. While supporting innovations and digitalization UNDP uses a rights-based approach, particularly on the one hand, it is focused on increasing the national capacities and enabling the infrastructure of the public service providers[[132]](#footnote-133) (supply side); on the other hand - it empowers the citizens of Kyrgyzstan (demand side) by increasing their digital literacy to use the benefits of digitalization. Some illustrative examples are the project on youth digital education[[133]](#footnote-134) and start-up facilitation, and digital accelerators focused on identifying and piloting new solutions for development[[134]](#footnote-135).
5. The UNDP’s Innovation challenge call initiative enabled cooperation with the private sector and mainstreamed innovative approaches in its partnership with the different private companies[[135]](#footnote-136).The collaboration with a private cinema company increased the visibility of UN values and UNDP as the result of the disseminated video materials on supported thematic areas: access to justice, elections, governance, climate change, gender equality and digitalization[[136]](#footnote-137). The partnership also increased the effectiveness and promptness in response to the pandemic, particularly in providing solutions to remote learning and remote health service and socialization and stay connected with relatives and friends in the time of lockdown, thanks to the on-line services described above.
6. In November 2020, the CO launched the Accelerator Lab[[137]](#footnote-138) - Kyrgyzstan, which first started with sense-making exercise to understand the needs of local communities. The AccLab has a systemic approach to experimenting with solutions and is incubating new strategic initiatives aimed to reinforce sustainable development through accelerating grass-roots innovation and experimentation and facilitation of the cross-sectorial consultations among government, private, CSOs, UN entities on areas such as: inclusive digital public services, digital civic engagement, green and digital economy, digital literacy, gender, youth, education, health and social development, citizen-empowered community development, STEM women and SMART cities and private sector engagement and development. The AccLab launched the *Online Community Accelerator* to accelerate community-led developmental effects of CSOs focused on promotion of the digital civic activism. The AccLab is also scaling up the impact of the local start up (BalaTech), which was selected as one of ten impactful digital solutions at the global *Digital X Scale Accelerator[[138]](#footnote-139)*.
7. The field mission consultations[[139]](#footnote-140) revealed that there is a need to further consolidate the innovative direction of UNDP, On the one hand, to more actively support (in terms human and financial resources) the newly established Accelerator Lab[[140]](#footnote-141) to examine the existing programming pipeline and identify opportunities to incorporate social innovations within the UNDP portfolio. The Accelerator Lab needs to facilitate the innovation learning by exploring grassroots solutions and collective intelligence from the global Accelerator Labs network.; On the other hand, it is necessary to further pilot, monitor and scale up the scalable innovations (similar to the BalaTech), which brings the much needed added value.

***Finding 10.*** *COVID-19 pandemic situation affected the delivery and performance of the CPD and projects. UNDP was* ***responsive to pandemic challenges*** *by leveraging projects to bridge functional capacity gaps and promptly adjusting its interventions, mobilizing additional resources and supporting the Government of Kyrgyzstan in its preparedness and recovery efforts. CO effectively collaborated on policy level engagement to deliver the UN joint Socio-Economic Impact Assessment (SEIA), socio-economic response and recovery plan (UN SERRP) and recovery activities.*

1. The COVID 19 pandemic is more than just a healthcare crisis, as it affected almost each area of the social, economic, political and cultural life of Kyrgyzstan. It revealed the systemic weaknesses in the national governance system such as: underdeveloped evidence-based policy processes, weak outreach and risk communication practices and limited healthcare infrastructure.
2. The pandemic situation significantly impacted the delivery and performance of the CPD and its projects in volatile and complex environment of Kyrgyzstan. During 2020, most of the planned interventions, especially focused on: social mobilization and gathering, infrastructure development, access to justice, capacity development actions (e.g. roundtables, trainings, study visits), have been either cancelled or temporarily postponed.
3. In the case of healthcare projects in the area of TB and HIV[[141]](#footnote-142) the coverage of the target groups with prevention, diagnostics and treatment was negatively impacted by the pandemic crisis, which resulted in decrease of TB patients diagnosed and enrolled to treatment compared to 2019, as well as decrease in coverage in certain target groups despite a serious of adjustments were introduced in order to mitigate the impact of the pandemic to the planned implementation dynamics[[142]](#footnote-143).
4. The CO’s management response was early and timely, among others included: adjustment of the *modus operandi*, switching to the online mode and using online platforms, mobilizing additional resources from development partners, internal funds and adjusting operations, e.g. fast track facility with the simplified procedures increased the adaptability. The undertaken actions somehow diminished the negative effects of the pandemic allowing the implementation and management the projects using flexible approaches and monitoring strategies.
5. The CO is working closely with UNCT to support an integrated UN response to the pandemic and this illustrates UNDP`s commitment to deliver better, quicker and more effectively. UNDP works in alignment with the World Health Organization (WHO) through COVID-19 Strategic Preparedness and Response Plan. UNDP was able to realign some of the existing programme activities to mitigate impacts of pandemic according to rapid needs assessment and Socio-economic impact assessment.
6. UNDP`s response to the pandemic was multi-sectorial and focused on: 1) Supporting the health system; 2) Inclusive and integrated crisis management and response and 3) Addressing Human rights and socio-economic impact. The initial response to the emergency situation has been on ensuring timely procurement of critical medical supplies. UNDP multi-dimensional support on the supply side strengthened the national health system and its infrastructure as the result of provision of protective equipment to frontline health workers, specialized diagnostic and treatment equipment, life-saving drugs and necessary consumables[[143]](#footnote-144). It also increased the regulatory framework and national capacities on the crisis management, as the result of the policy-making support, technical assistance and capacity development (thematic trainings) of the health workers on medical waste management[[144]](#footnote-145).
7. The CO`s response to pandemic was rights-based targeting on both dimensions: 1) capacity enhancement of the *duty bearers* (public authorities) and 2) empowerment of the *rights holders* (wide population) through the national public information awareness campaigns[[145]](#footnote-146) and legal aid centres[[146]](#footnote-147). As remarked the interviewed stakeholders[[147]](#footnote-148), the health system strengthening support had a positive impact, because; on the one hand decreased the pressure on the public health system of the country; on the other hand, increased the national crisis management and response capacity. On the demand/*rights holders* side, the UNDP support contributed to increased public awareness of the population on their rights and duties during the emergency period[[148]](#footnote-149), as the result of the national public awareness campaign delivered in cooperation with the Ministry of Justice and the Ministry of Emergency Situations.
8. UNDP’s contribution to the pandemic-related resource mobilization is consistent. Since the beginning of pandemic, CO jointly with the Government, UN entities and development partners planned resources needs and allocation as well as funding gaps to prompt and effective response to pandemic. While the political and socio-economic context of pandemic has proved challenging for resource mobilization, UNDP mobilized[[149]](#footnote-150) around $11 million aimed to support health care system of Kyrgyzstan, inclusive and integrated crisis management, and address socio-economic impact of COVID-19 in the country[[150]](#footnote-151). Around $3 million are in the hard pipeline for COVID-19 response to support green economy and economic recovery projects. UNDP also realigned some of the current programme activities on the total amount $2 million with the respective donor agreements towards effective response to the pandemic[[151]](#footnote-152).
9. UNDP established a research partnership with the Asian Development Bank (ADB) in 2020 and acted promptly to offer a comprehensive and well justified SEIA. UNDP provided consistent financial and technical support to Ministry of Economy for data collection on poverty impact and effects on job market. In addition, the early analytical studies of job market to inform its recovery response were supported. Evidence gathered[[152]](#footnote-153) proves that UNDP response to the COVID-19 pandemic is highly relevant, consistent, prompt and flexible to the needs of Kyrgyzstan. The recommendations of the study were adopted by Government and influenced both the directions of the national Anti-Crisis Plans as well as the post-crisis recovery plans, including a stronger focus on digital transformation, green development, etc.

***Finding 11.*** *UNDP has* ***integrated the Results-Based Management*** *(RBM) approach across its programmatic work.* *However, there are* ***inconsistencies in the alignment of project-level ToC with the CP’s ToC*** *and the* ***ToC are insufficiently mainstreamed through the projects cycle management****. The M&E architecture is in place, but the focus of M&E is mostly on the output level results rather than outcome and impact level changes.*

1. UNDP has mostly integrated the RBM principles, especially in its planning and programming at the country level. The projects frameworks contain the results-chain (output-outcome-impact) and respective performance quantitative and qualitative indicators.
2. Each CPD Outcome has distinct well-defined ToC, which illustrates a justified and anticipated change pathway with *if…then... because...[[153]](#footnote-154)* linkage and is based on previously identified and described challenges and lessons learned. Some projects[[154]](#footnote-155) use ToC approach aligned to the CPD Outcome ToC, while other project-level[[155]](#footnote-156) ToC have inconsistences in terms of complexity, change pathway and the alignment with the CPD outcome is weak.
3. The justification and prioritization of interventions along with the depth of analysis and justification also varies and remains inconsistent. The portfolio has projects that do not use the ToC approach although have some of the key elements, such as: assumptions, risks and results` chain[[156]](#footnote-157). The existence or non-existence of the ToC is also (mostly) determined by the granting procedures and requirements of the donors, as some of them required ToC and some not. If in the project design phase the ToC is mainstreamed differently from project to project, the findings show that the ToC approach generally is poorly mainstreamed at the monitoring and reporting phases, i.e. the project teams do not analyze the extent to which the de-facto changes are happening as anticipated in the ToC.
4. The situation is better in terms of evaluation, because the ToC issues are mainstreamed in and analyzed by the mid-term and final project evaluations[[157]](#footnote-158). In a few projects[[158]](#footnote-159), there are some inadvertencies in RBM-oriented monitoring and reporting, which make difficult to assess the outcome and impact level changes.
5. The pandemic restrictions, periodical lockdowns and inaccessibility in reaching the projects’ sites restricted interaction with the stakeholders and, besides the projects implementation difficulties described above, generated also limitations for the projects-related M&E operations, especially regarding the data collection and direct observations. As the mitigation measures, UNDP used online communication, remote monitoring and data collection. During the CPD implementation period (2018-2021), the CO undertook 12 evaluations (ten final and two mid-term) with the budgets ranged from $5,000 to $30,000. The quality ratings are: one evaluation (highly satisfactory); two evaluations (satisfactory), six evaluations (moderately satisfactory); one evaluation – (moderately unsatisfactory) and two evaluations (unsatisfactory). The distribution per CPD Outcomes is: two project evaluations[[159]](#footnote-160) within the Outcome 1, five project evaluations within the Outcome 2 and five project evaluations within the Outcome 3. Analysis of the evaluation ToRs and reports[[160]](#footnote-161) triangulated with the field mission consultations[[161]](#footnote-162) show that the current M&E architecture of UNDP Kyrgyzstan is well-structured and oriented towards identification and analysis of the projects` results, but is insufficiently focused on analysis of their contribution to the CPD-level results, which represents an area for improvement. The outcome and output level achievements are being tracked in the ROARs and projects evaluations reports. However, there are no distinct outcome-level evaluations of the CPD outcomes, i.e. none of the CPD outcomes/clusters was assessed prior to the current DCPE[[162]](#footnote-163).

***Finding 12.*** *Despite challenging country context in Kyrgyzstan and pandemic restrictions, overall,* ***UNDP CO is mostly on track*** *in fulfilling its CPD targets*.

1. The analysis of the CPD budgets, expenditures and delivery rates reflected in the table 1, reveals that UNDP has overall a 71% of delivery rate (61% -Outcome 1, 78 % -Outcome 2 and 58% -Outcome 3). The resources mobilization targets are $19,000 (2020) and $18,000 (2021). There are clear triangulated evidences (described below within each Outcome), which illustrate the progress towards the CPD targets in all three outcomes on the key dimensions, such as: inclusive policy making and gender sensitive normative framework; strengthened national and sub-national institutional mechanisms; improved public services and increased the public access to them; empowered end-beneficiaries, including those (at risk to be) left behind; enabled environment and modernized infrastructures.
2. Evaluation team identified two main factors[[163]](#footnote-164), which affected and still affects significantly the CPD performance across all three outcomes: 1) Political context (the most influential factor) in Kyrgyzstan and 2) Pandemic situation[[164]](#footnote-165). The changes in the political landscape and reshuffles, change of the governance form from parliamentary governance to the presidential one and consolidation of the authority of the presidential branch, changes of the constitution and legislation overall affects the CPD performance, especially in the case of the actions focused on the policy and normative and institutional capacity changes. It also affects the national ownership and sustainability prospects through the CPD cycle*.* There are also some projects related factors, which affect/ed the implementation of some particular projects, e.g. judicial trial[[165]](#footnote-166), illegal practices and high stigmatization[[166]](#footnote-167).

## 2. 2 Sustainable and Economic Growth

**CPD Outcome 1:** By 2022, inclusive and sustainable economic growth is increased through agricultural, industrial and rural development, decent work, improved livelihoods, food security and nutrition.

1. Within the Outcome 1, UNDP implemented 11 projects all of them contributing to GEN 2, majority of the projects (six) with the budget slightly more than $1 million; three projects with overall budgets of about $3,5 million, one project – almost $2,5 million; and one less than $1 million. Two projects are multi-phase, eight projects are completed and three projects (including one multi-phase are under implementation stage and planned to be completed during 2022. The total budget is $14.261,862, the expenditure - $8.703.015 and the delivery rate – 61%. The donors are: The Russian Federation (four projects); Finland (two projects); UNEP (1 project); UNDP TRAC (1 project); UN PAGE (1 project), UN SDG Fund (1 project) and Japan Supplementary Budget (JSB) (1 project).
2. UNDP’s work within the sustainable and inclusive growth portfolio targets: sustainable and inclusive economic development, green and digital economy, youth employment; area-based business development; integrated financing frameworks; economic empowerment and equal and equitable access to economic opportunities.

***Finding 13.*** *UNDP has* ***contributed significantly to enabling policy frameworks*** *and* ***institutional mechanisms*** *at the government for sustainable, resilient, inclusive and gender-responsive economic growth of Kyrgyzstan in line with the respective nationalized SDGs[[167]](#footnote-168).*

1. UNDP assistance is multi-dimensional and focused on sustainable, resilient, inclusive and gender-responsive development-oriented policies and accountable institutions that support diversification, productive activities, decent job creation, increasing access to financial resources, business infrastructure development, technological upgrading and innovation, including through labor-intensive sectors.
2. The government benefitted technical assistance provided by UNDP, which provided policy related recommendations and encouraged civic engagement in the policy making. As the result, some important national and sectorial strategic documents and reviews were adopted, e.g.: National Development Strategy 2040; Voluntary National Review of the SDGs; Export Development Strategy of Kyrgyzstan (2018-2022), National Program for Tourism Development (2019-2023); National Green Economy Strategy (2019-2023), Concept on Migration Policy (2021-2030). The Parliamentary Committee on SDGs (12 persons, including 6 women) was established in 2018 as the result of the UNDP technical assistance. The analysis of the existing data including from the field mission consultations[[168]](#footnote-169), revealed that the new mechanism enhanced the Parliament`s oversight function to SDGs national adaptation. However, the changes of the political system and governance form in the country has shrunk this function of the Parliament, which generated a dilemma for UNDP regarding the next actions. See *Recommendations* part of the report. UNDP also contributed to enhanced government’s capacity in preparation and implementation of investment and bankable projects through assistance in identification, preparation and implementation of bankable projects for financing from the Russian-Kyrgyz Development Fund and establishment of the national mechanism for identification of potential business projects.

***Finding 14.*** *UNDP* ***promotes green entrepreneurship and consolidates investment environment*** *in partnership with the private sector and local governments; which* ***contributed to economic growth and******poverty reduction****. However, the* ***economic productivity and sustainability of the jobs created are affected by the pandemic,*** *and there is a* ***need and promising perspectives for increasing the engagements******with the private sector****.*

1. UNDP, jointly with other UN organizations and in cooperation with development partners[[169]](#footnote-170) supports local governments and communities from urban and rural areas and regions with high poverty rates, and conflict-prone areas, in implementing comprehensive, risk-informed and conflict-sensitive area-based economic development interventions[[170]](#footnote-171). Local government capacities are strengthened on rational land management, including management of agricultural lands, natural resources and pastures and engage with citizens and provide better public services to them, including using digital solutions and *one window* principle of provision of the municipal services on: land ownership, civil registration, taxes, family issues etc.
2. Supporting the GoK with implementation of the national policies on poverty reduction and inclusive economic development and employment, UNDP generated some changes confirmed during the field mission consultations: reduced poverty and improved socio-economic wellbeing of population by creation of about 1.600 jobs[[171]](#footnote-172) in: agricultural production and processing, commerce, tourism, light industry; increased export deals, especially with Uzbekistan[[172]](#footnote-173), which contributed to the economic growth[[173]](#footnote-174). As the result of the rehabilitated water systems and pastures` infrastructure, empowerment support of end-beneficiaries and community mobilisation initiatives, it was, improved the access to the natural resources (water and pastures) in Osh and Naryn regions[[174]](#footnote-175); enhanced the digital economy literacy, especially of the youth[[175]](#footnote-176) and strengthened technological upgrading[[176]](#footnote-177).
3. The Partnership for Action on Green Economy (PAGE)[[177]](#footnote-178) represents a cooperation mechanism that, under UNDP co-leadership and in close coordination with five UN agencies (UNDP, UNEP, UNITAR, ILO and UNIDO) and Union of Banks of Kyrgyzstan identified the market needs and demand for green finance and mobilized and leveraged the national expertise. The UNDP contributed through technical assistance to improvement of the national statistical system, including on economic and labour statistics and identified, through Skills for Green Jobs Assessment, the existing challenges and potential opportunities for capacity development in priority sectors to meet the future skills needs. Thus, it enabled the environment for introducing the green finance principles in Kyrgyzstan’s banking sector and enhanced the national capacities (about 300 people of representing: line ministries, National Bank, academic institutions and expert community) on building inclusive green economy model[[178]](#footnote-179).
4. On diversification of partnerships, UNDP was instrumental in pursuing partnerships with the private sector (e.g. farmers, agricultural and processing companies, tourism operators, IT companies) that proved relevant and efficient for advancing economic opportunities, efficient land management and rehabilitation of pasture infrastructure, green entrepreneurship, increasing the economic productivity, socio-economic integration and employment of the vulnerable people, including women and youth[[179]](#footnote-180).
5. The field visits to the SMEs and consultations with the local stakeholders[[180]](#footnote-181) revealed that the economic productivity and sustainability of the jobs created are significantly affected by the pandemic situation. There is a high need and promising perspectives, particularly the commitment of the private companies for more active engagement with the private sector for a more consistent cooperation, promotion of innovations and green economy, further infrastructural support and technological upgrading needed for increasing the productivity and economic growth.

***Finding 15.*** *UNDP as part of the UN Migration Network, is* ***committed to supporting*** *Kyrgyzstan in advancing* ***sustainable development and empowering migrants*** *as agents of change in the local development processes, despite the fact that there is no explicit target on* ***migration*** *and* ***diaspora******issues*** *in the current CPD.*

1. UNDP had no explicit target on migration in the CPD 2018-2022. Nevertheless, one positive aspect is that UNDP successfully piloted one small-scale initiative in three local communities from South regions, namely Batken, Osh, and Jalal-Abad[[181]](#footnote-182) impacted by migration and generated good practices and gained valuable experience in harnessing diaspora potential for the local socio-economic development in Kyrgyzstan. Other migration and diaspora related actions include joint UNDP-IOM events (roundtable and policy seminars)[[182]](#footnote-183), as part of the UN Migration Network Work Plan and reflection of the corporate anchoring in line with the UNDP-IOM Memorandum of Understanding. Overall, the UNDP work on migration and diaspora was sporadic, fragmented and insufficiently consistent and mostly included: one small scale pilot project implemented in three Southern regions of the country ($140,000 budget) focused on harnessing diaspora potential for the local socio-economic development in Kyrgyzstan, three joint UNDP-IOM round tables/ seminars on Migration Policy and mapping of existing relevant national and local actors.

1. However, there are promising perspectives in this regard. Thus, UNDP provided tangible technical, infrastructure development and digital transformation support to the Consulate of Kyrgyzstan to the Russian Federation[[183]](#footnote-184), which, as confirmed during the field mission consultations is willing and available to partner with UNDP in diaspora related initiatives. After a 10-years period, Kyrgyzstan has a new Concept on Migration Policy[[184]](#footnote-185) (2021-2030), which represents a long-term vision for managing migration processes and sets the main priorities on addressing migration and making it work for the development of Kyrgyzstan[[185]](#footnote-186).
2. It worth noting that currently the UNDP CO is developing a strategic and comprehensive initiative focused on mainstreaming the migration issues and migration-sensitive design, planning and delivery within its projects` portfolio for the next programming cycle (2023-2027). A migration specialist from Moldova was hired, who among other aspects, shares the best practices gained within the multi-phase flagship project of the UNDP in Moldova, entitled *Migration and Local Development (MiDL)[[186]](#footnote-187).*

## 2. 3 Accountable Institutions, Justice and Peace

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**CPD Outcome 2:** By 2022, institutions at all levels are more accountable and inclusive, ensuring justice, human rights, gender equality and sustainable peace for all.

1. This is the largest cluster in CO`s portfolio both in terms of number of the projects and the budget. The CO implemented 23 projects (15 contributing to GEN 2 and 8 – GEN 3) under this outcome with a wide range of budgets from very small $14,104[[187]](#footnote-188) to almost $ 6 million[[188]](#footnote-189) and to $27,5 million[[189]](#footnote-190). However, majority of the projects (13) have small budgets less than $0,5 million; five projects – between $0,5-1 million, four projects - between $1-2 million and three projects $2-5 million and two (Global Fund) projects – over $20 million. Two projects are multi-phase, 18 projects are (scheduled to be) completed and five projects are under implementation stage and planned to be completed during 2022-2024. The total budget is $69.179.030 the expenditure - $53.783.861 and the delivery rate – 78%. The donors are: PBF (four projects), Switzerland, Japan (each three projects), EU, Global Fund and UNDP (each two projects), Russian Federation, UK, Finland, Germany, MPTF, South Korea, TRAC and INL (one project).
2. The focus of the outcome has been on addressing key strategic issues such as: inclusive governance; enhancing capacities of the Government, Parliament and local authorities; electoral support including to the Electoral Commission; rule of law and justice reforms; access to justice, peace and prevention of the violent extremism; gender mainstreaming; addressing gender-based violence and healthcare and controlling the HIV and TB.

***Finding 16.*** *UNDP has made* ***a good contribution to harmonization of the new legislation, capacity development and technological upgrade of the targeted public institutions, enhancement of their public accountability, and increasing*** *transparency and inclusiveness. Due to the changes in the political landscape and reshuffles,* ***the effects and the sustainability prospects were diminished****.*

1. UNDP provided support to the national legal and judicial institutions[[190]](#footnote-191) to:1) harmonize new legislation regarding criminal and administrative law; 2) uphold the rule of law and protect human rights; 3) increase public interaction with vulnerable and business community groups, and 4) monitor legal reform to enable evidence-based strategic planning and policymaking. The criminal justice practices were reviewed and contributed to identifying the systemic gaps and inconsistencies in the criminal legislation and justified further ammendments.
2. The line institutions, such as the State Registry Service[[191]](#footnote-192) and the Centre for Coordination of State-Guaranteed Legal Aid[[192]](#footnote-193) under the Ministry of Justice of Kyrgyzstan, improved the quality and promptness of delivery of their public services based on the integrated smart solutions, particularly digitalized civil registration process[[193]](#footnote-194).
3. UNDP technical and financial contributions in supporting the GoK’s efforts to enhance capacity and accountability of the Jogorku Kenesh (Parliament) have improved the quality and transparency of legislation and performance of its oversight functions and increased the engagement with the civil society[[194]](#footnote-195). Collaboration under the Open Parliament Initiative in 2020 led to improvement of the Parliament's public hearings process related to budget issues and as remarked the interviewed stakeholders[[195]](#footnote-196) increased public awareness about budgetary processes. Partnership agreements between 16 CSOs and the Parliament helped to foster civic education, public monitoring and strengthening public input into law and policy-making.
4. However, the constitutional changes and change of the governance form (switching from parliamentary to presidential form) and concentrating the power of the President affected the sustainability of the achievements. UNDP, as member of the Rule of Law Working Group was proactive and reacted publicly by expressing its concerns and vision during face-to-face events[[196]](#footnote-197) and jointly with other development actors[[197]](#footnote-198).
5. The field mission consultations[[198]](#footnote-199) and additional desk review of the secondary data[[199]](#footnote-200) show that UNDP managed to adapt to challenging political developments and also provided *the behind the scenes* support to national constitution-making process by providing technical assistance on review of draft Constitution and its results. The analysis reveals that the initial draft document was significantly edited, and the majority of the UNDP comments, related to human rights protection, had been taken into account and respective changes in the draft had been made[[200]](#footnote-201).
6. As confirmed during the field mission consultations with the government representatives, the current demand from the public officials is mostly focused on hard actions, such as the technical/technological aspects, including digitalizationof governance reforms and public services rather than on the soft interventions: systemic issues pertaining to enhancement of accountability, separation of power and transparency. This illustrates the need for further actions on increasing the awareness and political will of the government representatives in the favour of the soft interventions.

***Finding 17.*** *UNDP’s long* *term strategic and comprehensive* ***support to the Central Electoral Commission has resulted in significant institutional improvements*** *that have enabled more transparent, inclusionary, and well representative elections.*  *There is* ***need to enhance the electoral education****/literacy of the current and future voters.*

1. The UNDP is the main development actor in Kyrgyzstan focused on electoral support and strengthening the electoral systems of the country. It supported the Parliamentary and Local elections in 2020 and 2021, which improved the capacities of electoral administration bodies and enhanced inclusion and transparency of the electoral operations.
2. Capacity of the Central Election Commission (CEC) were strengthened by technological upgrade of the voter registration equipment, improving external communication, introducing ICT solutions for voter lists, campaign finance, engagement platforms, cybersecurity. CEC established an e-learning platform which helped 26,000 officials better understand the details of the electoral process and operate more effectively on election day[[201]](#footnote-202). CEC also strengthened the oversight and transparency of campaign finance by introducing the electronic campaign finance platform *“Talapker”* and upgrading more than 2,000 biometric voter identification kits and assisting with training more than 6,500 voter biometric identification operators[[202]](#footnote-203).
3. The (much appreciated by the GoK and CEC[[203]](#footnote-204)) efforts of the UNDP increased the CEC`s effectiveness and public image[[204]](#footnote-205) and generated a spectacular change of more than three-fold increase in the number of voters registered abroad (mostly in the Russian Federation, but also in Kazakhstan, Turkey, Italy, and the US) from about 13,000 voters at the beginning of 2020 to almost 50,000 voters[[205]](#footnote-206).
4. As expression of the rights-based approach, the UNDP also assisted the Kyrgyz citizens, including women, youth, migrants, PwDs to exercise their voting rights[[206]](#footnote-207). It supported information campaigns focused on increasing the inclusiveness, women’s participation and representation, voter education and registration of migrants. However, as revealed field mission consultations[[207]](#footnote-208), there is need to reinforce the electoral education/literacy of the current and future voters.

***Finding 18.*** *UNDP* *has significantly* ***improved the gender mainstreaming and increased access to justice*** *of the population, including of the different vulnerable groups and from remote areas of Kyrgyzstan.* ***There are promising sustainability prospects*** *of the achievements.*

1. The *Access to Justice* Project, Phase II (2018- 2021), was UNDP`s flagship initiative is leveraging the global thematic programme and is focused on empowerment of the *rights holders,* population from rural and urban areas, but also on policy support and capacity development of the *duty bearers,* public authorities responsible for coordination and provision of the free legal aid. The project generated important achievements linked to the CPD expected results.[[208]](#footnote-209) Thus, among others, the key achievements of the project are: 16 Free Legal Aid (FLA) Centers established in Osh and Chui regions, lifting the total number to 31 and ensuring almost full coverage of the country; enhanced access to justice, including outreach of the people from remote areas thanks to the FLA mobile teams; increased number of people (about 28 000 persons, including 10,481 women and 338 PwDs) from different regions of Kyrgyzstan, who have benefitted from FLA services; improved legal and regulatory framework for the FLA services; established the FLA Coordination Center at the Ministry of Justice; and ratified Convention on the Rights of PwDs[[209]](#footnote-210).
2. The analysis of the data collected during the field visits to the FLA centers and the mobile multi-disciplinary teams (so called „Bus of Solidarity”) triangulated with the desk review findings reveal overall promising sustainability perspectives. Thus, the FLA centers are functional and provide regularly the legal services to a wide range of the beneficiaries (including, women, PwDs, elderly people, /pensioners, LGBTI minorities) on the daily basis. The FLA Coordination Center at the Ministry of Justice and the Coordination platforms are held on the regular basis (twice a year).[[210]](#footnote-211) However, the government’s commitment to fund the expansion of legal aid infrastructure and continuation of the legal acts database could be stronger and the frequency of the “Bus of Solidarity” could be higher and are currently threatened by the on-going budgetary austerity.
3. UNDP has supported the Government’s commitment to ensure full participation of women and girls in the society and expanding their rights and opportunities. Thus, UNDP advocated for instituting a 30% gender quota in local councils based on a law that the Parliament endorsed.[[211]](#footnote-212) The '117' hotline was established for reporting GBV cases and has received more than 800 calls reporting domestic and gender-based violence cases[[212]](#footnote-213).

***Finding 19.*** *UNDP* ***actively supported the Government in implementing sustainable solutions*** *for sustainable peace building and prevention of violent extremism and applied inclusive approach based on civic engagement, trans-boundary cooperation and structured dialogues to address exclusion and inequality.*

1. UNDP, through a wide range of thematic projects focused on peacebuilding, prevention of violent extremism and promoting cross-border cooperation[[213]](#footnote-214), assisted the development of state policies to prevent radicalisation and violent extremism and sustain peace anchored on social cohesion and civic engagement. The state institutions and targeted communities of Kyrgyzstan benefited of policy-making support, which improved the national legislation by adopting new thematic laws (Law on countering terrrorism; Law on preventing extremism, Law on protection of critical information - cyber security). The GoK increased the inclusiveness of the policies, and strengthened the mechanisms and functional capacities to address the drivers of violent extremism and risks of conflict.
2. Two of the CO’s projects[[214]](#footnote-215),with the integrated area-based approach, tackled cross-cluster issues in a complementary manner assisting the GoK and regional and local authorities, with an integrated area-based development approach and generated valuable scaling up related lessons and three types of results[[215]](#footnote-216): increased awareness and enabled sustainable human development for prevention of violent conflicts (Outcome 2); economically empowered the local communities through new jobs created and rehabilitated social and economic infrastructure (Outcome 1); improved access to water and pastures and increased environmental safety (Outcome 3).
3. The analysis of the effectiveness of the UNDP-supported actions shows that the interventions generated benefits for the target beneficiaries, particularly: enhanced the institutional capacities of the public authorities on peacebuilding to prevent violent extremism by applying *whole-of- government[[216]](#footnote-217)* and *whole-of-society[[217]](#footnote-218)* approaches; empowered almost 1,200 community members, including youth women and girls, who, as confirmed during the field mission consultations, acquired knowledge and developed skills on conflict prevention, trust building, media literacy[[218]](#footnote-219) and generated inter-community and cross-border dialogues[[219]](#footnote-220).

***Finding 20.******UNDP*** *projects funded by the* ***Global Fund to fight AIDS, TB, and Malaria*** *capacitated the country`s Human Immunodeficiency Virus (HIV) and Tuberculosis (TB) response and contributed to strengthening the national health system. The projects* *have unique procurement experience and expertise and* *are* ***effective in their healthcare efforts****, which include HIV and TB* *patients, people who inject drugs, sex workers, men who have sex with men, prisoners, health professionals and CSO staff. However,* ***the pandemic negatively impacted the outreach*** *and coverage both with prevention and testing activities.*

1. UNDP is capacitating the country’s HIV and TB response at scale and contributing to strengthen the health system, including with distribution capacity through a network of national and regional NGOs, expanding laboratory and testing capacities. The GF funded projects have unique[[220]](#footnote-221) experience and expertise for procurement of second-line TB drugs, HIV and TB laboratory tests and consumables, while procuring contraceptives trough UNFPA, and antiviral treatment through UNICEF. UNDP CO is also continuously supported by the specialized UNDP teams from Geneva and Istanbul who are providing technical guidance in procurement and programmatic area.
2. Analysis of the achievement of 90-90-90 goals[[221]](#footnote-222) for the period 2016-2020 showed an increase in percentage of diagnosed persons living with HIV (PLHIV) from 70 percent to 76 percent, PLHIV receiving antiretroviral therapy (ART) from 46 percent to 93 percent and PLHIV with viral suppression from 62 percent to 80 percent[[222]](#footnote-223). PLHIV are provided with the treatment in line with the most recent WHO treatment recommendations. The percentage of individuals receiving opioid substitution treatment (OST), who received OST for at least 6 months, increased from 51 to 56 in 2020[[223]](#footnote-224), and continuous increase in coverage of the most at-risk population groups with HIV prevention programs was ensured. UNDP is addressing the complex and challenging issue of Multi-Drug Resistant TB (impacted by pandemic) in close cooperation with the network of stakeholders. There is no available data about the ratio of GF funds versus the national budget for HIV and TB treatment. However, as remarked by the interviewed GF`s projects representatives[[224]](#footnote-225), during the last two cycles the GoK is gradually taking over financing of some of the areas such as: procurement of HIV and MDR TB drugs, state social order for HIV and TB, performance-based financing of health services and some logistic processes (e.g. sputum transportation). This illustrates the positive sustainability prospects.
3. The GF projects contributed to removing the legal barriers to HIV and TB patients and members of key population groups and improve their access to related health services under the “catalytic fund” activities. The coverage of the target groups with prevention, diagnostics and treatment was continuously achieved at high percentage for most of the target groups (except sex workers), but was negatively impacted by the COVID-19 crisis which resulted in almost 30 percent decrease of TB patients diagnosed and enrolled to treatment compared to 2019, as well as decrease in coverage in certain target groups (especially sex workers) despite the mitigation adjustments[[225]](#footnote-226).

1. The GF projects, as complex initiatives, demonstrated notable level of agility during pandemic restrictions introducing additional programme activities and immediate repurposing of the grant savings ($1,8 million) to procurement of the PPE, laboratory, and treatment support, as well as respective consumables[[226]](#footnote-227). The measures ensured preventing interruptions of ARV and TB treatment due to COVID-19 related issues as well as maintaining the relatively high coverage with HIV prevention programmes even in the circumstances of limited mobility during the peaks of the crisis.

## 2. 4 Environment, Climate Change and Disaster Risk Management

**CPD Outcome 3:** By 2022 communities and institutions are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development.

1. UNDP has implemented 16 projects under this outcome (15 of them contributing to GEN 2 and one to GEN1), with the budgets ranged from $100,000 (two projects) to $6 million (one project). Majority of the projects (10) have the budget up to $1 million; four projects have budgets between of $1-2,5 million and two projects - between $ 5-6 million. Two projects are multi-phased, twelve projects are completed, and four projects are under implementation stage. The total budget is: $25.397.355, the expenditure - $14.775.840 and the delivery rate – 58%. The donors are: GEF (8 projects); KOICA, Japan, GCF, Russian Federation, Switzerland, UNDP, UK (1 project each).
2. UNDP’s work within the Environment, Climate Change and Disaster Risk Management (DRM) portfolio is focused on: environmental governance, climate change and resilience, biodiversity conservation, sustainable use of natural resources; water resources management; sustainable energy solutions, trans-boundary cooperation, civil protection and fire safety and national adaptation planning.

***Finding 21.*** *UNDP used integrated development approaches, which* ***strengthened the resilience of the institutions and communities*** *to climate and disaster risks and improved the environment and civil protection and increased the DRM capacities. There are significant* ***delays in the implementation of the Disaster Risks Reduction (DRR)[[227]](#footnote-228) project****.*

1. UNDP promoted integrated approaches to sustainable development, applied social and environmental standards and consolidated the resilience of institutions and communities to climate and disaster risks reduction contributing directly and indirectly to the thematic SDGs[[228]](#footnote-229) in line with the Paris Agreement Agenda, Sendai Framework for Disaster Risk Reduction (2015-2030) and other thematic international frameworks[[229]](#footnote-230).
2. As the Kyrgyzstan is natural disaster-prone zone, UNDP provided and the country benefitted from the multi-dimensional support, which: improved the national policies and normative framework on climate change mitigation, renewable energy[[230]](#footnote-231) and DRR[[231]](#footnote-232); enabled the necessary environment and further developed the existing infrastructure. In addition, the national monitoring system was strengthened as the result of the improved national policy monitoring framework on environmental SDGs and methodological adjustments and metadata on national SDGs targets[[232]](#footnote-233).
3. An analysis of the field mission observations and consultations with the representatives of the firefighting units[[233]](#footnote-234) revealed that the resilience of the targeted civil protection institutions was strengthened in the targeted sites (Bishkek, Osh, Cholpon-Ata and Suzak rayon) as the result of the: 1) improved infrastructure of four rescue units, i.e. modernized/constructed facilities, equipped with the necessary equipment, facilities and machinery (22 vehicles[[234]](#footnote-235)) and 2) strengthened firefighting capacity of the fire-rescue units, as the result of the thematic trainings and 3) improved regulatory and legal frameworks and standard operational procedures for fighting and rescue operations[[235]](#footnote-236).
4. The disaster risk resilience of the country was also consolidated as the result of the established (July 2019) Data Processing Center of Disaster Monitoring System under the Ministry of Emergency. As confirmed desk review findings[[236]](#footnote-237) triangulated with the data collected from the interviewed stakeholders[[237]](#footnote-238), the Center automated data collection and processing of the disasters forecasting and improved the DRM capacities of the country. The field mission consultations revealed that there are significant delays in implementation of the DRR project, particularly construction of avalanche stations, where progress is hindered by changes in Government representatives.

***Finding 22.*** *Within the global framework Climate Promise, UNDP* ***effectively supported the Government of Kyrgyzstan to enhance the National Determined Contributions*** *towards the United Nations Framework Convention on Climate Change. UNDP`s* ***assistance in increasing access to water resources****,* ***promotion of green energy brought tangible benefits*** *to the end beneficiaries.*

1. UNDP provided and the country benefited from the thematic and tailored expertise, which enhanced the climate action to achieve the Paris Agreement’s goals reflected in the National Determined Contributions(NDCs submitted in 2021) towards to the United Nations Framework Convention on Climate Change (UNFCCC). The national advocacy for increasing the climate ambition supported the country technically in submission of updated NDCs ahead of the Conference of the Parties (COP) and contributed to a more elaborate agenda-setting around climate and climate finance, which we are able to build on forward. Such awareness raising and advocacy contributed to the President’s Declaration at the COP 26[[238]](#footnote-239) that Kyrgyzstan will aim for net zero carbon neutrality by 2050.
2. The Renewables Readiness Assessment[[239]](#footnote-240), which informed adoption of nine regulations related to renewable energy sources, incentivizes the deployment of the renewable technology solutions in a cost-effective way and provides a foundation for shifting towards on-grid and off-grid renewables in Kyrgyzstan. Beside the strategic policy making support, the secondary legislation, particularly the Regulation "*On the conditions and procedures for the implementation of activities for the generation and supply of electricity using renewable energy sources*” was adjusted[[240]](#footnote-241). UNDP facilitated introduction of IRENA[[241]](#footnote-242) to Kyrgyzstan, which led to the government signing into the IRENA partnership. This illustrates UNDP has acted – within the global Climate Promise[[242]](#footnote-243) to connect the country access international top-notch resources and research. UNDP continues to pave the way to ensure that the findings are used to inform and advance reform agendas on renewable energy.
3. The interviewed end- beneficiaries[[243]](#footnote-244) from the Batken region confirmed that they benefited from the project actions, particularly have increased their access to water resources as the result of support provided for rehabilitation of the existing irrigation systems and installation of water-saving technologies. Subsequently, it allowed to mitigate the last mile gap, and as remarked the local stakeholders[[244]](#footnote-245) to increase the productivity and yield[[245]](#footnote-246). Rehabilitations were undertaken by the local communities in close coordination with water user associations and this illustrates the ownership and promising sustainability prospects of the achievements.
4. UNDP engaged environmental NGOs[[246]](#footnote-247) and supported financially the environmental awareness raising and education on such topics as: sustainable development, climate change, environmental pollution and ecosystems preservation. It also promoted and offered solutions to sustain economic growth and transform the economy towards green, low-carbon and climate resilient development with more renewable and efficient energy. It promoted photovoltaic systems, solar driers, biogas plants, energy efficient cook stoves, solar thermal systems. Almost 2,000 of households and 11 public buildings (kindergartens, schools and health care facilities)[[247]](#footnote-248) in different regions (Batken, Issyk-Kul, Jalal-Abad and Chui) benefitted from co-financing for green energy technologies and renewable energy sources.
5. The Green Energy Platform[[248]](#footnote-249), established with UNDP support, represents an innovative approach. It is functional and promotes the green energy solutions (e.g. photovoltaic systems, solar thermal systems and driers, biomass, energy efficient equipment). However, it needs a more active promotion to stimulate investments in green energy actions and to serve as a crowdfunding platform.
6. UNDP also currently supports the GoK in the process of advancing development of a medium and long-term National Adaptation Plan (NAP)[[249]](#footnote-250), which among others, is paving the way for future climate finance.

***Finding 23.*** *UNDP* *contributed to* ***strengthening regional cooperation in*** *DRR to ensure effective mechanisms on disaster management, uranium legacy remediation and**biodiversity conservation and preparedness in the Central Asian region.*

1. The regional cooperation in DRR (e.g. mitigation the risk of foods, collection and dissemination of the pandemic-related data, biodiversity conservation) in Central Asia[[250]](#footnote-251) is enhanced as the result of the cross-border cooperation projects and periodical exchange visits, regional round tables/conferences and coordination meetings, such as: regional fora and meetings of the Heads of Emergency Authorities of Central Asian countries and support provided to the Ministry of Emergency of Kyrgyzstan. The established Regional Scientific and Technical Council on Emergency Situations is active[[251]](#footnote-252) and regularly assists in the development and implementation of joint research in the field of DRR by the Central Asian countries.
2. UNDP is effective in supporting the Government to preserve the country's unique biodiversity through developing the networks of protected nature areas as one of the means to provide long-term conservation of biological and landscape diversity of national, regional and global importance. The authorities strengthened the environmental and climate diplomacy (a new direction of country's foreign policy) via technical and expert support. Thus, UNDP provided technical support to the government in analyzing the international policy framework and drafting the resolution to the UN General Assembly on trans-boundary cooperation for the conservation of biodiversity entitled *“Nature knows no borders”[[252]](#footnote-253).*The resolution is expected to galvanize international attention to environmental protection and biodiversity conservation and broaden the trans-boundary cooperation, including on protecting the snow leopard and other endangered species. Subsequently, it contributes to achievement of the SDGs` targets on the biodiversity conservation targets.
3. The cooperation on uranium legacy remediation, as revealed the field mission consultations and desk review findings[[253]](#footnote-254), increased awareness of the targeted decision-makers and community members about safe governance, uranium waste risk and its negative impact on people, livelihoods, and environment. It reinforced implementation of the legal and regulatory framework through community engagement initiatives[[254]](#footnote-255) and enhanced regional cooperation between the decision-making authorities[[255]](#footnote-256) from Kyrgyzstan, Tajikistan and Uzbekistan, as the result of the regular coordination meetings and regional exchange visits.
4. However, not all the projects managed to consolidate the cross-border cooperation. One cross-border cooperation project[[256]](#footnote-257), which can be mostly attributed to cluster 2 (peace development) faced significant implementation difficulties generated by the cross-border tensions and conflict because of the access to the water resources[[257]](#footnote-258). The project had limited contribution to reduction of a specific type of conflict related to access to water resources and to peacebuilding, but despite its challenges, it has generated a number of important lessons learned for whole UNDP[[258]](#footnote-259) (recognized by the UNDP CO and confirmed by other stakeholders during the field mission consultations[[259]](#footnote-260)) on conflict sensitivity, sharing of resources, separate infrastructure, and cross-border coordination (mirroring) between the national and international development partners.

# Chapter 3. CONCLUSIONS

This chapter presents the evaluation’s conclusions on UNDP’s performance and contributions to the sustainable development results in Kyrgyzstan.

***Conclusion 1****. UNDP is strategically positioned to support development in Kyrgyzstan and is trusted by the national and international partners, as well as the Government of Kyrgyzstan. Its value proposition lays in its integrator’s role, prompt and comprehensive response to development context and strategic priorities, and its capacity to mobilize resources and bring thematic expertise.*

1. UNDP’s work in Kyrgyzstan has been well aligned and responsive to national priorities, and it has served as strategic and trusted partner in the fulfilment of international and national commitments in the areas of human rights, climate change, environment, social cohesion and human development. UNDP’s value proposition has been its ability to respond fairly quickly to the needs and demands of the government and national and local partners (including private sector). Particularly appreciated is the technical expertise brought by UNDP, policy and legislative level actions throughout all three clusters, outreach and resource mobilization capacity and wide-ranging cross-sectoral institutional capacity development interventions.
2. UNDP is recognized by the national and international stakeholders for its prompt and multi-dimensional support in addressing the developmental challenges in Kyrgyzstan. The challenges related to COVID-19 recovery, changes in the political landscape and reshuffles, institutional capacities, level of commitment and ability to advance systemic development approach and economic hardships are some of the broader development issues that the country has been facing. Such complexities will influence shifting of or changing government priorities, which calls for the need for a stronger collaboration among UN entities and national and international partners and for prioritizing the work of the UN system in Kyrgyzstan.

***Conclusion 2****. UNDP contributed to enabling policy frameworks in the inclusive economic growth and its assistance consolidated partnership with the private sector, promoted green economy and entrepreneurship aspects and empowered the end-beneficiaries.*

1. The CO in partnership with a wide range of national, local (urban and rural) and international stakeholders was instrumental in providing policy-making assistance and integrated and area-based implementation support focused on economic empowerment, inclusive economic development and promotion of the green and digital economy as well as green entrepreneurship initiatives.
2. The assistance advanced economic opportunities, improved the infrastructure of the SMEs, increased their economic productivity and stimulated employment, including of the vulnerable people, such as women and youth. However, there is a need and promising perspectives for more active engagement with the private sector for a more consistent cooperation, promotion of digital transformations and other innovations, green economy, further infrastructural support and technological upgrading needed for increasing the productivity and economic growth.

***Conclusion 3.*** *UNDP’s assistance and integrated approaches helped the country to better fulfil its environmental commitments, enhanced environmental governance and regional cooperation and improved the country`s resilience to climate and disaster risks.*

1. The multi-dimensional support offered by the CO improved environmental policy and legislation of the country in line with the environmental international frameworks and agreements and significantly helped Kyrgyzstan to enhance the NDC, which the GoK regards as a significant achievement achieved with the direct UNDP`s contribution.
2. The investments in rehabilitation of on-farm irrigation facilities and pasture infrastructure were effective, because these contributed significantly to improving the water resources management, water savings, effective use of lands/pastures and increased farmers` productivity through integration of the smart irrigation technologies. The achievements are likely to be sustainable, given the fact that were generated under the leadership and ownership of the local communities. There are also promising sustainability perspectives illustrated through consolidated partnerships with line ministries and state agencies[[260]](#footnote-261).
3. Regional cooperation in Central Asia was improved through trans-boundary work aimed at uranium legacy risk reduction, biodiversity conservation with focus on snow leopard and other endangered species, and establishment of the regional DRR forum/platform, which the respective Scientific Council actively supports.

***Conclusion 4****. UNDP was successful in supporting digital transformation as innovation, increasing access to justice, enabling environment, enhancing national capacities and promoting good governance, but the sustainability of the policy level achievements and institutional changes were affected by frequently changing political landscape and limited commitment of the public authorities.*

1. UNDP’s support was prompt, instrumental, demand driven and relevant for the country context and developmental needs of the population of Kyrgyzstan. It was rights-based and accelerated implementation of the government strategic priorities regarding the digital transformation of the country in different areas and brought tangible benefits for the public authorities and the population by increasing the promptness and quality of public service delivery as well as improving access to the public services (justice, civil registration, elections, etc.). The pandemic, despite the numerous negative effects, also contributed to acceleration of the digitalization process of the country. Still, UNDP has much more to offer in terms of innovation and acceleration of the positive ongoing processes.
2. The technical assistance improved the national policies and legislation in line with the international human rights norms and rule of law and principles, while institutional capacity development support increased much needed for the good governance national capacities. However, both types of changes were significantly affected by the frequently changing political landscape and limited commitment of the public authorities.

***Conclusion 5.*** *The**UNDP`s approach was gender-sensitive and gender responsive and has contributed significantly to consolidation of the gender equality and women’s empowerment in Kyrgyzstan. The gender analysis, gender-oriented and gender-sensitive initiatives generated positive policy and grass-roots level changes in diverse areas such as: political engagement, economic empowerment, social inclusion and protection from gender violence. Despite some youth-oriented initiatives, the youth issues need more proactive and consistent mainstreaming.*

1. UNDP’s efforts to mainstream gender and support to women empowerment have been extensive and comprehensive and targeted both policy-level changes (mainstreaming the gender issues in the policy-making and normative framework, political empowerment) and grass-roots level changes (addressing GBV, prevention of the violent extremism, economic empowerment, civic engagement). UNDP programming shows integration of gender issues across all areas, as measured by gender markers, the M&E system and validated by the evaluation team.
2. UNDP’s strategic positioning and long-term engagement with the Government, public administration and civil society has brought important transformative effects for women in the above-mentioned areas. UNDP has contributed to integration of gender aspects into policies for: political involvement and elections, employment, family issues, digital literacy, climate change, disaster management, renewable energy. UNDP was successful in further enhancing the quota law, mainstreaming the gender issues in the national legislation, women economic empowerment and promoting women’s participation in development at the local and national levels. The award of the Gold Gender Seal to the CO in 2020 is a testament of its achievement and it will be important to continue and solidify the achievements by addressing the gaps as it approaches the next gender seal assessment.
3. UNDP successfully implemented youth-oriented initiatives in a number of cases (e.g. on digital skills development, youth employment and prevention violent extremism), However, evaluation concluded that there is a need to replicate those positive practices and for more active mainstreaming of the youth issues both within the UNDP programmatic work, but also within the national policy making.

***Conclusion 6.*** *UNDP has mainstreamed RBM in its programming and operations. However, its application in consolidating outcome level changes at the CPD level is inconsistent and needs to be strengthened.*

1. The CO has mainstreamed result-based management principles in its programming. Some of the projects and all three Outcomes of the CPD use the ToC to illustrate the planned changes and the anticipated change pathways. UNDP fine-tuned the ToC at the CPD outcome level, but the content, logic and structure of ToC at the projects level often differs significantly from project to project. This shows that there is still no common vision and understanding of the ToC concept and illustrates the lack of uniformity/standardized results-oriented approach regarding the ToC.
2. The M&E system is well-structured and multi-level, and the programming follows the M&E standards and policies on tracking performance through the collection of data, analysing evidence to inform decision-making and adjust programming and reporting on performance and lessons to facilitate learning. However, there are no CPD outcome level evaluations and despite the results-oriented reporting procedures, the focus of the M&E systems still remains on activities and outputs with limited attention to outcome level transformative changes.

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# Chapter 4. RECOMMENDATIONS

***Recommendation 1.*** *Build on the lessons from the implementation of the sustainable development initiatives and* ***adjust the partnership approach with the public authorities****.* ***Increase the partnership and cooperation with private sector****, especially in the area of* ***green economy and renewable energies****. Engage more actively diaspora in the local (economic) development.*

1. Given the reshuffles and staff turnover in the Government and central public authorities and subsequent institutional capacity development gaps, an advisable way forward is to involve a wider group of stakeholders in supporting decision-making process. It is worth to ensure that especially in the policy level initiatives not only senior staff is engaged, but also mid- and technical-level partners, who will have more chances to stay in the system during any subsequent restructurings.
2. There is a great potential for UNDP cooperation with the private sector to mainstream the innovations, upgrade the business processes, support the public private partnerships, reduce the unemployment as the cross-cluster issue, which among other aspects, leads to poverty and hampers economic development and empowerment (Cluster 1), stimulates corruption (Cluster 2) and misuse of the natural resources (Cluster 3).
3. A special focus of UNDP and private sector partnership should be on mainstreaming the digital transformation, green economy and renewable energies, which refers to the Cluster 1 and 3. Transition requires sound national and local policies, legal and regulatory frameworks[[261]](#footnote-262), legal incentives for investments and innovation, as well as public dialogues as enablers of change. It should include among others the following: a shared vision on green transition initiatives/projects; awareness raising on the green and digital agenda and sustainable development among the decision-makers and society as well as capacity development of the key state and non-state (private) stakeholders.
4. Migration in Kyrgyzstan is a human mobility reality, depleting the country of its most active human capital and socio-economic development potential, that cannot be addressed by the government alone. On the other side, the migration has the potential to increase investment, fill labor gaps, nurture innovation, enhance service delivery and strengthen participation and transparency. As revealed a recent research[[262]](#footnote-263), 80.2% of surveyed Kyrgyz migrants are interested to financially contribute to the initiatives and projects aimed to support the economic development of the country. The recommendation furthers UNDP` mission on connecting human mobility[[263]](#footnote-264) and development, particularly diaspora engagement in the local economic development and is in line with the on-going planning process[[264]](#footnote-265) within the UNDP CO. Its implementation might contribute to shifting the paradigm of migration from a mostly negative phenomenon to a partially positive one, which among others contributes to the local development.

***Recommendation2.*** *Focus on leading concerted actions with a wide range of development partners, including the civil society and building broad coalitions to* ***further promote rule of law, good governance principles*** *and* ***support the Jogorku Kenesh (Parliament)****.*

1. Regardless of the changes in the political landscape, the Parliament needs further capacity development support to capitalize on the existing achievements for continuing to play a key role in the political system, including in policy-making and establishing the legislative framework of the country (even if no longer an exclusive role) and the achievements should not be fully lost, but reinforced through multi-stakeholder and multi-dimensional support. Therefore, UNDP, civil society and other development partners should reinforce the work on good governance and continuing the consolidation of the role of the Parliament with regard to policy making and parliamentary control/oversight. In fact, it should become even more critical with the clearer division of powers between the legislative and executive branches for check and balances mechanism, which contributes to democracy and good governance. With a new electoral system and a reduced number of seats, the Parliament may even be a more engaging institution demanding capacity strengthening and enabling environment support.
2. Therefore, to ensure continuity and consolidate the sustainability of the achievements, UNDP should use its comparative advantage of neutrality and trust and exercise its integrator role in an attempt to institutionalize the reforms and legal frameworks[[265]](#footnote-266) piloted by the Parliament. There is a need to enhance the civil society development and to increase the engagement of the civil society in the watchdogging and policy-making, particularly by securing the space for dialogue between citizens and civil society on one side and political leadership (both legislative and executive) on the other. There is potential to experiment digital civic engagement, that can bring diverse community stakeholders together despite the geophysical distance and real time difference online. Online community may serve as a supplementary digital space for such dialogue taken place.[[266]](#footnote-267) This should be done jointly and in concert with other relevant developmental partners, including the civil society and the private sector who may have various leverages (e.g. public monitoring/watchdogging, civic participation, advocacy, public-private partnerships) to advance public accountability and good governance principles.

***Recommendation 3. Accelerate the innovations work*** *and continue* ***promoting digital solutions*** *at the system level and across all CPD outcomes and areas of its involvement.*

1. The COVID-19 pandemic, among many negative aspects, revealed the advantages of digitalization of public services, including at the regional and local levels. UNDP is well positioned to continue promoting digital platforms across all dimensions of public service at the national and local levels to advance transparency, public accountability and wide participation, with particular focus on the vulnerable groups that should benefit from digitalization and not be excluded.
2. Digitalization process should be focused on implementation of Kyrgyzstan` strategic priorities set in the National Program “Sanarip - Digital Kyrgyzstan”. A special attention should be on securing the inclusiveness of the digital transformation processes, capacitation of the supply and demand sides, engagement with private sector for development of digital solutions, digital literacy of the end-users/beneficiaries and inclusion of most marginalized groups of population and those (at risk to be) left behind. UNDP is advised to further use rights-based transformative approaches targeting both the supply side, i.e. *duty bearers* (enabling environment, regulations, technological infrastructure, capacity enhancement) and the demand side - *rights holders* (digital literacy, access to networks).
3. Reinforce mainstreaming of the innovative approaches in UNDP`s programmes and projects and monitor and evaluate the scalability and up-taking of the innovations. Analyse critically the added value generated by the innovations and their sustainability prospects, i.e. assess their relevance and efficiency by tracking what changes they generate at the practical level and what happens to the supported innovations over the time. Beside the monitoring, mid-term and final evaluation, the ex-post evaluations might be useful in this regard. In addition to project-based innovations, UNDP shall invest on capacity development[[267]](#footnote-268) of clusters and programme staff in applying agile and human-centered approaches to apply innovations.
4. Provide a more consistent support and focus on more active development of the Accelerator Lab with a whole-of-organization approach. It is important to ensure that UNDP allocates sufficient efforts and resources to explore and experiment innovations and to find out efficient, prompt and non-traditional ways to resolve development issues. Some innovations, tested by Accelerator Lab, that have potential for broader scaling up should be implemented in close partnership with the national authorities, UN, private sector and civil society as pilots and models.

***Recommendation 4.*** *Provide mandate of importance of the youth in Kyrgyzstan for UNDP`s approach toward sustainable development*. ***Consolidate the current youth machinery and continue to mainstream the youth*** *issues into UNDP programming and projects` portfolio. Support `rights holders`, including the vulnerable groups through the HRBA lens for empowerment and increasing social inclusion.*

1. UNDP already successfully implemented youth oriented and youth sensitive initiative described in the report, but there is a need for more consistent youth mainstreaming given the demographic tendencies in the country and great potential of that group of population.UNDP is advised to provide clear mandate of importance of the youth in the next country document as a key cross-cluster issue.
2. Measures focused on increasing the awareness on importance of the youth are necessary both within the UNDP (UN system) and the Government[[268]](#footnote-269). Interventions focused on youth need to be better documented and reported. Strengthen the capacities and mandate of the UN Youth Thematic Group and increase the allocations for the cross-cluster youth-oriented/sensitive issues, since youth aspects are relevant to all three clusters. It might be useful the logic of the Gender Markers in elaboration of the similar «Youth Markers» (YM-0, YM-1, YM-2, YM-3) as a tool for youth mainstreaming within the policy making, but also own programmatic work and M&E system. This might incentivize allocation of more funds and include youth agenda into any annual work plans and programmatic level.
3. Beside the youth, as the fastest growing population group of Kyrgyzstan, UNDP should further support other vulnerable groups through HRBA and LNOB lens for empowerment. It is important among other aspects for addressing inequalities and increasing their civic engagement and social inclusion through their: socio-economic empowerment, electoral literacy, political empowerment, digital capacity and skills, etc.

***Recommendation 5. Mainstream the ToC approach*** *within the projects portfolio and make it part of the programmatic management culture.* ***Improve interaction between the clusters and the projects*** *from the same cluster.* ***Strengthen the monitoring and evaluation system*** *to focus more on the measurement of the CPD outcome-level results as an integral part of the corporate M&E culture.*

1. Establish a consistent process of ToCs development across the entire portfolio of projects in the CPD. Use the ToC as a tool for planning the *change pathway* based on the *if…then…because* linkage with evidence-based assumptions and realistic risks interventions[[269]](#footnote-270). Mainstream the same (existing at the CPD Outcome level) ToC approach within the projects` portfolio and make sure that project ToCs derive from the CPD ToCs with a clearly anticipated change, causality link, assumptions and risks. ToCs should be well articulated, interlinked so that it provides logical pathway of change and justification for the selected course of action. Strengthen the linkages between the CPD Outcomes` ToCs ensuring that the project ToCs are aligned and contribute to the identified change at the CPD level.
2. This will not only make UNDP’s programmes more change-oriented, but also help stakeholders visualize a clear and compelling change line from the outputs to the outcome indicators and to specific indicators in the CPD and national plans and programmes. ToCs development should become a corporate culture and a user-friendly, analytical and participatory exercise engaging multiple stakeholders. The ToCs - both projects and CPD- should be living documents and be flexible in responding to emerging needs throughout the CPD implementation. It is therefore advisable to introduce a practice of independent review of ToCs mid-cycle to ensure their relevance and effectiveness in capturing UNDP progress towards addressing each bottleneck identified as well as reflect changes and emerging complexities in the Kyrgyzstan context.
3. Several development dimensions represent cross-cluster issues (e.g. gender mainstreaming, LNOB, civic engagement, green economy, digitalization, peace building) and many projects directly or indirectly tackle them and generate good practices and valuable lessons reflected in the narrative and evaluation reports. Therefore, there is a need for additional capacities, further communication, best-practice sharing and UNDP in its next CPD is advised to strengthen a portfolio approach, to improve the communication and sharing the good practice, innovations and lessons learnt between the projects and clusters. Implementation of this recommendation would establish and environment for internal learning and will stimulate learning from each other. The Cluster Leads` role is important in this regard.
4. UNDP is advised to strengthen its M&E architecture and reinforce the culture of results chain, especially at the outcome level so that monitoring and measuring of the mid- and long-term outcome level changes becomes an integral part of CO M&E culture. Subsequently, the project evaluations, among other aspects should analyze and illustrate how the changes generated by the project contribute to the CPD outcome-level changes. This dimension of the evaluation might be mainstreamed in the evaluation ToR.
5. The UNDP CO is also advised to undertake distinct evaluations for each of the CPD Outcomes, even if this is not mandatory. This would allow a more thorough analysis of the thematic contexts, CPD outcomes and their portfolios and, respectively, more tailored (outcome-specific) recommendations.

# Chapter 5. ANNEXES

## Annex 1: List of reviewed supporting documents

1. The United Nations Development Assistance Framework for the Kyrgyz Republic 2018-2022.
2. Country Programme Document for Kyrgyzstan (2018-2022), Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services.
3. Country Programme Action Plan between the Government of the Kyrgyz Republic and the United Nations Development Programme 2012-2016.
4. UNDP Evaluation Guidelines <http://web.undp.org/evaluation/guideline/index.shtml>.
5. UNEG Norms and Standards <http://www.unevaluation.org/document/detail/1914>.
6. UNEG Ethical Guidelines <http://www.unevaluation.org/document/detail/102>.
7. UNEG Code of Conduct <http://www.unevaluation.org/document/detail/100>.
8. 2017 UNDP Partnership Survey, Kyrgyzstan.
9. 2020 UNDP Partnership Survey - Country Report, Kyrgyzstan.
10. Country Programme Document for Kyrgyzstan (2018-2022) (CPD) Outcome and Output Indicators.
11. Results Oriented Annual Report - KGZ – 2018.
12. Results Oriented Annual Report - KGZ – 2019.
13. Results Oriented Annual Report - KGZ – 2020.
14. Mini COVID-19 ROAR, Real-time Results Oriented Analysis Report, 2021.
15. Strong and Inclusive Parliamentary Democracy (SIPD), United Nations Development Programme (UNDP) – Implementer, Swiss Agency for Development and Cooperation (SDC) – Donor, Final Evaluation Report, April 2021.
16. Final Evaluation of the United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic 2018-2022, Draft Report.
17. A Guide to the Application of Theories of Change to UNDP Programmes and Projects.
18. List of Projects for 2018-2022.
19. Theory of Change, Outcome 1.
20. Theory of Change, Outcome 2.
21. Theory of Change, Environment and Disaster Risk Management for Building Resilience.
22. UNDP Management response template, Assessment of Development Results (ADR) in Kyrgyzstan.
23. UNDP Decentralized Country Programme Evaluation, the Kyrgyz Republic, Terms of Reference.
24. UNDP Evaluation Resource Centre <https://erc.undp.org/evaluation/units/222>.
25. The main changes in terms of human rights in the new draft Constitution of the Kyrgyz Republic, 19 February 2021.
26. Results of the advocacy on the analysis of the draft Constitution of the Kyrgyz Republic published for public discussion on November 17, 2020 on the official website of Jogorku Kenesh of the Kyrgyz Republic: <http://www.kenesh.kg/ru/article/list/10>.
27. Final Evaluation Report of the *Strong and Inclusive Parliamentary Democracy (SIPD)* Project. Kevin Deveaux, April 2021.
28. Final Evaluation Report of UNDP Kyrgyzstan Programme *Integrated Area-based Development of Osh Province*, Marius Birsan, 25 December 2019.
29. Evaluation Report: *End of Project Evaluation Report: Women and Girls as Drivers of Peace and the Prevention of Radicalization* Project. January 2019. Meghan McCormack, Baktygul Kapalova, Azamat Bakiev, Kyzzhybek Nurbekova.
30. *Naryn area-based development* Project (2017-2018).
31. Open Letter of the Working Group on the Rule of Law of the Development Partners` Coordination Council in the Kyrgyz Republic.
32. Final Evaluation Report of the *Enabling Transboundary Cooperation and Integrated Water Resources Management in the Chu and Talas River Basins,* *Kazakhstan, Kyrgyzstan*, Josh Brann, 27 January 2019.
33. Report on the outcomes of the final evaluation *Addressing Sexual and Gender-Based Violence (SGBV) in Kyrgyzstan* Project, UNDP 2016-2018, А. Moldosheva.
34. Terminal Evaluation of the Project *Protect human health and the environment from unintentional releases of POPs and mercury from the unsound disposal of healthcare waste in Kyrgyzstan*, Dinesh Aggarwal, August 2018.
35. Report on evaluation of the *Kyrgyz Election Support Project (KESP II)* 2015-2018.
36. Terminal Evaluation of the Project *Strengthening of institutional and legal capacities to enable improvement of the national monitoring system and management of environmental information*, Dr. Lamia Mansour, 10 February 2019.
37. Mid Term Evaluation Report of the Project *Integrated Area-Based Development of Osh Province in the Kyrgyz Republic*, Sydykova Z.B.
38. Mid-Term Review Report *Conservation of globally important biodiversity and associated land and forest resources of Western Tian Shan mountain ecosystems to support sustainable livelihoods,* Jean-Joseph Bellamy, 6 December 2019.
39. Final evaluation of the Project *Tajikistan/Kyrgyzstan Cross-border Cooperation for Sustainable Peace and Development*, Iris Wielders, December 2020.
40. Terminal Evaluation Report of the Project *Transboundary Cooperation for Snow Leopard and Ecosystem Conservation,* Jean-Joseph Bellamy, 7 September 2020.
41. RBEC Resident Representative Strategy Note 2021, Louise Chamberlain.
42. UNDP Country Office Strategy Note – 2019 the Kyrgyz Republic.
43. UNDP Country Office Strategy Note – 2018 the Kyrgyz Republic.
44. 2020 UN Country Annual Results Report, UN Kyrgyz Republic.
45. UNDP in Kyrgyzstan Evaluation plan 2018-2022.
46. United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic 2012-2016, the Government of the Kyrgyz Republic, UN Kyrgyz Republic, March 2011.
47. Report on Kyrgyzstan’s Progress on Sustainable Development Goals - Review of Mainstreaming, Acceleration and Policy Support for Achieving Progress on Sustainable Development Goals, UN Interagency MAPS Mission Team, 2 January 2019.
48. Voluntary National Review on the Implementation of the Sustainable Development Goals in the Kyrgyz Republic 2020, the Government of the Kyrgyz Republic, Ministry of Economy of the Kyrgyz Republic.
49. Final letter of Development Partners’ Coordination Council (DPCC) on CC CPC CEC and CO as of 28.06.2021.

## Annex 2: List of projects selected for in-depth review

1. *Integrated Area-Based Development of Osh Province in the Kyrgyz Republic Project* (2016-2019).
2. *Naryn Area-Based development* Project (2017-2018).
3. *Aid for Trade* in Central Asia Project Phases III and IV (2018-2022).
4. *Partnership for Action on Green Economy* Project (2018-2021).
5. *Digital skills and opportunities for youth employment towards digital economy in the Kyrgyz Republic* Project(2018-2021).
6. *Strong and Inclusive Parliamentary Democracy (SIPD)* Project (2017-2018).
7. *Kyrgyz Election Support Project (Phase II)* (2015-2018).
8. *Towards a sustainable access to Justice for legal empowerment in the Kyrgyz Republic* Phase II (2018-2021).
9. *Effective HIV and TB control project in Kyrgyzstan* Project (2018-2021, 2021-2023).
10. *Women & Girls as Drivers of Peace and the Prevention of Radicalization* Project (2017-2018).
11. *Addressing Sexual and Gender-Based Violence in Kyrgyzstan* Project (2016-2018).
12. *Cross-border Cooperation for Sustainable Peace and Development* Project (2015-2019).
13. *Spotlight Initiative to eliminate violence against women and girls* Project(2020-2022).
14. *Conservation of globally important biodiversity and associated land and forest resources of Western Tian Shan mountain ecosystems to support sustainable livelihoods* Project (2017-2021).
15. *Transboundary Cooperation for Snow Leopard and Ecosystem Conservation,* Project (2016-2020).
16. *Enabling Transboundary Cooperation and Integrated Water Resources Management in the Chu and Talas River Basins,* *Kazakhstan, Kyrgyzstan* Project *(2014-2018).*
17. *Improvement of fire safety of population by strengthening capacity of the Fire and Rescue Services in the Kyrgyz Republic* Project (2019-2022).
18. *Strengthening Integrated risk governance capacity of Kyrgyzstan and Regional Cooperation in Central Asia* Project (2017-2021).
19. *Strengthening climate resilience of the Batken Province of the Kyrgyz Republic through introduction of climate smart irrigation and mudflow protection measures* Project *(2019-2021).*

## Annex 3: List of individuals/groups interviewed

***UNDP Senior Management***

1. Louise Chamberlain, Resident Representative
2. Monica Rijal, Deputy Resident Representative
3. Aidai Arstanbekova, Monitoring and Evaluation Officer, Gender Team, CO Gender Focal Point

***Evaluation Reference Group[[270]](#footnote-271)***

1. Tatiana Tretiakova, National M&E network Coordinator
2. David Rinnert, FCDO Deputy Development Director in Central Asia
3. Dinara Uturova, National expert/Former Deputy head of Economy and Investment Department, Government Apparatus

***Operations Team***

1. Eilen Soltoeva, Finance Manager
2. Aleksandra Sasykova, HR Manager
3. Cholponbek Omuraliev, Procurement Officer

***Communications Team***

1. Ainagul Abdrakhmanova, Communications Officer
2. Chyntemir Kalbaev, Communications Assistant
3. Nurzhan Alymkanova, Communications Specialist

***Previous UNDP Kyrgyzstan Deputy Representatives***

1. Aliona Niculita, DRR, UNDP Pakistan (DRR-Kyrgyzstan 2015-2019)
2. Jenty Kirsch-Wood, Head of Global Risk Management and Reporting in UNDRR (DRR- Kyrgyzstan 2019-2020)
3. Tomica Paovic, Programme Officer (DRR -Kyrgyzstan 2020-2021)

***Accountable Institutions, Justice and Peace (CPD Outcome 2)***

1. Erkina Urazbaeva, Team leader/ Gender Team
2. Simone Boneschi, Rule of Law Chief Technical Advisor
3. Tatiana Gorborukova, Programme Associate/ Gender Team
4. Kuvanych Koshoev, Programme Associate
5. Bermet Ubaidillaeva, Gender Mainstreaming Specialist/ Gender Team
6. Nurai Mamytova, Spotlight Initiative Programme Coordinator/ Gender Team
7. Ainura Alymbekova, Access to Justice Project Coordinator
8. Mukash Kaldarov, PVE Project Coordinator
9. Sanzharbek Alimzhanov, Election Project Specialist
10. Cholpon Tentieva, Procurement Specialist

***Global Fund Programme Team (CPD Outcome 2)***

1. Itana Labovic, GF Programme Manager
2. Inga Babicheva, HIV&TB Coordinator/Deputy Program manager
3. Meerim Mametova, External Relations Manager

***Sustainable and Inclusive Economic Growth Cluster (CPD Outcome 1)***

1. Aidai Ashiralieva, Programme Associate
2. Aisuluu Mambetkazieva, Aid for Trade Project Coordinator
3. Miragul Kochkorova, IFI Project Coordinator
4. Gulnara Abdykalykova, SDG Advisor
5. Nurlan Shamkanov, PAGE Project Coordinator
6. Zhanybek Ybraiym, Joint SDG Programme Coordinator
7. Umar Shavurov, Socio-economic policy Advisor (COVID-19 Focal point)
8. Oxana Maciuca, Consultant on Migration and Socio-economic development

***Environment, Climate change and Disaster Risk Reduction Cluster (CPD Outcome 3)***

1. Daniyar Ibragimov, Team leader
2. Lira Zholdubaeva, Team leader
3. Sherbet Nurzhanova, Programme Associate
4. Azamat Isakov, Western Tian Shan Project Manager
5. Mukash Kaldarov, DRM/Japan Project Manager
6. Marat Abdrakhmanov, Fire Safety Project Manager
7. Baktygul Ysabekova, Environment Project Manager
8. Zhyldyz Uzakbaeva, Climate Resilience in Batken Project Coordinator
9. Nurgul Temirbekova, BIOFIN Project Coordinator
10. Jooweon Hwang, DRM Advisor

***Accelerator Lab***

1. Jenny Ensi Tszie, Head of Experimentation
2. Urmat Takirov, Head of Solutions Mapping
3. Viktoriia Petrova, Head of Exploration

***Ministry of Foreign Affairs of the Kyrgyz Republic***

1. Azizbek Madmarov, Deputy Minister
2. Marat Moldaliev, First Secretary of the Fifth Political department

***The Jogorku Kenesh (Parliament) of the Kyrgyz Republic***

1. Natalia Nikitenko, Chair of the Jogorku Kenesh Committee on Law and Order, Crime and Corruption Control

***Administration of the President of the Kyrgyz Republic***

1. Askhat Bekov, Head of Strategic Development and Planning Department
2. Mr. Azamat Sharsheev, Deputy Head of Strategic Development and Planning Department
3. Ms. Ainura Usenbekova, Deputy Head of Strategic Development and Planning Department (Focal point for INFF and SDG adaptation Projects)

***The Cabinet of Ministers of the Kyrgyz Republic (Government)***

1. Dastan Dogoev, Deputy Head of Cabinet Ministers/Minister of Digital Development of the Kyrgyz Republic

***The Central Election Commission (CEC)***

1. Nurzhan Shaildabekova, Chair
2. Arslan Umetaliev, Head of International Relations Department

***Ministry of Economy of the Kyrgyz Republic***

1. Aisuluu Amanova, Head of Sustainable Policy Department, SDG focal point (SDG Adaptation)

***Ministry of Finance***

1. Nurbek Akzolov, Head of External Debt Department

***UNDP Area-based Team in Osh***

1. Tuimakan Subankulova, Former UNDP Osh ABD Manager
2. Gulmira Mamatova, AFT Project specialist
3. Timur Talipov, Procurement Specialist
4. Emil Amatov, Former UNDP Osh ABD Water Specialist

***Osh Oblast Administration***

1. Akmatjan Mahamadov, Former Deputy Plenipotentiary Representative of the Government in Osh Oblast (2010-2021)

***Osh Mayorality***

1. Talant Kaimov, Head of the Department of Economics, Finance and Investments
2. Zarlyk Turgunbaev, Representative of the State Agency on Regional Development to Osh city and Osh Province

***Global Fund******Partner***

1. Elmira Narmatova, Head of Osh Regional AIDS Center, Ministry of Health
2. Kylych Istamov, Director of Osh Regional TB Center, Ministry of Health

***Justice and Governance Partners***

1. Syrbek Toktorbaev, Acting Head of Osh Regional Department of Justice
2. Tolkunbek Ergeshov, Free Legal Aid Coordinator
3. Akmaral Satinbaeva, Director of Youth of Osh Public Association
4. Azat Muradyl, NGO Project Coordinator

***Partners of the UNDP Project “Aid for Trade”***

1. Sanat Atambaev, Head, Orjemil LLC
2. Mirzohid Sabitov, Deputy General Director, LLC Alaiku Organics
3. Meerim Mametova, LLC Alaiku Organics, Honey Packing Shop

***Digital skills and opportunities for youth employment towards digital economy Project Partner***

1. Abdykadyr Abidov, Rector of Osh Technological University
2. Urmat Attokurov, Vice Rector of Osh Technological University
3. Abdivasi Tolonbaev, Nookat District Vocational School No. 58
4. – 87. Instructors

***UNDP Office in Batken: Area-based team***

1. Akyn Bakirov, UNDP Field specialist

***Batken Oblast Administration***

1. Marufkhan Tulaev, First Deputy of Plenipotentiary Representative of Government in Batken
2. Janybek Isakov, Deputy of Plenipotentiary Representative of Government in Batken
3. Kenesh Salihov, Former Deputy of Plenipotentiary Representative of Government in Batken

***Environment and Climate change Project Partner***

1. Elmira Askarova, Deputy Head of Orozbekov Ayil Okmotu (AO) Kadamjay rayon
2. Akylbek Kozibaev, Head of Kadamjay district department of Water management
3. Haitali Kichibaev, Head of Water Users Association of Orozbekov AO

***Toktogul***

***UNDP Western Tian Shan (GEF) Project Team.***

1. Azamat Isakov, Project Coordinator
2. Taalai Amanov, Project Field specialist
3. Sardar Momunaliev, UN Volunteer

***Toktogul District State Administration***

1. Nurbolot Kozobergenov, First Deputy Head

***State Nature Park “Alatai”***

1. Stalbek Anarbaev, Director
2. Myrzakmat Omutov, Senior Scientific Specialist
3. Munara Kenbaeva, Accountant
4. Lazzat Tursunbaeva, Specialist
5. Anarbek Soltoev, Senior Forester
6. Sarybek Bochoev, Engineer
7. Chyngyz Lelebaev, Head of Unit
8. Kanimet Toktonaliev, Forester
9. Nurlan Mamyrkulov, Forester
10. Temirlan Admngineev, Forester
11. Esenkul Nusupov, Cholon-Ata Ayil Government Senior Specialist – Chairperson of the Supervisory Board of the Alatay State Nature Park
12. Buzu Otunchiev, Kara Kungey v. Member of the Supervisory Board of the Alatay Park
13. Gulmira Osmonova, Director of Memorial museum named after poet-improvisor Toktogul Satylganov/ Member of the Supervisory Board of the Alatay State Nature Park
14. Mairam Ismailova, Kut-Kut Community Leader/ Leader of yurt business
15. Kardygach Koichumanova, Kut-Kut Community member
16. Kynabu Korkombaeva, Kut-Kut Community member
17. Kulsun Aidaralieva, Kut-Kut Community member
18. Gulmira Usupova, Kut-Kut Community member
19. Altynai Seidabalieva, Kut-Kut Community member
20. Chynarkan Shamsharbek kyzy, Kyzyl Ozgorush v./ ‘Chynar’ community leader

***UN RCO***

1. Ozonnia Ojielo, UN Resident Coordinator
2. Kanykey Orozbaeva, Data Management and Results Monitoring/Reporting Officer

***UNFPA***

1. Azamat Bayalinov, Representative
2. Nazira Zheenbekova, Spotlight Initiative Coordinator

***UNICEF***

1. Christine Jaulmes, Representative
2. Gulsana Turusbekova, Social Policy Specialist

***UNODC***

1. Zhypar Rakisheva, National Criminal Justice and Spotlight Initiative Coordinator

**FAO**

1. Adnan Quereshi, Representative
2. Cholpon Alibakieva, National coordinator

***OHCHR***

1. [Ryszard Komenda, Regional Representative](https://kg.linkedin.com/in/ryszard-komenda-2232a018)
2. Erkin Isakulov, National Programme Officer

***UNAIDS***

1. Meerim Sarybaeva, Representative (Global Fund CCM member)

***Ministry of Health and Social Development of the Kyrgyz Republic (MoHSD)***

1. Anara Mambetisaeva, Public Health Department (Focal point, COVID19 Global Fund)

***Ministry of Natural Resources, Ecology and Technical Supervision (MoNRETS)***

1. Aizada Barieva, Head of Department of Strategy and Planning

***Ministry of Emergency Situation of the Kyrgyz Republic (MES)***

1. Cholpon Abdyldaeva, Acting Head of International Cooperation/Head of Investment Attraction Department

***Ministry of Agriculture, Water Management and Regional Development (MoAWMRD)***

1. Baglan Salykmambetova, Head of International Department

***Republican AIDS Center, the Ministry of Health***

1. Umutkan Chokmorova, Head

***Embassy of Japan in the Kyrgyz Republic***

1. Shigeki Maeda, Ambassador
2. Minori Shimizu, Portfolio manager

***British Embassy in the Kyrgyz Republic***

1. David Rinnert, Development Counsellor/Deputy Development Director and Governance Adviser for Central Asia / Evaluation Reference Group
2. Karen Hamling, Deputy Regional Programme Portfolio Manager for Central Asia (Climate change)

***GIZ (Global Fund Partner)***

1. Therese Tasche, Technical Advisor

***Embassy of the United States in the Kyrgyz Republic***

1. Elnura Kudaibergenova, Programme Officer/INL

***Ministry of Foreign Affairs of Finland***

1. Marjo Ahvenainen, Programme Officer

***EU Delegation to the Kyrgyz Republic***

1. Nicola Scaramuzzo, Team Leader of Rule of Law, Civil Society and Human Rights

***KOICA***

1. JongSu Yi, Country Director,
2. Ulan Jylkybaev, Project coordinator

***Global Fund Partner***

1. Aibar Sultangaziev, Deputy Director of Partner Network Association
2. Elmira Dzhorbaeva, Head of NGO “Ishenim Nuru”

***Justice and Governance Partners***

1. Mira Karybaeva, Expert/Agency of social technologies (Social cohesion)
2. Valentin Bogatyrev, Center of public technologies (Social cohesion)
3. Marat Torobekov, Civil initiative for internet policies (PVE)
4. Timur Shaikhutdinov, Public Association "Civic Union" (Parliament/Spotlight)
5. Gulmira Mamatkerimova, Innovative Solutions (Rule of Law)
6. Vladimir Ganzhela, Director, PF “Expert solutions for implementation of UN CRPD” (Access to Justice)
7. Ahmadhon Yusupkhanov, Manager, PF “Expert solutions for implementation of UN CRPD” (Access to Justice)
8. Aliya Kalybaeva, PU “New Solutions” (Access to Justice)
9. Damira Bustanova, Legal and Business Development Foundation Public Fund (Access to Justice)
10. Tolkunbek Isakov, Legal Aid to Persons with Disabilities PF (Access to Justice)

***Gender Equality and Women Empowerment Partners***

1. Baken Dosalieva, Women’s Support Centre
2. Zulfia Turumbekova, Kyrgyz Association of Women Judges
3. Aijan Orozakunova, Training Center for Attorneys
4. Esenia Ramazanova, Training Center for Attorneys
5. Anara Niyazova, Innovative Solutions
6. Janna Araeva, Bishkek Feminist Initiatives
7. Kyial Tilebaldieva, Community Alliance for Regional Development
8. Zulfia Kochorbaeva, Agency of Social Technologies

***IFI and PAGE Partner***

1. Meerim Kudabaeva, Expert of Department for International Cooperation, Russian-Kyrgyz Development Fund
2. Ruslan Buranov, Acting Head of Department of Credit and Investment Activity, Russian-Kyrgyz Development Fund
3. Leonid Efimov, Head of Department for International Cooperation, Eurasian Development Bank
4. Anvar Abdraev, President of the Union of Banks of Kyrgyzstan

***Environment and Climate Change Partner***

1. Anna Kirilenko, Executive Director of BIOM
2. Tatiana Vedeneva, Director of Center of Renewable Energy and Energy Efficiency Development

***Disaster Risk Reduction Partner***

1. Zhyrgalbek Isakeev, Almaty Emergency Center
2. Meimanbek Chekirbaev, Almaty Emergency Center

***Digital Skills Project Partner***

1. Daniar Amanaliev, Co-Founder “Ololo” Group Company
2. Chubak Temirov, Acting Director, High Technology Park

##

## Annex 4: Evaluation Matrix

| **Evaluation Criteria**  | **Key evaluation questions** | **Sub-questions** | **Evaluation indicators**  | ***Data/Info to be collected*** | ***Data collection sources/ methods*** | **Data analysis**  |
| --- | --- | --- | --- | --- | --- | --- |
|   **Relevance** |  What do you consider to be the “implicit” Theory of Change behind what the UNDP is doing in Kyrgyzstan?To what extent has the current UNDP CPD supported the GoK in achieving the national development goals and delivering CPD intended results? The what extent the CPD was adopted to the external factors? | What “problems” does CPD seek to help solve? How do you see the UNDP programme contributing to the resolution of those problems?What are UNDP’s outcomes as defined in the CPD?To what extent has the UNDP responded to the priorities and the needs of target beneficiaries as defined in the CPD? Has UNDP been able to effectively adapt the CPD to the effects of the COVID-19 pandemic in Kyrgyzstan? |  Consistency of the ToC of the CPDAlignment with National development al policies and plansAlignment with the needs of beneficiaries.Adaptability of the CPD. | UNDP’s interventions strategy. ToC that maps the expected pathway of change, logic and assumptions; including plans detailing required financial resources and capacity for CPD implementation (and evidence of their provision).Confirmation of relevance by the stakeholders.Evidence of *design based on a clear and comprehensive needs assessment.*Evidence of adaptability of the CPD. | Desk review of relevant documents including secondary informational sources.Semi-structured interviews/FGD with relevant stakeholders. | Map a ToC to identify the logic, sequence of events and assumptions behind the proposed programme. Triangulate data collected from various sources and means (e.g. cross check interview with desk review to validate or refute TOC).SMART analysis of CPD indicatorsSituational analysis.Needs assessment analysis of underlying development actions.Analysis of the adaptation measures.  |
| To what extent the cross -cutting issues were considered? | To what extent the GEWE, disability inclusion, minority and youth issues were reflected in the CPD?What are the barriers to the inclusion of vulnerable groups in UNDP’s work? How UNDP can increase social inclusion, and GE in the next CPD?  | The degree of inclusion of the vulnerable groups in the CPD. Nr of the marginalized groups benefiting from CPD. | The barriers and cases of mainstreaming of the cross-cutting issues, particularly social inclusion of the vulnerable groups in the CPD (objectives, expected results, indicators, data base). | Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders. | Gender analysis Needs assessment and social inclusion analysis. |
| To what extent the CPD and UNDP projects are consistent in terms of HRBA? | To what extent the programme/projects targeted *duty bearers* and *rights holders*? | Consistency of use of the HRBA through the PMC. | Evidence of use of HRBA within the CPD and other projects. |
| To what extent the resource mobilization was relevant? | Have the efforts made by UNDP/national partners to mobilize resources been in line with the development landscape?  | Relevance and dynamics of the resource mobilization. | Examples of and justification for the resource mobilization. | Mostly desk reviewSemi-structured interviews with UNDP CO. | Analysis of the recourse mobilization.  |
|  **Coherence**  2 | What are the key internal and external coordination mechanisms?  | To what extent does the CPD strategy outline an internally and externally coordinated approach and shows the inter-linkages among UNDP programmes and collaborations with UN and other partners.  | The level of external and internal coherence.  | Evidences/examples of the external and internal coherence of the CPD and alignment with the international thematic conventions. | Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders.  | Analysis of the partnership arrangements with the state and non-state stakeholders. Triangulate data collected from various sources and means. |
| Have the CPD and outcomes delivered in a coherent manner producing synergies among the inter-linked themes/ outcomes? | What mechanisms exist to facilitate programme synergies and coherence at the CO level and how effective have they been?  | The level of internal coherence.  | Evidences/examples of theinternal (CO) coherence and synergy of the CPD. |
| How effective has UNDP been in demonstrating its *integrator* role as the lead agency for SDG integration, providing integrated development solutions? | To what extent has UNDP been successful in mobilizing partnerships with state and non-state actors and facilitating development financing for the SDGs in the country?  | The level of fulfillment of the integrator`s role of UNDP.  | Evidences/examples of theintegration and partnership development capacity of UNDP CO.  |
| **Effectiveness** |  Is the UNDP programme on track to achieve intended results at the outcome and output levels?  To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? | What are the key achievements and what factors contributed to the achievements or non-achievement of those results? To what extent did the achieved results contribute to the outcomes? | Outcome and output indicators from the programme results and resources framework. | Progress towards achievement of intended objectives per sector. Evidence of achievements within the governance - poverty-environment/energy-climate nexus.Linkages between UNDP’s specific interventions and UNDAF-defined outcome level changes.Evidence of contributions to the SDGs.Degree of influence of the internal and external factors (enablers and barriers) on achievements. | Desk review of relevant documentsROARs, indicators status to assess progress and trends.Semi-structured interviews/FGD with stakeholders - focus on validating or refuting lines of inquiry and collecting perceptions/observations on the “why” and factors that influence or impede effectiveness. | Contribution analysis against TOC assumptions.Counterfactual analysis to check whether results could have been delivered without UNDP.Analysis of evaluations and audits.Trend analysis of ROARs.Analysis of corporate surveysTriangulate data collected from various sources and means. |
| How could UNDP enhance this element in the next UNDP programme?  | Evidences of the enhanced capacities of the national stakeholders. |  |  |
| Which programme areas are the most relevant and strategic for UNDP to scale up going forward?  | Why those areas should be scaled up in the next CPD?  |  Justification for the scale up of the most relevant initiatives.  | Semi-structured interviews/FGD with relevant stakeholders. | Triangulate data collected from various sources and means. |
| **3.** **Efficiency** | To what extent has there been an economical use of resources (funds, human resources, time, expertise, etc.)?  | What are the main administrative constraints/strengths? | Economical use of resources.  | Measures to ensure efficient use of resources. | Desk review of relevant documents.  | Triangulate data collected from various sources and means. |
| How efficient is RBM system?To what extent was the project’s M&E system consistent and efficient? | Is the RBM system is monitoring data informing management decision making? To what extent M&E system is supporting the CP implementation? How M&E facilitated learning and accountability to project stakeholders?  | Efficiency of the RBM approach and M&E system.  | Examples of the regular andtimely tracking of the progress and well-informed management decisions.Illustration of the accountability and organizational learning aspects. | SN, Annual work plans versus ROARs. Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders. | Triangulate data collected from various sources and means. |
| To what extent have programme funds have been delivered in a timely manner?  | What are the factors, which influenced the timely delivery?  | Timely delivery of the funds. | Desk review of relevant documents. |   |
|  **2**  **Sustainability** | What outcomes and outputs have been adopted or have the most likelihood of sustainability and being adopted by partners and why?  | To what extent do national partners have the institutional capacities to sustain the outcome-level results?  | Level of sustainability of the generated policy and institutional changes with the UNDP CO support. | Examples/evidences of sustainability of the capacitated partner institutions /organizations /beneficiaries. | Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders. | Contribution analysis against TOC assumptions. Counterfactual analysis to check whether results could have been delivered without UNDP.Analysis of evaluations and audits. |
| To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?  | To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?  | Supported policies and mechanisms encourage continuation.Government mechanisms and budgets for managing, operating and maintaining set of supported institutional measures.Evidence of further funding and implementation of activities following up on results achieved with support of UNDP. | Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders. |
| To what extent do partnerships exist with other national institutions, NGOs, UN agencies, the private sector and development partners to sustain the attained results?  | What changes should be considered in the current set of partnerships in order to promote long -term sustainability and durability of results?  | Level of viability of the partnership arrangements. | Examples/evidences of the sustainable partnership arrangements with different state and non-state actors. | Desk review of relevant documentsSemi-structured interviews/FGD with relevant stakeholders. |

1. The Accelerator Lab is missioned to do development differently to close the relevance gap between UNDP and grassroots communities. [↑](#footnote-ref-2)
2. *Decentralized Evaluations in UNDP:* <http://web.undp.org/evaluation/guideline/section-2.shtml>. [↑](#footnote-ref-3)
3. The UN-SWAP Evaluation Performance Indicator assesses the extent to which the evaluation reports of an entity meet the gender related UNEG Norms and Standards and demonstrate effective use of the UNEG Guidance on integrating human rights and gender equality during all phases of the evaluation. For additional information: <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-pi04-evaluation-en.pdf?la=en&vs=2403>. [↑](#footnote-ref-4)
4. *DAC Criteria for Evaluating Development Assistance*. For additional information: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>. [↑](#footnote-ref-5)
5. <http://web.undp.org/evaluation/guideline/index.shtml>. [↑](#footnote-ref-6)
6. <http://www.unevaluation.org/document/detail/102> [↑](#footnote-ref-7)
7. A theory-based evaluation is usually based on an explicit theory of change or logic model that explains the theory of a development intervention. The evaluation is designed to test the theory to see if it holds true. <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Theory-based-evaluation.pdf>. [↑](#footnote-ref-8)
8. E.g. *Spotlight Initiative to eliminate violence against women and girls* Project; *Addressing Sexual and Gender based violence in Kyrgyzstan* Project and *Women & Girls as Drivers of Peace* *and the Prevention of Radicalization* Project (2017-2018). [↑](#footnote-ref-9)
9. https://data.worldbank.org/country/KG. [↑](#footnote-ref-10)
10. World Bank. <https://www.worldbank.org/en/country/kyrgyzrepublic/overview#1>. [↑](#footnote-ref-11)
11. United States Institute of Peace: https://www.usip.org/publications/2021/05/border-clash-between-kyrgyzstan-and-tajikistan-risks-spinning-out-control. [↑](#footnote-ref-12)
12. <https://www.worldometers.info/world-population/kyrgyzstan-population/>. [↑](#footnote-ref-13)
13. Ibidem. [↑](#footnote-ref-14)
14. <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2020/12/hdr-kyrgyzstan-in-middle.html>. [↑](#footnote-ref-15)
15. Transparency International: Fight against corruption declarative in Kyrgyzstan:

 <https://24.kg/english/181579_Transparency_International_Fight_against_corruption_declarative_in_Kyrgyzstan_> [↑](#footnote-ref-16)
16. UNDP Country Programme Document for Kyrgyzstan (2018-2022), Programme Rationale (pages 2-5). [↑](#footnote-ref-17)
17. According to World Bank`s data is 32.1% (2015). For additional information. <http://data.worldbank.org/indicator>. [↑](#footnote-ref-18)
18. Gini coefficient of 41% in 2015. National Statistical Committee. [↑](#footnote-ref-19)
19. Unemployment rate is 8,5%. For additional information: <https://www.imf.org/external/pubs/ft/scr/2016/cr1656.pdf>. [↑](#footnote-ref-20)
20. Two laws that impose restrictions on freedom of expression and association were adopted: a law on the protection against ‘’false’’ information and a law introducing a new financial reporting scheme for NGOs, which civil society fears might be used to interfere with the activities of NGOs. For additional information: https://monitor.civicus.org/updates/2021/09/20/restrictive-false-information-and-ngo-laws-adopted-intimidation-government-critics/. [↑](#footnote-ref-21)
21. World Bank. <https://www.worldbank.org/en/country/kyrgyzrepublic/overview#1>. [↑](#footnote-ref-22)
22. World Bank Gender Database, ILO modelled estimates. Women’s participation rate has fallen since 2000, when it was circa 62% (World Bank, Transitioning to better jobs in the Kyrgyz Republic, 2015). [↑](#footnote-ref-23)
23. The INFORM Risk Index is a global, open-source risk assessment for humanitarian crises and disasters. It can support decisions about prevention, preparedness and response. <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk>. [↑](#footnote-ref-24)
24. National Statistical Committee of the Kyrgyz Republic, Fuel and energy balance of the Kyrgyz Republic 2018, <http://stat.kg/ru/publications/toplivno-energeticheskij-balans/>..

19 [www.pureearth.org/wp-content/uploads/2018/11/Krygyzstan-](http://www.pureearth.org/wp-content/uploads/2018/11/Krygyzstan-).. [↑](#footnote-ref-25)
25. [www.pureearth.org/wp-content/uploads/2018/11/Krygyzstan-Pollution-Health-and-Economic-Impacts-The-Lancet-Report.pdf](http://www.pureearth.org/wp-content/uploads/2018/11/Krygyzstan-Pollution-Health-and-Economic-Impacts-The-Lancet-Report.pdf).. [↑](#footnote-ref-26)
26. https://en.wikipedia.org/wiki/COVID-19\_pandemic\_in\_Kyrgyzstan. [↑](#footnote-ref-27)
27. The Socio-Economic and Vulnerability Impact Assessment – Kyrgyz Republic. 2020. UNDP, Asian Development Bank. [↑](#footnote-ref-28)
28. Ibidem. [↑](#footnote-ref-29)
29. The Agenda 2030 was announced in 2015. [↑](#footnote-ref-30)
30. *Assessment of Development Results. The Kyrgyz Republic. Evaluation of UNDP Contribution*. Independent Evaluation Office. April 2017. [↑](#footnote-ref-31)
31. CPD UNDP Kyrgyzstan (2018 – 2022), page 5. [↑](#footnote-ref-32)
32. Output 1.1: *Policy frameworks and institutional mechanisms enabled at the national and subnational levels for sustainable, resilient, inclusive and gender-responsive economic growth.* (SDGs 5, 8 and 10); Output 1.2. *Green/ sustainable entrepreneurship and investment environment enhanced to increase economic productivity and trade, including labour productivity, especially for women and youth.* (SDG8); and Output.1.3. *Women, youth and people from regions with high poverty rates benefit from improved services and infra-structure, better skills, access to resources, sustainable jobs and livelihoods.* (SDGs 8 and 11). [↑](#footnote-ref-33)
33. The Global Fund (GF) Programme is under the CPD Outcome 2 within the *Accountable institution*. UNDP CO is committed to UNDAF Outcome 4 (*Social Protection, Health and Education*) in implementing GF Programme and part of the Result Group for planning and reporting under the UNDAF Outcome 4. [↑](#footnote-ref-34)
34. Output 2.1. *Core functions and capacity of parliament, key government institutions and local authorities strengthened for accountable, transparent and inclusive policymaking and implementation, as well as high-quality public service delivery*. (SDGs 16, 5 and 3); Output 2.2. *Justice system and institutions enabled to uphold rule of law, promote and protect human rights, and improve access to justice of vulnerable population groups, especially women, youth, minorities and persons with disabilities.* (SDGs 16 and 5); Output 2.3. *Women and youth are empowered to participate in decision-making at national and local levels.* (SDG 5) and Output 2.4. *Institutions and communities are enabled with inclusive policies, mechanisms and capacities, to address the risks of violent extremism and conflicts*. (SDGs 16, 5, 10). [↑](#footnote-ref-35)
35. Output 3.1. *Policy, legal and institutional systems enhanced to apply innovative climate change mitigation and adaptation practices across the country.* (SDG 13); Output 3.2. *National and subnational governments have improved capacities to adopt and implement gender-responsive disaster risk reduction strategies.* (SDGs 11 and 13); Output 3.3. *Innovative and smart solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste, for better livelihoods and employment, with the focus on women and youth.* (SDG 15) and Output 3.4. *Improved adaptive capacities and on-farm water efficiency, and integrated resilience to climate change in vulnerable farming communities, focused on women and women-led households.* (SDGs 1, 2 and 13). [↑](#footnote-ref-36)
36. See RRF, CPD UNDP Kyrgyzstan (2018-2022), pages 9-14. [↑](#footnote-ref-37)
37. The conceptual idea of the National Development Strategy (2018-2040) is to ensure a high quality, decent standard of living for each citizen of Kyrgyzstan through the framework for sustainable economic and social development, including conditions for digitalization, entrepreneurship and the application of innovative and environmentally friendly technologies for use. Among other issues, it also highlights the governance and rule of law aspects: balanced system of state authority and `check and balances`. See: <http://donors.kg/en/strategy/5174-national-development-strategy-of-the-kyrgyz-republic-for-2018-2040>. [↑](#footnote-ref-38)
38. The “Unity, Trust, Creation” (2018–2022) Program of the Government of the Kyrgyz Republic is linked to the National Strategy 2018-2040 and sets the mid-term national goals. See: <http://www.donors.kg/images/DEVELOPMENT_PROGRAM_OF_KR_Unity_trust_creation.pdfv>. [↑](#footnote-ref-39)
39. UNDP Kyrgyzstan pursues three of the four UNDAF outcomes: accountable institutions, justice and peace; sustainable and inclusive economic growth; and environment, climate change and disaster risk management: <https://kyrgyzstan.un.org/en/35640-united-nations-development-assistance-framework-undaf-kyrgyz-republic-2018-2022>. [↑](#footnote-ref-40)
40. It illustrates national post-2015 consultations on the sustainable development goals nationalization process. See: <https://unsdg.un.org/un-in-action/kyrgyz-republic>. [↑](#footnote-ref-41)
41. The National Programme is focused on promotion of the e-governance and open society and transformation of the country into a digital economy with digitally literate citizens, while incorporating new and expansive technologies: <https://isoc.kg/projects/kyrgyz-republic-national-digital-transformation-strategy-taza-koom./> [↑](#footnote-ref-42)
42. It is a digital transformation concept to support sustainable development through innovation and digitalization of Kyrgyzstan. [↑](#footnote-ref-43)
43. <https://www.kg.undp.org/content/kyrgyzstan/en/home/projects/gender-mainstreaming-practices.html>. [↑](#footnote-ref-44)
44. Jointly with UNDP, UNEP, UNITAR, UNIDO and ILO. [↑](#footnote-ref-45)
45. Key informants ` interviews. [↑](#footnote-ref-46)
46. Baseline and evaluation reports, ROARs. [↑](#footnote-ref-47)
47. As defined in the CPD – the baseline reference. [↑](#footnote-ref-48)
48. Modernization, increased operability, improved access to elections and other services, enhanced disaster risks management. [↑](#footnote-ref-49)
49. Key informants from the Government (national and local), private sector, civil society and international development partners. [↑](#footnote-ref-50)
50. *Kyrgyzstan Electoral Support* Project is mostly focused on capacity enhancing and infrastructure development of the Central Electoral Commission and digitalization of the election system. [↑](#footnote-ref-51)
51. *Strong and Inclusive Parliamentary Democracy* Project is mostly focused on enhancing the functional capacity of the Parliament. [↑](#footnote-ref-52)
52. *Strengthening Integrated risk governance capacity of the KR and Regional Cooperation in Central Asia* Project is focused mostly on capacity enhancement of the DRM bodies and their regional cooperation. [↑](#footnote-ref-53)
53. The project is focused on strengthening capacity of the Fire and Rescue Services of Kyrgyzstan. [↑](#footnote-ref-54)
54. Focused on effective HIV and TB control project in Kyrgyzstan. [↑](#footnote-ref-55)
55. Focused on supporting unified State Population Registry of Kyrgyzstan. [↑](#footnote-ref-56)
56. The well-grounded multi-phase project mostly focused on increasing the access to justice of the population, including from the remote areas of the country. [↑](#footnote-ref-57)
57. *Aid for Trade* Project (Phases II and IV); *Digital skills and opportunities for youth employment towards digital economy in the KR* (*Youth digital skills)* Project. [↑](#footnote-ref-58)
58. *Spotlight Initiative to eliminate violence against women and girls* Project. [↑](#footnote-ref-59)
59. The project is focused on introduction of climate smart irrigation and mudflow protection measures. [↑](#footnote-ref-60)
60. E.g. *Youth for Prevention Violent Extremism* Project, *Strengthening Resilience to Violent Extremism in Asia* Project. [↑](#footnote-ref-61)
61. e.g. Youth digital skills Project. [↑](#footnote-ref-62)
62. E.g. *Addressing Sexual and Gender based violence in Kyrgyzstan* Project; *Gender mainstreaming practices* Project. [↑](#footnote-ref-63)
63. *Support to the prevention of radicalization to violence in prisons and probation settings in the KR* Project. [↑](#footnote-ref-64)
64. UNDP, Country Programme Document for Kyrgyzstan (2018-2022), key informants’ interviews and extensive documentation on ICT, digitalization and CO support. [↑](#footnote-ref-65)
65. Key informants’ interviews. [↑](#footnote-ref-66)
66. Key informants’ interviews. [↑](#footnote-ref-67)
67. SWAP is an accountability and performance monitoring framework designed to measure, monitor and drive progress towards a common set of standards to which to aspire and adhere for the achievement of GEWE in the UN system. [↑](#footnote-ref-68)
68. <https://www.kg.undp.org/content/kyrgyzstan/en/home/library/womens_empowerment/undp-kyrgyzstan-gender-equality-strategy--2018-2022.html> [↑](#footnote-ref-69)
69. The ability to leverage partnerships with central line ministries of government and other governing institutions; Integrator and resources (human and financial) mobilization capacity; Public recognition and coordination role. Key informants’ interviews. [↑](#footnote-ref-70)
70. Key informants’ interviews. [↑](#footnote-ref-71)
71. E.g. Outcome 1: Supporting women economic empowerment initiatives; Leveraging the new skills of women and girls enabling to their equal participation in digital economy; Outcome 2: Supporting of the advocacy, policy and legal reforms on elimination of the discrimination and women equal participation in decision-making; Technical assistance to strengthen mechanisms to advance gender equality and women’s empowerment in governance processes; support of the women networks and civil society actors involved in GEWE); Outcome 3: Supporting gender-responsive governance of natural resource management; Increasing women’s access, ownership and management of environmental goods and services, including climate finance. [↑](#footnote-ref-72)
72. The ToR for GTF can be found at: [https://undp.sharepoint.com/:w:/r/sites/GenderTaskForce/Shared%20Documents/General/TOR%20Gender%20Task%20Force.docx?d=w22e55e9ced9e4766a7b18f06ce4a761c&csf=1&web=1&e=UqCDIJ](https://undp.sharepoint.com/%3Aw%3A/r/sites/GenderTaskForce/Shared%20Documents/General/TOR%20Gender%20Task%20Force.docx?d=w22e55e9ced9e4766a7b18f06ce4a761c&csf=1&web=1&e=UqCDIJ). [↑](#footnote-ref-73)
73. The Action Plan can be found at: <https://teams.microsoft.com/l/file/DB5C22DC-1E92-41EA-9293-BF7CCA3CBF26?tenantId=b3e5db5e-2944-4837-99f5-7488ace54319&fileType=docx&objectUrl=https%3A%2F%2Fundp.sharepoint.com%2Fsites%2FGenderTaskForce%2FShared%20Documents%2FGeneral%2FACTION%20PLAN%20on%20recommendations%20provided%20by%20the%20GES_2018-2022.docx&baseUrl=https%3A%2F%2Fundp.sharepoint.com%2Fsites%2FGenderTaskForce&serviceName=teams&threadId=19:f15fe79779014f839f2b19c96fe6d832@thread.skype&groupId=dc68aae2-5229-45ba-bc9a-f732da57bf0f>. [↑](#footnote-ref-74)
74. E.g. Support to the line ministries on National Action Plans on Gender Equality and on National Action Plan 1325 on Women Peace and Security; Strengthening of the national UNiTE to End Violence against women and girls network with facilitation of UN Women and Gender Theme Group; The *16 Days of activism against gender-based violence* Campaign; International Women’s Day; *Spotlight initiative* Project. [↑](#footnote-ref-75)
75. GEN refers to Gender Markers which are applied for tracking expenditure towards gender mainstreaming. GEN 3 refers to activities that have GE as a principal objective; GEN 2 are activities that have GE as a significant objective and GEN 1 activities that will contribute in some way to GE, but not significantly. [↑](#footnote-ref-76)
76. Under the CPD Outcome 2 UNDP performed in engagement to support women-parliament members in advocating for 30% gender quota amendments in Election Code. As the result the Law on 30 percent gender quotas was adopted and signed by the President of KR. In the frames of “Women as peaceful voters; women as candidates” Projects about 16 CSOs were capacitated on raising awareness skills to promote women’s participation in elections.Key informants’ interviews, progress reports andROAR. [↑](#footnote-ref-77)
77. Evaluation Report: *End of Project Evaluation Report: Women and Girls as Drivers of Peace and the Prevention of Radicalization* Project. January 2019. Meghan McCormack, Baktygul Kapalova, Azamat Bakiev, Kyzzhybek Nurbekova. [↑](#footnote-ref-78)
78. See the initiatives implemented by the *Governance and Justice* implementing partners under the Outcome 2 of the CPD. [↑](#footnote-ref-79)
79. UNDP within the `Rule of Law` Project (Outcome 2) supported the initiative of the Parliament to widely discuss the legal amendments on prohibition of the religious marriages for underage persons by including criminal liability for all active participants to the event, including parents. Such amendments are in conformity with CEDAW recommendations in relation to the Kyrgyz Republic’s 4th periodical report, which calls for protection of under-age persons and eradication of harmful practice of under-age religious marriages. See:[*https://digitallibrary.un.org/record/791384*](https://digitallibrary.un.org/record/791384)*.*  [↑](#footnote-ref-80)
80. See women economic empowerment initiatives, including those run by the women Public Foundation Women Forum "Kurak" focused on women entrepreneurship (Outcome 1 of the programme). For additional information: http://kurak.kg/. [↑](#footnote-ref-81)
81. *Gender mainstreaming practices* Project. <https://www.kg.undp.org/content/kyrgyzstan/en/home/projects/gender-mainstreaming-practices.html>. [↑](#footnote-ref-82)
82. E.g. *Spotlight Initiative to eliminate violence against women and girls* Project, including e-platform to interact with the UNiTE to End Violence Against women and girls’ movement; *Addressing Sexual & Gender based violence* Project. https://www.kg.undp.org/content/kyrgyzstan/en/home/projects/gender-mainstreaming-in-digital-transformation-for-good-governan.html?utm\_source=EN&utm\_medium=GSR&utm\_content=US\_UNDP\_PaidSearch\_Brand\_English&utm\_campaign=CENTRAL&c\_src=CENTRAL&c\_src2=GSR&gclid=Cj0KCQiA\_c-OBhDFARIsAIFg3exdnlVQjzNgBdRFteZUJXBwhtG5rURYuezQM7CR9OQq1n-2yDEYCSIaAkk3EALw\_wcB. [↑](#footnote-ref-83)
83. E.g. *Gender mainstreaming in digital transformation for good governance* Project. [↑](#footnote-ref-84)
84. *Under the CPD Outcome 3,* *Batken Climate Resilience* Project, which contributed to improvement of the adaptive capacities and on-farm water efficiency and resilience to climate change focused on women and women-led households. Key informants’ interviews*, progress reports* andROAR, 2020. [↑](#footnote-ref-85)
85. The Council aims to strengthen the role of the Parliament in promoting the national agenda on women’s rights through national legislative and policy efforts on prevention and response to sexual and GBV. [↑](#footnote-ref-86)
86. https://www.kg.undp.org/content/kyrgyzstan/en/home/projects/project-addressing-early-marriages-prevention.html. ROAR 2018. Key informants’ interviews*.* [↑](#footnote-ref-87)
87. Ibidem. [↑](#footnote-ref-88)
88. Management for Gender Equality; In house Capacities; Enabling Environment; Knowledge Management and Communication; Programmes and Projects; Partnerships and Impact and Results. [↑](#footnote-ref-89)
89. Gender Equality Seal is a corporate independent certification programme assessing and analyzing CO expertise, commitment and performance in protecting and advancing women's rights and gender equality across CPD thematic areas. [↑](#footnote-ref-90)
90. UNDP Gender Equality Seal, Certificate Report, 2020. [↑](#footnote-ref-91)
91. 2020, *UNDP Survey Country Report. Kyrgyzstan*. The survey is conducted every two years to solicit feedback from partners on the role and performance of UNDP. Partners consulted include: Government, civil society, UN entities, IFIs, NGO and private sector. [↑](#footnote-ref-92)
92. For additional information: Evaluation Report: *End of Project Evaluation Report: Women and Girls as Drivers of Peace and the Prevention of Radicalization* Project. January 2019. Meghan McCormack, Baktygul Kapalova,Azamat Bakiev, Kyzzhybek Nurbekova. Report on the outcomes of the final evaluation *Addressing Sexual and Gender-Based Violence (SGBV) in Kyrgyzstan* Project, UNDP 2016-2018, А. Moldosheva. ROAR 2020. [↑](#footnote-ref-93)
93. Key informants` interviews. [↑](#footnote-ref-94)
94. See: <http://donors.kg/en/strategy/5174-national-development-strategy-of-the-kyrgyz-republic-for-2018-2040>. [↑](#footnote-ref-95)
95. OGP is a global partnership that includes members at the national and local level and thousands of CSOs. It is based on the idea that an open government is more accessible, more responsive, and more accountable to citizens, and that improving the relationship between people and their government has long-term, exponential benefits for everyone. The members work together to co-create two-year action plans with concrete steps – commitments – across a broad range of issues, which are monitored by an Independent Reporting Mechanism. See: <https://www.opengovpartnership.org/members/kyrgyz-republic/>. [↑](#footnote-ref-96)
96. e.g. *Access to Justice* Project. [↑](#footnote-ref-97)
97. Key informant interviews with relevant representatives of relevant national institutions and the private sector. [↑](#footnote-ref-98)
98. e.g. prisoners, PwDs, elderly people, youth, migrants, children. [↑](#footnote-ref-99)
99. TB and HIV treatment drugs, the cancer treatment drugs to ensure availability of life-saving drugs for most vulnerable children and elderly with chronic non-communicable diseases at high risk of mortality. [↑](#footnote-ref-100)
100. For additional information see the Finding 16. [↑](#footnote-ref-101)
101. E.g. *Supporting Unified State Population Registry to establish E-Government system* Project (Outcome 2). [↑](#footnote-ref-102)
102. UNDP jointly with the Institute of Psychology of the Russian Academy of Sciences. For additional information: <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2020/08/training-of-kyrgyz-specialists-of-the-mental-health-service-on-p.html>. [↑](#footnote-ref-103)
103. Key informants` interviews. [↑](#footnote-ref-104)
104. Ibidem. [↑](#footnote-ref-105)
105. Kyrgyzstan`s population increased from 4,8 Mln. (1999) to almost 6,4 Mln (2019). Of those, 34.4% are under the age of 15 and only 6.2% are over the age of 65. <https://worldpopulationreview.com/countries/kyrgyzstan-population> [↑](#footnote-ref-106)
106. The UN YTG is composed of heads or/and representatives of UN entities and is fo.cused on support implementation of the UN Youth 2030 Strategy, promote leadership across the UN system and build staff awareness and capacity on youth-related issues. [↑](#footnote-ref-107)
107. *Digital skills and opportunities for youth employment towards digital economy* Project (Outcome 1). [↑](#footnote-ref-108)
108. *Youth for Prevention Violent Extremism* Project (Outcome 2). [↑](#footnote-ref-109)
109. E.g. Video spots with promotion of «positive behavior» among the youth; LNOB survey to assess the access of the vulnerable youth to justice, health services, jobs, etc. [↑](#footnote-ref-110)
110. The three-year *Youth PVE* Project (completed in 2018) had the lowest budget ($110,500) in the Cluster 2; while the 3-year *Youth Digital Skills* Project (2018-2021) has the 2nd lowest budget ($1mln) in the Cluster 1. [↑](#footnote-ref-111)
111. UNDP, as part of the UN development system, works with UN Resident Coordinators, and as a part of UN Country Teams, to support countries achieve the 2030 Agenda. UNDP has a specific role in assisting the Resident Coordinator and UN Country Teams to facilitate more integrated analyses, planning and implementation – to deliver a multidimensional approach to the SDGs. For additional information. (<https://sdgintegration.undp.org/>): [↑](#footnote-ref-112)
112. For additional information: https://sustainabledevelopment.un.org/content/documents/2257Partnerships%20for%20SDGs%20-%20a%20review%20web.pdf. [↑](#footnote-ref-113)
113. The voluntary national reviews aim to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda. The VNRs also seek to strengthen policies and institutions of governments and to mobilize multi-stakeholder support and partnerships for the implementation of the SDGs. See: <https://sustainabledevelopment.un.org/vnrs/>. [↑](#footnote-ref-114)
114. Key informants` interviews. [↑](#footnote-ref-115)
115. Quote from the field mission consultations. [↑](#footnote-ref-116)
116. Focused on elections, peace, prevention of violence extremism and women empowerment. [↑](#footnote-ref-117)
117. Focused on Disaster risk reduction, climate change and air pollution. [↑](#footnote-ref-118)
118. 2020 UNDP Partnership Survey – Kyrgyzstan Country Report. Among other aspects, the survey highlights the role of UNDP in development of broadening partnerships and coalitions that push a large-scale development change. [↑](#footnote-ref-119)
119. See UN joint projects implemented under the leadership on UNDP Kyrgyzstan: *Enhanced financing opportunities and alignment with national sustainable development goals through an Integrated National Financing Framework for Kyrgyzstan* Project; Cross-border Cooperation for sustainable peace and development Project, Inclusive Governance and Justice system for Preventing violent extremism Project. [↑](#footnote-ref-120)
120. For additional information: https://cerf.un.org/. [↑](#footnote-ref-121)
121. Through regular updates and on-line discussions. [↑](#footnote-ref-122)
122. Especially followed October 2020 national elections. [↑](#footnote-ref-123)
123. For additional information: <https://www.weforum.org/reports/the-global-competitiveness-report-2017-2018>. [↑](#footnote-ref-124)
124. It aims to improve public administration, strengthen public services delivery by regional and municipal state bodies, and other regulatory frameworks in social sector, such as health care, education, etc. Improving country’s poor digital environment is important and essential for developing new sources of income and employment. [↑](#footnote-ref-125)
125. Through the awareness campaigns about the benefits of the digital technologies, digital economy and entrepreneurship. [↑](#footnote-ref-126)
126. The electronic interoperability system “Tunduk” is an information system that allows state and municipal agencies, as well as legal entities to exchange data necessary to render services to citizens and organizations in the electronic form. See: <https://kg.tunduk.gov.kg/wp-content/uploads/2019/03/%D0%B0%D0%BD%D0%B3%D0%BB-%D0%91%D1%80%D0%BE%D1%88%D1%8E%D1%80%D0%B0.pdf>. [↑](#footnote-ref-127)
127. *Safe city* Project. ROAR 2020. [↑](#footnote-ref-128)
128. There is no clear definition of innovation, therefore the evaluation team used its professional judgment on this topic. [↑](#footnote-ref-129)
129. UNDP`s Accelerator Lab among other aspects is exploring space for using non-traditional sources of data to open opportunities for more cost- effective interventions, as well as provide entirely new insights that may have been overlooked through traditional approaches. [↑](#footnote-ref-130)
130. Key informants` interviews. [↑](#footnote-ref-131)
131. E.g.: Innovation Fridays, Hackathons, Manager matters initiatives, Recognitions and awards of innovation efforts. [↑](#footnote-ref-132)
132. See the examples in the areas of: e-comerce, digitalisation of the electoral process, e-fiscalisation, e-education. [↑](#footnote-ref-133)
133. *Digital skills and opportunities for youth employment towards digital economy in the Kyrgyz Republic* Project. [↑](#footnote-ref-134)
134. E.g. “Online Community Accelerator” launched to accelerate community-led developmental impact of CSOs to promote digital civic activism. Experimentation are being conducted to examine social cohesion dimensions in virtual communities. “Reinvent Tourism” Portfolio consists of mutually reinforcing activities to help tourism community in the South of Kyrgyzstan.and impactoutcome level changes ons in its ner Trust Fundporting the public authorities as decribed above and empoerment [↑](#footnote-ref-135)
135. E.g. *High Technology Park -* company that unites all IT companies and start-ups in Kyrgyzstan to build an innovation ecosystem; *Technoland Public Foundation* focused on inclusive education and e-learning, *Steppe Learning* - introducing innovative English language education system; *Fleming Center* - providing remote professional and affordable health care services and consultations. [↑](#footnote-ref-136)
136. ROAR 2020. [↑](#footnote-ref-137)
137. For additional information: <https://acceleratorlabs.undp.org/content/acceleratorlabs/en/home/locations/Kyrgyzstan.html>. [↑](#footnote-ref-138)
138. For additional information: https://digital.undp.org/content/digital/en/home/stories/meet-digital-x-s-10-ambitious-new-teams.html. [↑](#footnote-ref-139)
139. Key informants` interviews. [↑](#footnote-ref-140)
140. The Accelerator Lab is missioned to Do Development Differently to close the relevance gap between UNDP and grassroots communities. [↑](#footnote-ref-141)
141. See the Global Fund`s healthcare projects. [↑](#footnote-ref-142)
142. ROAR 2020, mini-ROAR 2021. [↑](#footnote-ref-143)
143. E.g. test kits, CT scanners, ultrasound machines, ventilators, oximeters, oxygen concentrators, surgical masks, gloves. [↑](#footnote-ref-144)
144. Key informants` interviews. Mini-ROAR 2021. [↑](#footnote-ref-145)
145. Spotlight Initiative Programme jointly delivered with UNICE. The purpose of the hackathon is to create a digital solution to mitigate the negative effects of quarantine on children, youth and women, as they are most vulnerable and more likely to be subjected to abuse or violence. [↑](#footnote-ref-146)
146. *Acces to Justice* Project. [↑](#footnote-ref-147)
147. Key informants` interviews. [↑](#footnote-ref-148)
148. As mentioned by the interviewed stakeholders, including the community members. [↑](#footnote-ref-149)
149. From vertical fund (Global Fund), Multi-Partner Trust Fund and other funds (Japan, Russian Trust Fund, RBEC COVID 19 etc.). [↑](#footnote-ref-150)
150. Mini COVID-19 ROAR. Real-time Results Oriented Analysis Report. 2021. [↑](#footnote-ref-151)
151. Mini COVID-19 ROAR. Real-time Results Oriented Analysis Report. 2021. [↑](#footnote-ref-152)
152. Key informants` interviews with national and development partners, and desk review. [↑](#footnote-ref-153)
153. For instance the ToC of the CPD Outcome 2 is: ***If*** *the citizens of the Kyrgyz Republic are provided with inclusive, transparent, gender responsive, rule of law abiding state authorities* ***then*** *the democratic governance will be consolidated,* ***because*** *of the improved ability of the state institutions to secure the right to accountability, justice and peace*. CPD Outcome 1 ToC: ***If****the growth in Kyrgyzstan is inclusive and sustainable* ***then*** *poverty and inequalities will be reduced* ***because*** *environment will be created for people to fully benefit from economic growth.* [↑](#footnote-ref-154)
154. E.g. *Tajikistan/Kyrgyzstan Cross-border Cooperation for Sustainable Peace and Development* Project; *Kyrgyzstan’s youth cohesion and interaction towards Uzbekistan* Project; *SGBV* Project; *Innovative information and communications technologies* Project; *PVE* projects. [↑](#footnote-ref-155)
155. E.g. *Enhanced financing opportunities and alignment with national sustainable development goals through an Integrated National Financing Framework for Kyrgyzstan* Project (Cluster 1) has a well-structured ToC, which contains: risks, assumptions, key actions, results, outputs, outcomes and impact, but is different from the Cluster 1 ToC approach and does not have the change pathway based on the *if…then… because* approach as described above. Similar examples were identified in two other clusters. [↑](#footnote-ref-156)
156. Cluster 1 (e.g. *Integrated Area based development in Osh Province* Project;*Digital Skills* Project).

Cluster 2 (e.g. *Strong & Inclusive Parliamentary Democracy* Project; *Access to Justice* Project.

Cluster 3 (e.g. *DRR* Project, *Biodiversity conservation of the forest resources of Western Tian Shan* Project; *Trans-boundary Cooperation for Snow Leopard and Ecosystem Conservation* Project). [↑](#footnote-ref-157)
157. For instance: Final evaluation of the *Enhanced financing opportunities and alignment with national sustainable development goals through an Integrated National Financing Framework for Kyrgyzstan* Project. [↑](#footnote-ref-158)
158. Final Evaluation Report UNDP Kyrgyzstan Programme *“Integrated Area-based Development of Osh Province”* (2016 – 2019). Marius Birsan. December 2019. [↑](#footnote-ref-159)
159. The *Integrated area-based developemnt in Osh province* Project was mid-term and final evaluated. [↑](#footnote-ref-160)
160. See the UNDP Evaluation Resource Centre: <https://erc.undp.org/evaluation/units/222>. [↑](#footnote-ref-161)
161. Key informants` interviews. [↑](#footnote-ref-162)
162. The CPD Outcomes are not mandatory to be assessed prior to the CPD evaluations. [↑](#footnote-ref-163)
163. The CO`s management response is described in the Findings 7 and 9. [↑](#footnote-ref-164)
164. See the explanations described above. [↑](#footnote-ref-165)
165. *Strengthening Integrated risk governance capacity of the KR and Regional Cooperation in Central Asia* Project. [↑](#footnote-ref-166)
166. *Effective HIV and TB control project in Kyrgyzstan* Project funded by the Global Fund. [↑](#footnote-ref-167)
167. Especially, SDG 5 *– Gender Equality,* SDG 8 – *Decent Work and Economic Growth* and SDG 11 - *Reduced Inequalities.* [↑](#footnote-ref-168)
168. Key informants` interviews. [↑](#footnote-ref-169)
169. E.g. Russian Federation, Finland, Japan and international financial institutions. [↑](#footnote-ref-170)
170. Area-based projects in Osh and Naryn. [↑](#footnote-ref-171)
171. Thus, 110 jobs (45% hold by women) were created within the *Integrated are-based development of the Osh region* Project *(Source: Final evaluation report* of the*. Integrated are-based development of the Osh region* Project) and 1,492 jobs were created within the *Aid for Trade* Project Phase III. *(Source:* Final evaluation report „*Aid for Trade in Central Asia”* Project, Phase III (2014-2018). October 2019). [↑](#footnote-ref-172)
172. Up to $ 300 million. Final evaluation report „*Aid for Trade in Central Asia”* Project, Phase III (2014-2018). October 2019. [↑](#footnote-ref-173)
173. Final evaluation report „*Aid for Trade in Central Asia”* Project, Phase III (2014-2018). October 2019. [↑](#footnote-ref-174)
174. Final evaluation report of the Integrated are-based development of the Osh region *Project.* [↑](#footnote-ref-175)
175. Progress report (2020), *Digital skills and opportunities for youth employment towards digital economy in the Kyrgyz Republic*Project

*Digital skills and youth employment* Project. [↑](#footnote-ref-176)
176. Final evaluation report „*Aid for Trade in Central Asia”* Project. Phase III (2014-2018). October 2019. [↑](#footnote-ref-177)
177. For additional information: <https://www.un-page.org/country%20Kyrgyz%20Republic>. [↑](#footnote-ref-178)
178. Key informants’ interviews. PAGE Annual report. 2020. [↑](#footnote-ref-179)
179. See the economic empowerment projects. [↑](#footnote-ref-180)
180. Key informants` interviews. [↑](#footnote-ref-181)
181. *Scaling up conflict-sensitive livelihoods approaches in vulnerable regions and support to COVID-19 response* Project (Cluster 1). [↑](#footnote-ref-182)
182. E.g. *Making migration wok for development in Kyrgyzstan* held in September 2021. <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2021/09/migration-research.html>. [↑](#footnote-ref-183)
183. Where majority of the over 1 million of the migrants from Kyrgyzstan are located. <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2021/09/migration-research.html>. [↑](#footnote-ref-184)
184. Developed with the UNDP`s and other development actors` policy-making support/advice. [↑](#footnote-ref-185)
185. Among other areas, the strategic document highlights the importance of creating a special assistance program to ensure the return and sustainable reintegration of returning migrants, especially women and children. [↑](#footnote-ref-186)
186. The *MiDL* Project had a transformative effect on involvement of the Moldovan diaspora in the local (economic) development. Since 2015, UNDP has worked with the diaspora who have contributed US$2.6 million towards 82 community projects benefitting 316,000 people. <https://www.undp.org/blog/advancing-development-improving-human-mobility>. The project was scaled-up at the national level and currently is fully funded and managed by the Government through the Bureau for Relations with Diaspora. See: <https://www.md.undp.org/content/moldova/en/home/projects/MIDL_Project_2.html> and/or <https://brd.gov.md/ro/content/diaspora-acasa-reuseste-dar-13>. [↑](#footnote-ref-187)
187. *Increasing resilience to marginalization among women and girls in Kyrgyzstan through effective implementation of the country’s gender commitments* Project (2018-2019). [↑](#footnote-ref-188)
188. *Supporting Unified State Population Registry to establish E-Government system* Project (2017-2018). [↑](#footnote-ref-189)
189. Two Global Fund projects (with almost $21 mln and $27,5 mln) benefit of the operational procedures of UNDP. [↑](#footnote-ref-190)
190. *Supporting Criminal Justice Sector Reform in Kyrgyzstan in compliance with the rule of law and international standards of due process* (RoL) Project; *Promoting Democracy and Stability in Kyrgyzstan through an improved legal implementation mechanism* Project. [↑](#footnote-ref-191)
191. *Supporting Unified State Population Registry to establish E-Government system* Project. [↑](#footnote-ref-192)
192. *Towards a sustainable access to Justice for legal empowerment in the Kyrgyz Republic* Project. [↑](#footnote-ref-193)
193. Key informants` interviews. [↑](#footnote-ref-194)
194. Final Evaluation Report of the *Strong and Inclusive Parliamentary Democracy* Project. Kevin Deveaux. April 2021 [↑](#footnote-ref-195)
195. Key informants` interviews. [↑](#footnote-ref-196)
196. See: Presentation to the Constitutional Court regarding the main changes in terms of human rights in the new draft Constitution of the Kyrgyz Republic. February 9, 2021. [↑](#footnote-ref-197)
197. Open Letter of the Working Group on the Rule of Law of the Development Partners` Coordination Council in the Kyrgyz Republic addressed to Jogorku Kenesh (Parliament) of Kyrgyz Republic; Office of the President’s Administration of Kyrgyz Republic and General Prosecutor’s Office of the Kyrgyz Republic. [↑](#footnote-ref-198)
198. Key informants` interviews. [↑](#footnote-ref-199)
199. Results of the advocacy on the analysis of the draft Constitution of the Kyrgyz Republic published for public discussion on November 17, 2020 on the official website of Jogorku Kenesh of the Kyrgyz Republic: <http://www.kenesh.kg/ru/article/list/10>. [↑](#footnote-ref-200)
200. Results of the advocacy on the analysis of the draft Constitution of the Kyrgyz Republic published for public discussion on November 17, 2020 on the official website of Jogorku Kenesh of the Kyrgyz Republic: <http://www.kenesh.kg/ru/article/list/10>. [↑](#footnote-ref-201)
201. Mini ROAR 2021. Field mission interviews with the representatives of CEC. [↑](#footnote-ref-202)
202. Ibidem. [↑](#footnote-ref-203)
203. Key informants` interviews. [↑](#footnote-ref-204)
204. In August 2020, 56% of the respondents (27% "to some extent effective" and 29% "very ineffective") - remained dissatisfied with the CEC`s performance. Another 26% found the CEC's work to be to some extent effective. Only 8% of the respondents assessed CEC`s activity as very effective. In March 2021, the percentage of those who positively assessed the activities of the CEC rose to 58%. The Pool “*Open Data: How Kyrgyzstanis assess the CEC's effectiveness. Trends since 2012*”. IRI, 2021. [↑](#footnote-ref-205)
205. Mini ROAR 2021. Field mission interviews with the representatives of CEC. [↑](#footnote-ref-206)
206. Electoral support project. [↑](#footnote-ref-207)
207. Key informants` interviews. [↑](#footnote-ref-208)
208. CPD Output 2.2. *Justice system and institutions enabled to uphold rule of law, promote and protect human rights, and improve access to justice of vulnerable population groups, especially women, youth, minorities and persons with disabilities*. Indicator 2.2.1.Nr of population who received access to justice through free legal aid services, by sex, age, minorities, people with disabilities [↑](#footnote-ref-209)
209. Final Evaluation of the „*Towards a sustainable access to Justice for legal empowerment in the Kyrgyz Republic”* Project (Phase II). Craig Naumann, Medet Tiulegenov. October 2021. [↑](#footnote-ref-210)
210. Final Evaluation of the „*Towards a sustainable access to Justice for legal empowerment in the Kyrgyz Republic”* Project (Phase II). Craig Naumann, Medet Tiulegenov. October 2021. [↑](#footnote-ref-211)
211. See: https://kyrgyzstan.un.org/en/13990-why-30-gender-quota-local-councils-important. [↑](#footnote-ref-212)
212. *ROARs 2019, 2020 and 2021.* [↑](#footnote-ref-213)
213. See Joint Programme Cross-border Cooperation for Sustainable Peace and Development Project (2015-2019). [↑](#footnote-ref-214)
214. Final Evaluation Report of the Integrated Area-based development in the Osh province Project. Marius Birsan. 2019.

 <https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2014/02/21/undp-s-area-based-development-programme-funded-by-russia-will-benefit-30-000-people-of-naryn-.html>. [↑](#footnote-ref-215)
215. Final Evaluation Report of the *Integrated Area-based development in the Osh province* Project. Marius Birsan. 2019. [↑](#footnote-ref-216)
216. *Whole-of-Government Approach* - refers to the joint activities performed by diverse [ministries](https://en.wikipedia.org/wiki/Ministry_%28government_department%29), [public administrations](https://en.wikipedia.org/wiki/Public_Administration) and [public agencies](https://en.wikipedia.org/wiki/Public_agency) in order to provide a common solution to particular problems or issues. https://en.wikipedia.org/wiki/Whole-of-government\_approach. [↑](#footnote-ref-217)
217. https://www.collinsdictionary.com/dictionary/english/whole-of-society. [↑](#footnote-ref-218)
218. Key informants` interviews. ROAR 2020. [↑](#footnote-ref-219)
219. Review Report of PBF *Cross border Cooperation for Sustainable Peace and Development* Project. Frauke de Weijer. [↑](#footnote-ref-220)
220. Procurement of the healthcare drugs and equipment - pharmaceutical products, diagnostic products, laboratory equipment, hygienic products etc. - are based on compliance with national laws and regulations and clinical standards. GF uses two unique channels for procurement: 1) The procurement of medicines to treat TB is done through a designated procurement agent of the Global Drug Facility, which is not accessible for state institutions; 2) All pediatric antiretroviral medicines to treat HIV-positive children are procured through one of the procurement entities - member of the ARV Procurement Working Group. [↑](#footnote-ref-221)
221. The *90-90-*90 is an ambitious treatment target of theUNAIDS Programme, which states that by 2020:

	* 90% of all people living with HIV will know their HIV status.
	* 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy.
	* 90% of all people receiving antiretroviral therapy will have viral suppression.For additional information: <https://www.unaids.org/en/resources/909090>. [↑](#footnote-ref-222)
222. ROAR 2020. Mini-ROAR 2021. [↑](#footnote-ref-223)
223. Ibidem. [↑](#footnote-ref-224)
224. Key informants` interviews. [↑](#footnote-ref-225)
225. Key informants`s interviews. [↑](#footnote-ref-226)
226. Mini-ROAR 2021. [↑](#footnote-ref-227)
227. The full titile of the project: *Strengthening Integrated risk governance capacity of the KR and Regional Cooperation in Central Asia.* [↑](#footnote-ref-228)
228. Direct contribution to SDG 7 – *Affordable and clean energy*, SDG 13 – *Climate Action* and SDG 15 – *Life on Land* and indirect contribution to SDG 1 – *No poverty*, SDG 2- *Zero Hunger*, SDG 8 – *Decent work and economic growth* and SDG 12 – *Responsible consumption and production*. [↑](#footnote-ref-229)
229. In 2020, Kyrgyzstan ratified the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer. [↑](#footnote-ref-230)
230. The drafted regulations related to renewable energy sources, were developed in a participatory manner with the public engagement and were endorsed by the GoK. [↑](#footnote-ref-231)
231. E.g. on uranium risks reduction. [↑](#footnote-ref-232)
232. E.g., the innovative approach on improvement of decision-making based on reliable environmental data demonstrating benefits for ensuring environmental-friendly sustainable development. [↑](#footnote-ref-233)
233. Key informants`s interviews. [↑](#footnote-ref-234)
234. Vehicles and rescue equipment are being used by fire and rescue services in 20 district administrative centers and provide access to first aid for about 400,000 people.   Progress report 2020.*“Strengthening Integrated Risk Governance Capacities of the Kyrgyz Republic and Regional Cooperation in Central Asia”* Project. [↑](#footnote-ref-235)
235. See: <https://www.kg.undp.org/content/kyrgyzstan/en/home/projects/improvement-of-fire-safety-of-population-by-strengthening-capaci.html>..s project documentsments and of the end-beneficiiaries ly ned as the result s project documentsments and of the end-beneficiiaries ly ned as the result [↑](#footnote-ref-236)
236. Progress report 2020.*“Strengthening Integrated Risk Governance Capacities of Kyrgyzstan and Regional Cooperation in Central Asia”* Project. [↑](#footnote-ref-237)
237. Key informants` interviews. [↑](#footnote-ref-238)
238. See: <https://unfccc.int/documents/309210>. [↑](#footnote-ref-239)
239. Conducted by the International Renewable Energy Agency. [↑](#footnote-ref-240)
240. Approved in 2020. [↑](#footnote-ref-241)
241. See: <https://www.irena.org/>. [↑](#footnote-ref-242)
242. See: <https://climatepromise.undp.org/>. [↑](#footnote-ref-243)
243. Key informants` interviews. [↑](#footnote-ref-244)
244. Ibidem. [↑](#footnote-ref-245)
245. *Batken Climate Change* Project. [↑](#footnote-ref-246)
246. For instance, Ecological Movement BIOM <http://www.biom.kg/en/>. [↑](#footnote-ref-247)
247. OFID Project. ROAR 2020. [↑](#footnote-ref-248)
248. See: [www.greenenergy.kg](http://www.greenenergy.kg). [↑](#footnote-ref-249)
249. *Advancing development of a National Adaptation Plan (NAP) process for medium and long-term adaptation planning and implementation in the KR* Project funded by the Green Climate Fund. [↑](#footnote-ref-250)
250. Key informants’ interviews. ROAR 2020. [↑](#footnote-ref-251)
251. Key informants` interviews. [↑](#footnote-ref-252)
252. For additional information: <https://mfa.gov.kg/en/dm/Permanent-Mission-of-the-Kyrgyz-Republic-to-the-United-Nations/Menu---Foreign-/News/News-and-Events/The-resolution-of-the-United-Nations-General-Assembly-Nature-knows-no-borders>. [↑](#footnote-ref-253)
253. Key informants` interviews. Progress report (July 2020- July 2021). *Stakeholder Engagement for Uranium Legacy Remediation in Central Asia – Phase II.* [↑](#footnote-ref-254)
254. Ten local initiatives benefited of financial support/grants and implemented grass-roots actions focused on agriculture, textile, health and tourism. Progress report (July 2020- July 2021). *Stakeholder Engagement for Uranium Legacy Remediation in Central Asia – Phase II.* [↑](#footnote-ref-255)
255. State Committee of Industry and Ministry of Emergency Situations (Kyrgyzstan), State Committee of Ecology of Uzbekistan and the Aarhus Centre in Khujand (Tajikistan). [↑](#footnote-ref-256)
256. *Tajikistan/Kyrgyzstan Cross-border Cooperation for Sustainable Peace and Development* Project. [↑](#footnote-ref-257)
257. #  For additional information: *Border clash between Kyrgyzstan and Tajikistan risks spinning out of control.* <https://www.usip.org/publications/2021/05/border-clash-between-kyrgyzstan-and-tajikistan-risks-spinning-out-control>.

 [↑](#footnote-ref-258)
258. Final evaluation report of the *Tajikistan/Kyrgyzstan Cross-border Cooperation for Sustainable Peace and Development* Project. Iris Wielders, 2020. [↑](#footnote-ref-259)
259. Key informants` interviews. [↑](#footnote-ref-260)
260. Such as: State Water Resources Agency and the Agency on Hydrometeorology under the Ministry of Emergency Situations of the Kyrgyzstan (Kyrgyzhydromet). [↑](#footnote-ref-261)
261. With the UNDP policymaking support the thematc regulations on renewable energy were developed. [↑](#footnote-ref-262)
262. Report: *Mapping of Kyrgyz diaspora compatriots and migrants abroad*. IOM Kyryzstan, 2021. <https://kyrgyzstan.iom.int/sites/g/files/tmzbdl1321/files/documents/Central%2520Asis%2520Regional%2520Report_issue%25209_for%2520September_1.pdf>. [↑](#footnote-ref-263)
263. UNDP Approach to Human Mobility, 2021. [↑](#footnote-ref-264)
264. Described above. [↑](#footnote-ref-265)
265. Such as: Adoption and implementation of the civil society engagement strategy; Adoption of the Open Parliament Initiative Action Plan; Approval of an oversight law, etc. [↑](#footnote-ref-266)
266. AccLab has planned to experiment "Online Community Development" to promote digital civic engagement in Quarters 1 and 2, 2022. [↑](#footnote-ref-267)
267. One cognitive recommendation is to distinguish between the terms „*capacity building”* and *„capacity development/strengthening”*, because the UNDP CO and informational sources (ROARs, projects documents and reports) use both terms as similar and they are not. Thus, the first term means building the capacity from the scratch, because we assume that there are no any knowledge and capacities, i.e. the baseline is “0”; while the second one recognizes that there are some knowledge and capacities already, i.e. the baseline is not “0” and it is about enhancing the knowledge and development of the capacities, which already exist. For additional information: *Capacity Development: A UNDP Primer.* November 2015. Page 54. [www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-a-undp-primer.html](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-a-undp-primer.html). [↑](#footnote-ref-268)
268. State Agency on Youth was eliminated, and state funding of youth issues is low. [↑](#footnote-ref-269)
269. The ToCs of the CPD Outcomes serve as good examples and might be down streamed within the project portfolio. [↑](#footnote-ref-270)
270. Two other members are counted in their institutions. [↑](#footnote-ref-271)