

# COMMUNITY AND MUNICIPAL GOVERNANCE INITIATIVE (CAMI) IN THE KYRGYZ REPUBLIC

**First Quarterly Performance Report**

**Year 2: October 1, 2017 – December 31, 2017**

**January 2018**

This report was produced for review by the United States Agency for International Development (USAID).

It was prepared for USAID CAMI Project, implemented by DAI.







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Year 2: October 1, 2017 – December 31, 2017

Contract Number: USAID Contract AID-176-C-16-00002

Sponsoring USAID Office: Democracy and Governance Office

Contractor: DAI

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# ACRONYMS AND ABBREVIATIONS

AA	Ayil Aimak
AK	Ayil Kenesh
AO	Ayil Okmotu
AWU	Association of Water Users
AMEP	Activity Monitoring & Evaluation Plan
CAMI	Community and Municipal Governance Initiative (CAMI) in the Kyrgyz Republic
CDCS	Country Development Cooperation Strategy
CGP	Collaborative Governance Program (USAID)
CSOs	Civil Society Organizations
DPI	Development Policy Institute
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IRI	International Republican Institute
KOICA	Korea International Cooperation Agency
LSG	Local Self-Government
LSGPAT	LSG Performance Assessment Tool
M&E	Monitoring & Evaluation
MIS	Management Information System
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PSI	Public Service Improvement Project
SALSGIR	State Agency of LSG and Inter-Ethnic Relations
SDW	Solid domestic waste
SMEs	Small and medium-sized enterprises
SED	Social and economic development
SEDP	Social and economic development program/plan
SUPPL	Scaling up the peer-to-peer learning in public finance at the local self-government level in the Kyrgyz Republic project (World Bank)
TAMIS	Technical and Administrative Management Information System
USAID	United States Agency for International Development
VAP	Strengthening Voice and Accountability of Citizens' Participation and Oversight of Budget Processes Project in the Kyrgyz Republic (Swiss Agency for Development and Cooperation)
VIS	Visible Improvement Strategy



# I. EXECUTIVE SUMMARY

This is the first quarterly performance report of Year 2 for the Community and Municipal Governance Initiative in the Kyrgyz Republic (CAMI). The following is a summary of significant project highlights that were realized in the October 1, 2017 – December 31, 2017 work period:

- CAMI conducted LSGPAT baseline scoring on effectiveness in 16 Round II LSGs in Osh, Naryn and Issyk-Kul;
- Rebicon research company conducted a baseline survey on legitimacy in Round II LSGs;
- 32 focus group discussions were organized to identify high priority services to be included in Visible Improvement Strategies (VIS) of Round II LSGs and AO priorities in internal operations;
- CAMI began the process of updating citizen charters in 22 LSGs;
- Launched information campaign to promote mobile feedback via WhatsApp in Teploklyuchenka LSG;
- CAMI conducted PEA roundtable for key national, local, and international stakeholders and partners;
- CAMI organized Best Practices roundtable for the peer LSGs with participation of main stakeholders, media, and collaborative partners;
- CAMI introduced the project's best practices in an analytical article published in the "Municipalitet" magazine, which reaches 453 municipalities across the Kyrgyz Republic.

## II. PROJECT DESCRIPTION

CAMI is a five-year USAID-funded project that will support the Government of the Kyrgyz Republic to strengthen the vital relationship between local governing bodies and the public they serve. CAMI will work with up to 50 municipal governments to help them more effectively respond to citizens' needs and deliver services, thereby strengthening trust in government institutions and fortifying the Kyrgyz Republic's recent democratic gains.

The project will focus on service delivery improvements that are highly visible to the public with immediate positive impacts—such as solid waste management, water, lighting, transportation, and local economic development—while concurrently building the capacity of partner local self-governments across all service areas for which they are responsible. The activity will encourage peer learning, and bolster existing mechanisms for local self-governments to engage in national dialogue for municipal service delivery improvement in the Kyrgyz Republic.

CAMI aims to improve the performance of partner local self-governments in the Kyrgyz Republic by reducing the gap between LSG effectiveness and perceived citizen expectations on service delivery. In Year 2, the project will work on the following activities:

- Strengthening the legitimacy, effectiveness, and accountability of 32 target LSGs in Jalalabad, Osh, Issyk-Kul and Naryn regions and improving their partnerships with relevant stakeholders with the aim to reduce the effectiveness-legitimacy gap.
- Expanding impact throughout selected clusters of LSGs in Jalalabad, Osh, Naryn, and Issyk-Kul regions by developing synergies and extending the project's successes through networking and replication among target LSGs.
- Improving the LSGs' ability to deliver more accessible and effective services.
- Increasing citizen engagement through employing effective public outreach strategies.
- Improving dialogue between LSGs and citizens.
- Improving operational and financial management of target LSGs.
- Helping to improve budget procedures and transparency with active citizen engagement.

The project is organized under three outcomes:

- **Outcome 1: Increasing Local Self-Government Effectiveness**, as defined by improved competency, capacity, and solutions to perform devolved functions and services, within a community's resource constraints.
- **Outcome 2: Increasing Local Self-Government Legitimacy**, as defined by improved community engagement, responsiveness, and accountability in the implementation of devolved functions and services, incrementally and sustainably.
- **Outcome 3: Furthering and Sustaining Indigenous Kyrgyz Local Self-Government Support Capabilities** that are competent and able to provide on-going assistance to communities and their leadership.

In addition to these three outcomes, the project will engage cross-cutting themes to include gender, youth, and minorities to enhance the overall results.

### III. ACTIVITY IMPLEMENTATION PROGRESS

During Q1, the CAMI team made strong progress in completing key tasks.

**Table 1: Project Activities Completed in Q1**

	Task	Estimated	Status
<b>A. Project Launch Activities</b>			
<b>Project Activities</b>			
<b>LSG Site and Service Selection- Identification of Second Round of Target LSGs</b>			
A2.5	Conduct desk research on available effectiveness and legitimacy data	Q 1, Y 2	completed in Q1 Y 2
A2.6	Compare effectiveness evaluation's result with citizen perception survey's result per LSG	Q 1, Y 2	completed in Q1 Y 2
A2.7	Finalize selection of services in consultation with USAID (Round II)	Q 1, Y 2	completed in Q1 Y 2
<b>LSG Performance Assessment</b>			
A3.1	Conduct LSGPAT in Round II partner LSG for baseline	Q 1, Y 2	completed in Q1 Y 2
<b>Outcome 1: Increasing LSG Effectiveness</b>			
<b>1.1 Increasing Staff Competency and Capacity</b>			
1.1.1 a	Service diagnostic	Q 1, Y 2	completed in Q1 Y 2
	Conduct focus groups with involvement of citizens, CSO, minorities, vulnerable groups, women, and youth to set priorities for VIS in Round II LSGs		
1.1.1 b	Assist LSGs to complete their Visible Improvement Strategy (VIS)	Q 1-Q 2, Y 2	in progress
1.1.2 a	Build core capacities for visible service performance	Q 1, Y 2	completed in Q1 Y 2
	Conduct 2 cluster trainings on developing standards of the additional register of services in Round I LSGs		completed in Q1 Y 2
	Conduct 2 cluster trainings on service cost calculation in Round I LSGs		completed in Q1 Y 2
	Conduct 2 cluster trainings on M&E in Round I LSGs		completed in Q1 Y 2
	Conduct 2 cluster trainings on tenders and contracting in Round I LSGs		in progress
1.1.2 b	Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service	Q 1, Y 2	completed in Q1 Y 2
	Develop the standards of additional register of services and approve by AK decision in Round I LSGs	Q 1, Y 2	completed in Q1 Y 2
	Develop the Regulation on methodology of cost calculation for services and approve by AK decision in Round I LSGs	Q 1, Y 2	completed in Q1 Y 2
	Develop tariffs for services and approve by AK decision in Round 1 LSGs	Q 1-Q 2, Y 2	in progress
1.3.1	Maximize Own Source Revenue	Q 1-Q 4, Y2	in progress
1.3.2	LSG Investment Strategy	Q 1-Q 4, Y2	in progress
<b>Outcome 2: Increasing LSG Legitimacy</b>			
<b>2.1 Strengthening Stakeholders' Engagement in LSG Planning and Execution</b>			

2.1.1 a	Institutionalize stakeholder engagement in development of visible improvement strategy	Q 1, Y 2	completed in Q1 Y 2
	Introduce CAMI Project to Year 2 LSGs and CSOs	Q 1, Y 2	completed in Q1 Y 2
	Present and discuss of the LSGPAT legitimacy indicators with Year 2 LSGs and CSOs	Q 1, Y 2	completed in Q1 Y 2
	Support LSGs in development of VIS around specific priority public services in each of the LSGs involving representatives of CSO, inhabitants	Q 1, Y 2	completed in Q1 Y 2
2.1.1 b	Institutionalize stakeholder engagement in planning, resourcing, service managing, and oversight	Q 1, Y 2	completed in Q1 Y 2
	Conduct focus groups with involvement of citizens, CSO, minorities, vulnerable groups, women, and youth to set priorities for VIS	Q 1, Y 2	completed in Q1 Y 2
2.1.1 c	Assist LSGs to update citizen charters to insert decisions concerning public service delivery	Q 1, Y 2	completed in Q1 Y 2
	Organize an initial meeting with the Working Commission and training on updating the citizen charters	Q 1, Y 2	completed in Q1 Y 2
2.1.3	Support citizen monitoring; launch SMS citizen feedback mechanism	Q 1, Y 2	completed in Q1 Y 2
	Initial meeting with partner LSGs and Working Commissions to introduce the Mobile feedback mechanism	Q 1-Q2, Y 2	in progress
	Conduct training on Mobile feedback mechanism	Q 1-Q2, Y 2	in progress
<b>2.2 Reconciling Community Expectations with LSG Resources</b>			
2.2.1	Assess community expectation gap	Q 1, Y 2	completed in Q1 Y 2
	Conduct baseline legitimacy survey for Round II LSGs	Q 1, Y 2	completed in Q1 Y 2
2.2.2	Strengthen LSG public outreach, "proactive disclosure" of information, and partnerships with CSOs to help shrink community expectation gap	Q 1-Q3, Y 2	in progress
	Analyze the LSG capacity and resources in public outreach	Q 1, Y 2	in progress
	Conduct training on public outreach tools	Q 1-Q 2, Y 2	in progress
<b>Outcome 3: Furthering Indigenous Kyrgyzstani LSG Support Capabilities</b>			
<b>Output 3.2 Promoting New and Existing Products, Services, and Practices</b>			
3.2.1	Introduce new and expanded usage of existing products, services, and practices	Q 1, Y 2	completed in Q1 Y 2
	Publish best practices in "Municipalitet" magazine		completed in Q1 Y 2
	Conduct 2 discussions with key national and local partners / stakeholders, CSOs and citizens		completed in Q1 Y 2
<b>3.3 Ensuring a Post-Activity Mechanism for LSG Assistance and Support</b>			
3.3.2	Option 2- Competition. Model for the post-activity mechanism selected and launched	Q 1, Y 2	completed in Q1 Y 2
	Develop a model of the Post-Activity Mechanism for LSG assistance and support		completed in Q1 Y 2
	Launch the model of the Post-Activity Mechanism with stakeholders		completed in Q1 Y 2
<b>3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness</b>			
3.4.1	Political Economy Analysis	Q 1-Q 3, Y2	in progress
	Draft the political and economic part of the draft "LSG development State Program for 2018-2022"	Q 1, Y 2	completed in Q1 Y 2

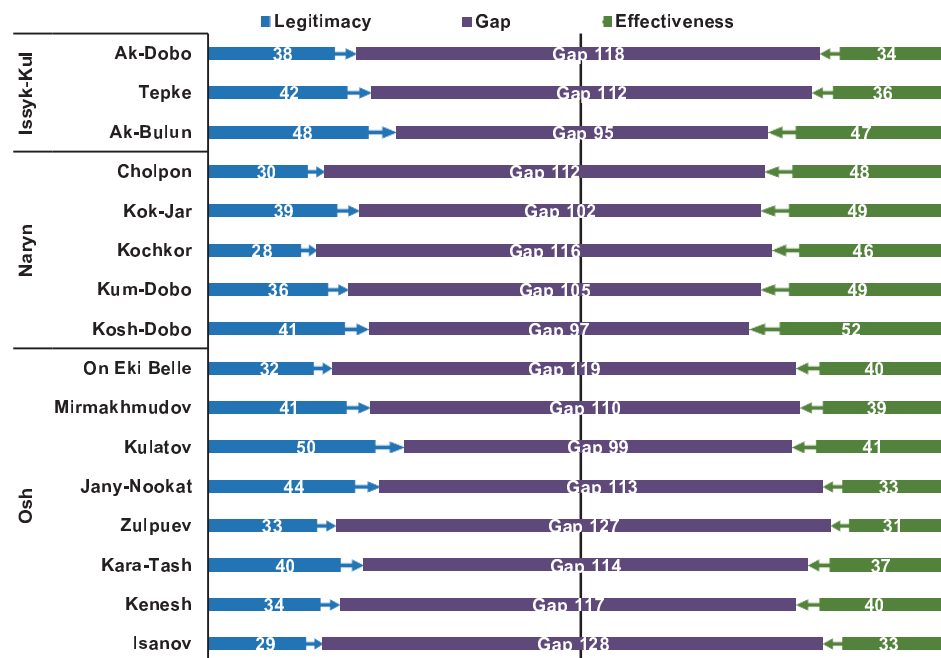
	Participate in discussions of the draft "LSG development State Program for 2018-2022"	Q 1, Y 2	completed in Q1 Y 2
	Participate in presentation of the draft "LSG development State Program for 2018-2022" to the Government	Q 1, Y 2	completed in Q1 Y 2
3.4.2	Support to LSG strengthening reforms via forums	Q 1, Y 2	completed in Q1 Y 2
	Discuss SWOT analysis for SALSGIR working group (using PEA model)	Q 1, Y 2	completed in Q1 Y 2
	Conduct 4 discussions, including one in PEA format with key national and local partners / stakeholders	Q 1, Y 2	completed in Q1 Y 2
<b>Contractual Project Deliverables</b>			
Y2 Q1 Quarterly report (October-December 2017)		30-Jan-18	

## OUTCOME I: INCREASING LSG EFFECTIVENESS

### ***A2.6 Compare effectiveness evaluation's result with citizen perception survey's result per LSG***

During this quarter, the baseline gap analysis report was developed to examine the gap between effectiveness and legitimacy in Round II LSGs. With a possible scale of 0-190 points in the legitimacy-effectiveness gap framework, all LSGs (see Figure 1 below) had legitimacy-effectiveness gaps between 95 and 128. The LSGs with the smallest gaps were Ak-Bulun (95) in Issyk-Kul, Kosh-Dobo (97) in Naryn, and Kulatov (99) in Osh. The LSGs with the largest gaps were Isanov (128), Zulpuev (127), and On Eki Belle (119), all of which are in Osh region. The average gap of the 16 Round II LSGs was 111.5. These scores speak to a variety of different scenarios and circumstances in the LSGs, requiring tailored approaches to each. CAMI will take an LSG-specific, data-driven approach to determine necessary courses of action to reduce the legitimacy-effectiveness gap in the 16 Round II LSGs. The CAMI project's overarching goal is to reduce the gap in each of its targeted LSGs. Following the baseline assessment, the analysis of the Round II LSGs showed municipalities with generally low capacity (12 of 16 targeted LSGs received average scores in effectiveness indicators under 3.0 points) and even lower legitimacy among their constituents (with all 16 targeted LSG's average legitimacy score under 2.6 points). Out of the highest possible score of 190 points both for effectiveness and legitimacy, 15 out of 16 LSGs earned less than 95 points. These low scores demonstrate a potential obstacle for the CAMI project, because they indicate relatively low capacity in the target LSGs. However, by using lessons learned in the Round I pilot municipalities, CAMI is also well-positioned to catalyze change and improve scores in each of these LSGs.

Figure 1: LSGPAT Gap in 16 Round II LSGs



**Annex 1. Round II Baseline Gap Analysis Report** provides a detailed comparison and analysis of baseline scores for effectiveness and legitimacy and identifies next steps for gap reduction.

### A2.7 Finalize selection of services for Round II LSGs

During the quarter, the CAMI team visited all 16 Round II LSGs in Osh, Naryn and Issyk-Kul regions (8 LSGs in Nookat raion of Osh region, 5 LSGs in Kochkor raion of Naryn region, and 3 LSGs in Ak-Suu and Jeti-Oguz raions of Issyk-Kul region). During these field visits, the CAMI team conducted focus group discussions with 15–20 participants in each LSG and assisted in selection of the high priority services in each LSG. **Annex 2. Round II Service Prioritization Report** includes a detailed list of selected high priority services in pilot LSGs.

### A3.1 Conduct LSGPAT in Round II partner LSGs for baseline

During the quarter, CAMI conducted baseline assessment on effectiveness and contracted Rebicon, an independent research company, to conduct baseline legitimacy survey in Round II LSGs. In November 2017, CAMI conducted the baseline assessment on effectiveness for the targeted Round II LSGs using the LSGPAT. The baseline survey was conducted by reviewing documents in ayil okmotus (AO) to assess the 19 LSGPAT indicators, and administering in-depth personal interviews with the LSG officials.

The analysis revealed that the average scores of Round II LSGs are lower than the average baseline scores of the Round I LSGs. In Round I LSGs the average score across all indicators was 2.6 out of a possible total of 5 points, compared to the average score of 2.2 in Round II. Out of a possible total LSGPAT score range of 19-95, the average total score of all indicators in the Round I municipalities was 49, while in Round II it was 40.9. In Round I, there was also a clear leader in Ak-Chiy, with a total score of 88, which received an average score per indicator of 4.6. In Round II, the highest performing LSG—Kosh-Dobo—received a score of 55. **Annex 3. Round II Baseline Effectiveness Report** provides a detailed description of the evaluation process and analysis of gathered data.

### **1.1.1a Service diagnostic for a Visible Improvement Strategy (VIS)**

#### **Conduct focus groups with involvement of citizens, CSOs, minorities, vulnerable groups, women, and youth to set priorities for VIS in Round II LSGs**

From November – December 2017, CAMI organized focus group discussions in Round II LSGs to set priorities for Visible Improvement Strategy (VIS) and to form the Working Commissions responsible for the development of the VIS and its implementation.

In total, 249 participants (159 men and 90 women) took part in the discussion of problematic issues of services delivered by municipalities. In some LSGs, the number of participants was 14-15 people, while in others as many as 20 people took part.

Focus group discussions consisted of two parts:

1. Discussion with citizens and CSOs on AO service delivery process and prioritization of services for further improvement;
2. Discussion with AO staff and AK members on priority issues of LSG internal operation.

### **1.1.1 b Assist LSGs to complete their Visible Improvement Strategy**

During this quarter, CAMI began developing the VIS in Round II LSGs. CAMI facilitated the process of service prioritization and formed the Working Commissions. AKs in targeted 16 Round II LSGs approved the Regulations on Working Commissions.

### **1.1.2a Build core capacities for visible service performance**

#### **Conduct two cluster trainings on developing standards of the additional register of services<sup>1</sup> in Round I LSGs**

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<sup>1</sup> According to the legislation of the Kyrgyz Republic there are two types of registers of services: 1) basic register that is the same throughout the country; 2) additional register that is designed based on the needs and priorities of a certain LSG.

CAMI organized a Training of Trainers (ToT) on the updated VIS Methodology for the entire CAMI program team, including the newly-recruited field officers from Naryn and Osh regions. The update included the revision of the content of each step of the VIS Methodology. In Round I LSGs CAMI focused mostly on the priority services, for the Round II along with the priority services CAMI will also provide support to LSGs in improving their internal operations. Overall, the ToT covered topics including developing service standards, service cost calculation, and sustainability of municipal enterprises.

The LSGs provide different services on an annual basis to citizens, for instance, provide coal to vulnerable families, support disabled citizens, and allocate money for young sportsmen to participate in different tournaments. **The additional register of services** is designed to include such needs and priorities of citizens. If these services are not included in the additional register of services or if the additional register itself is not in place (and approved by the AK), the state inspecting agencies might penalize the LSGs. Therefore, it is necessary for LSGs to develop the standards of municipal services. In line with this, during this quarter, CAMI organized two cluster trainings on developing standards of the municipal services integrated into the additional register of services for Round I LSGs in Jalalabad and Issyk-Kul regions. The trainings aimed to build the capacity of participants to develop standards in the additional register of services and administrative regulations on service provision. The pre- and post-training tests in Jalalabad demonstrated a 21.4% increase in participants' knowledge on the subject and in Issyk-Kul a 39.8% increase.

### **Conduct two cluster trainings on service cost calculation in Round I LSGs**

CAMI conducted two cluster trainings on service cost calculation in Round I LSGs. CAMI utilized the Methodology on Service Cost Calculation that was developed and provided by the PSI project during the training. Trainees gained theoretical knowledge and practical experience of cost calculation using real-life cases. This was an unfamiliar and challenging topic for participants. In fact, the legislation is under constant change and LSGs cannot always follow the updates. Another reason is related to a broad variety of models that can be applied to the management of every service. This type of work requires a good legal support and expertise. The pre- and post-training tests in Jalalabad showed a 4.4% increase in participants' knowledge on the subject and in Issyk-Kul a 30.4% increase. Notably, Issyk-Kul LSGs were more proactive and committed to CAMI activities from the start of cooperation with the project. Most of best practices and achievements of CAMI came from the Issyk-Kul region. Another factor is that Jalalabad LSGs have selected mostly the services, which did not require the elaboration of the tariffs. For instance, two LSGs selected road repair as priority services.

### **Conduct two cluster trainings on M&E in Round I LSGs**

On December 18 and December 20, 2018, CAMI organized two cluster trainings on monitoring and evaluation for Round I LSGs in Jalalabad and Issyk-Kul regions. These Joint Monitoring and Evaluation Groups had been formed under Round I LSGs to oversee the service improvement activities implemented by AOs and the Working Commissions. The trainings were aimed at building the capacity of LSG representatives, the local communities, and stakeholders to carry out tasks related to the organization of the M&E system. Forty-three participants (10 women and 33 men) attended the trainings.



The Joint Monitoring and Evaluation will provide reliable information about the implementation of services within the framework of the Visible Improvement Strategy to local self-governments, AK deputies, direct beneficiaries, and citizens on meetings of the Working Commissions, Public Hearings, and other public events. This information will allow these groups to make timely decisions for the successful implementation of the service, and ensure transparency and publicity in the implementation of activities. Moreover, it will encourage citizens to participate in decision-making and problem-solving processes.

The main objectives of Joint Monitoring and Evaluation Groups are:

- Ensure timely implementation of M&E and services in the framework of the Visible Improvement Strategy;
- Ensure the transparency and accessibility of information for citizens on the services being implemented or already implemented, provide feedback channels through which citizens can share their opinions;
- Involve citizens in the M&E process, inform citizens about the importance of carrying out M&E for successful service delivery.



*Members of Joint M&E Groups receive hands-on experience on monitoring and evaluation of service delivery*

A local M&E expert developed the training module, and templates (Monitoring & Evaluation plan and schedule, checklist, M&E regulation) for the Joint Monitoring and Evaluation Groups.

The Step 11 of CAMI's VIS methodology instructs to monitor and evaluate the quality of the services under the VIS. The expert explained the main concepts (monitoring, evaluation, indicator, product, result), the main methods of conducting the assessment, preparation of the monitoring plan and schedule, conducting analysis, collecting supporting documents and preparing reports. The VIS of each LSG was used as a source for developing the Monitoring & Evaluation plan and schedule. Training participants received hands-on experience on M&E. They reviewed the Visible Improvement Strategies, selected the service/step/activity, worked out their Monitoring & Evaluation plan and schedule, and discussed the M&E checklist and reporting. During the group sessions, the participants presented the M&E plan, and identified the methods of evaluation.

### **Conduct two cluster trainings on tenders and contracting in Round I LSGs**

This activity was transferred from Quarter 1 to Quarter 2. CAMI will organize four cluster trainings in Issyk-Kul, Naryn, Jalalabad and Osh on tenders and contracting for Round I and Round II LSGs in January-February 2018. The transfer of the activity was caused by the unavailability of the right experts on the market to perform the task in Quarter 1.

### **1.1.2 b Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service**

During the quarter, CAMI provided regular coaching and consultations to all Round I LSGs on further implementation of the developed VIS. The Working Commissions and LSG officials identified the problems related to service delivery and CAMI consultants suggested possible solutions. Most requests were related to procedures of cost calculation and elaboration of the additional registers.

#### **Develop the standards of additional register of services and approve by AK decision in Round I LSGs**

Kok-Art, Barpy, Kurmanbek, Mogol, and Lenin LSGs in Jalalabad region developed the standards of additional register of services. They were approved by AKs in respective LSGs. The remaining LSGs in Issyk-Kul region developed the standards that will be approved according to AK schedule in the next quarter.

#### **Develop the Regulation on methodology of cost calculation for services**

CAMI developed this regulation during this quarter. The Regulation defines the procedure for calculating the cost of collecting, removing and storing waste on municipal (ayil aimak) territory. It also provides detailed formulas for cost calculation. The **Regulation for Cost Calculation of Solid Waste Collection and Removal** is provided in **Annex 4** of this report.

#### **Develop tariffs for services and approve by AK decision in Round I LSGs**

This activity will be implemented in the next quarter. The delay was caused by different schedule of AKs. According to their approved schedules, AKs are supposed to conduct their sessions in January instead of December. During the January sessions, AKs will review the AO final reports and other proposals, including the approval of tariffs. Thus, upon request of pilot LSGs, CAMI had to synchronize the schedule with AK's and transfer this activity to Quarter 2.

### **1.3.1 Maximize Own Source Revenue**

In November 2017, CAMI COP Robert Bodo, DCOP Azamat Orozobekov and VIS Consultant Asylbek Chekirov met with Kubanychbek Kumashov, the Deputy Chair of the State Tax Service under the Government of the Kyrgyz Republic to discuss future cooperation. During the meeting, CAMI and the State Tax Service decided to conduct joint trainings on the Budget Code, planning oversight and tax administration for LSGs in Jeti-Oguz and Nookat raions in the next quarter. During these trainings, the expert from State Tax Service will provide coaching on tax administration. These activities will contribute to maximizing LSGs' own source revenues and increasing local budget.

### **1.3.2 LSG Investment Strategy**

During this quarter, CAMI conducted preliminary research on the availability and status of Investment Strategies in pilot LSGs. Only few Round I LSGs have Investment Strategies in place that need to be updated. In the next quarter, CAMI will also organize two cluster trainings on attracting investments and building public-private partnerships.

## **OUTCOME 2: INCREASING LSG LEGITIMACY**

During this quarter, the main activities under Outcome Two included organizing initial meetings to update citizen charters, conducting baseline legitimacy survey in Round II LSGs, and supporting the mobile feedback mechanism via WhatsApp.

### **2.1 Strengthening stakeholders' engagement in LSG planning and execution**

In this quarter, CAMI facilitated a collaborative process involving active citizens, LSG staff, AK members, and service providers to develop an LSG-specific VIS in Round II LSGs. During the quarter, CAMI formed Working Commissions in 16 Round II LSGs. The Working Commissions are responsible for involving stakeholders in the of preparation and implementation of the VIS; developing action points on organizing the services based on the interests of citizens and capacities of the LSGs; and ensuring the implementation of all stages of the VIS and monitoring and implementation of the Action Plans.

The Working Commissions consist of the most active members of the local communities, including:

- Activists / representatives of the local communities of various villages;
- Head of AO / Deputy Head of AO;
- Member of ayil kenesh;
- Representatives of NGOs and public organizations (women council, elderly court, rural public associations of drinking water consumers, AWUs)
- Entrepreneurs;
- Specialist of the AO office (based on the service selected).

In Round I LSGs, the Working Commissions continued working on VIS implementation.

#### **2.1.1a Institutionalize stakeholder engagement in the development of Visible Improvement Strategies**

##### **Introduce CAMI Project to Year 2 LSGs and CSOs**

CAMI Project was introduced to Round II LSGs and CSOs of Naryn, Issyk-Kul, and Osh regions during the focus group discussions on service prioritization. During these meeting, CAMI experts also presented the results of baseline effectiveness scoring and explained LSGPAT indicators in detail.

##### **Present and discuss the LSGPAT legitimacy indicators with Year 2 LSGs and CSOs**

During the focus group discussions, the participants were informed that an independent research company conducted citizen perception survey in Round II LSGs. CAMI experts presented and explained the purpose of the survey, including the LSGPAT legitimacy indicators and benchmarks.

### **Support LSGs in development of VIS around specific priority public services in each LSG involving representatives of CSOs, citizens**

CAMI involved representatives of CSOs and citizens in the focus group discussions. For Round II, CAMI focused on the analysis of the priority areas highlighted in the socio-economic development plans/programs (SEDP) of LSGs, which is in sync with the CAMI prioritization process. In other words, CAMI recognized that the SEDPs already contain the stage of the initial selection of community priorities, which have a broad variety of citizens' needs. Since the SEDP is the legal document requested by the Government and is developed based on certain formal procedures. Therefore, CAMI consultants jointly with the citizens in focus groups have identified the priority services from the list of all community needs outlined in the SEDP. Overall, the priority services in most LSGs are similar (please see Figure 2 and 3 below). Focus group participants agreed to include the first five high priority services in their VIS.

In Round II LSGs, CAMI will extend the assistance to five priorities instead of three (as in Round I).

#### **2.1.1b Institutionalize stakeholder engagement in planning, resources, service management, and oversight**

#### **Conduct focus groups with involvement of citizens, CSOs, minorities, vulnerable groups, women, and youth to set priorities for VIS**

To ensure that selected priority services correspond with citizens' needs CAMI conducted the focus group discussions and involved the following participants:

- AK deputies;
- key AO staff members;
- members of the Working Commissions;
- leaders of territorial municipal organizations;
- civil society/CSO representatives.

A total 452 people (155 women, 297 men) participated in the focus groups. Participants acquired initial information on necessary actions to improve the quality of service delivery. These discussions helped to build the capacity of AO and AK in employing the methods and approaches of service prioritization.

The focus group participants understood that there are other more efficient ways to manage the service delivery. For instance, if there was no service on solid waste collection and removal, the majority of AOs wanted to create a municipal enterprise by ignoring the issues of sustainability and efficiency. When CAMI consultants informed the AOs that the service can be outsourced to other public or private providers, which is completely in line with the legislation, and even allows the local businesses to earn money, the LSGs changed their mind. The discussions gave an opportunity for

citizens and CSO representatives to share their opinions and participate in the newly created Working Commissions.

### **2.1.1c Assist LSGs to update citizen charters to insert decisions concerning public service delivery**

#### **Organize an initial meeting with the Working Commission and training on updating the citizen charters**

On November 27, 2017, CAMI organized a ToT session with an expert on citizen charters for CAMI staff and field officers from Osh, Jalalabad, Naryn, and Issyk-Kul regions. The expert delivered a training on how to properly update citizen charters. The expert also presented on ways to eliminate potential risks and tensions among deputies of Ayil Kenesh during and after trainings in the field. The expert provided recommendations on the process of organizing discussions on citizen charters and emphasized the role of CAMI field officers in interacting with stakeholders (Ayil Okmotu, Ayil Kenesh, and citizens).

The expert emphasized the importance of updating the citizen charter, as it is a local “constitution” that outlines the main responsibilities and rights of citizens and addresses issues of local importance<sup>2</sup>. During this quarter, four cluster trainings on updating the citizen charters were organized in Karakol (on December 6, 2017), Kochkor (December 7, 2017), Osh (December 19, 2017), and Jalalabad (December 20, 2017). CAMI identified the following 22 LSGs that need to update their citizen charters:

Issyk-Kul region:

- Orgochor (Jeti-Oguz raion)
- Darkhan (Jeti-Oguz raion)
- Tepke (Ak-Suu raion)

Naryn region:

All five LSGs of Round II

Osh region:

All eight LSGs of Round II

Jalalabad region:

All six LSGs of Round I

### **2.1.3 Support citizen monitoring; launch SMS citizen feedback mechanism**

In this quarter, CAMI continued working with Teploklyuchenka Ayil Okmotu to strengthen the Mobile Feedback Mechanism via WhatsApp. Since the official launch of mechanism in November 2016, Teploklyuchenka grew its contact list from 100 to 176 citizens, and registered 256 inquiries in the journal as of December 31, 2017. CAMI supported Teploklyuchenka in conducting an information

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<sup>2</sup> CAMI provided the sample updated citizen charter in Annex 4 of the fourth quarterly report in Year 1.

campaign and promoted the WhatsApp number among citizens. The main topics of citizens' interest included garbage collection, requests for material assistance, land issues, water supply, and street lighting. Teploklyuchenka registered all inquiries in a journal by indicating the date of inquiry, the text of inquiry, specific questions, cell phone number, and citizen's name. Additionally, Teploklyuchenka conducted two online surveys on the quality of services via Survey Monkey. The first survey was on the assessment of work undertaken by the quarter committee chairmen. Seven citizens participated in the survey. The second survey was on the assessment of the AO activity. Seventeen citizens responded.

Initially, Teploklyuchenka tested WhatsApp Group Chat<sup>3</sup> to communicate with citizens. However, CAMI advised to use just general Broadcast Lists<sup>4</sup> to avoid spam messages (advertising, provocative messages) and employ a more tailored approach to each citizen. A general Group Chat was difficult to maintain as the contact base was growing, therefore Teploklyuchenka created separate Group Chats for specific interest groups, such as AK Deputies, AO staff and chairmen of the neighborhood committees ("kvartalnye"). The Broadcast Lists allowed Teploklyuchenka to send out messages to many citizens at once, avoid spam and connect with each contact individually.

CAMI also provided support to Teploklyuchenka in organizing an information campaign to raise awareness about the WhatsApp feedback mechanism among AO residents and gradually increase the number of subscribers. CAMI employed cost-effective methods and helped design and produce banners, stickers, pens and online banners to promote the WhatsApp number throughout the Aiyl Aimak. CAMI also helped to launch Teploklyuchenka AO pages on social media, e.g. Odnoklassniki.ru and Facebook.



*Citizens in Teploklyuchenka display information campaign materials*

Information sharing on the progress was maintained on a regular basis, followed by analysis of risks and problems in implementation. As it is described above, Teploklyuchenka started to receive spam messages and CAMI advised to replace the Group Chat with

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<sup>3</sup> Group Chat lets you chat with up to 256 people at once. More information available here: <https://faq.whatsapp.com/en/iphone/23782517/?category=5245251>

<sup>4</sup> The Broadcast List is a WhatsApp feature that allows to send a message to several contacts at once. Broadcast Lists are saved lists of message recipients that you can repeatedly send broadcast messages to without having to select them each time. More information available here: <https://faq.whatsapp.com/en/iphone/23782313>

the Broadcast Lists to improve communication with general users. Another issue was related to improving the capacity of the assigned specialist in AO to create online surveys (for instance, the Survey Monkey) and CAMI provided technical and capacity building training to AO specialist.

### **Initial meeting with partner LSGs and Working Commissions to introduce the mobile feedback mechanism**

In the next quarter, CAMI will organize study tours in four pilot regions (Issyk-Kul, Jalalabad, Naryn, and Osh) to introduce the mobile feedback mechanism to other pilot LSGs and facilitate experience exchange. CAMI will invite all 32 partner LSGs to these study tours. Teploklyuchenka AO will share its experience of introducing and promoting the mechanism, interacting with the citizens via WhatsApp, lessons learned and next steps to strengthen the mechanism.

### **Conduct training on mobile feedback mechanism**

CAMI will provide training on mobile feedback mechanism to selected LSGs in the next quarter.

#### **2.2.1 Assess community expectation gap**

During the quarter, CAMI contracted Rebicon, an independent research company, to conduct the baseline legitimacy survey for Round II LSGs. The survey was aimed at assessing the level of trust of the population to AOs in Osh, Naryn, and Issyk-Kul regions. Survey respondents identified 26 services, which, according to their opinion, were provided by AOs to their citizens. The populations of Issyk-Kul and Osh regions demonstrated higher awareness about LSG-provided services than that of Naryn region. Road maintenance and renovation and supply of clean water were the most frequently cited services. Baseline and assessment data for 19 indicators for every Ayil Aimak were collected. To measure public confidence level, a cumulative indicator was calculated as a sum of 19 indicators. The average cumulative indicator score in Round II LSGs was 37.7 out of a possible 95 points.

- In Issyk-Kul region, Ak-Bulun received the highest legitimacy score—48 out of 95 possible points. Ak-Dobo received the lowest score of 37.9.
- In Osh region, Kulatov got the highest legitimacy score of 49.9, while Isanov had the lowest score—29.0.
- In Naryn region, the highest score belongs to Kosh-Dobo AO - 41.0, while Kochkor had the lowest score of 28.0.

Rebicon delivered a presentation on survey methodology and results to CAMI staff and USAID representatives on December 15, 2017. **Annex 5. Round II Baseline Legitimacy Report** includes a detailed description of survey methodology, results, conclusions, and recommendations.

#### **2.2.2. Strengthen LSG public outreach, “proactive disclosure” of information, and partnerships with CSOs to help shrink community expectation gap**

This activity was transferred from this quarter to the next quarter. For the detailed explanation please refer to **Table 2. Challenges and Action Taken** (p. 28).

## **OUTCOME 3: FURTHERING INDIGENOUS KYRGYZ LSG SUPPORT CAPABILITIES**

In this quarter, CAMI organized the PEA and Best Practices roundtables with participation of Round II LSGs, continued coordination with key local, national and international stakeholders, and initiated the necessary steps to help the Union of LSGs develop their financial sustainability plan.

### **3.2.1 Introduce new and expanded usage of existing products, services, and practices**

#### **Publish best practices in “Municipalitet” magazine**

An article on the following CAMI best practices was published in the December 2017 issue of “Municipalitet” magazine:

1. Public-private partnership in organizing extracurricular activities for children and youth in Lipenka, Issyk-Kul region
2. Innovative approach to conducting budget hearings in LSGs (based on Round I LSGs) that introduced a structure based on participatory mechanisms and focused primarily on the priority needs of the citizens, which included education, health care, culture and utility services.
3. Effective administration of municipal enterprise in garbage collection in Yrys, Jalalabad region

#### **Conduct two discussions with key national and local partners/stakeholders, CSOs and citizens**

On December 13, 2017, CAMI held a roundtable on best practices in service delivery and management for representatives of 16 municipalities from Batken, Naryn, Issyk-Kul, and Osh regions. Representatives of two Round I LSGs from Issyk-Kul shared their experience on launching new services. The veterinary service launched in Teploklyuchenka municipality allowed citizens to disinfect up to 20,000 sheep and goats. In Jeti-Oguz, 185 residents have been trained in the newly launched sports clubs (volleyball, basketball, soccer, wrestling, taekwondo, fitness, and dancing) at the local Sports Center. These services became possible by applying the innovative methodologies and expertise provided by CAMI within the framework of VIS. Additionally, CAMI invited a guest speaker from Kulundu AO of Batken province to share the best practice of using AIMAK Management



Information System to improve that municipality's daily work. The roundtable participants were interested in replicating presented successful cases in their municipalities.

In response to participants' questions, Artur Seidakmatov, head of Jeti-Oguz AO in Issyk-Kul region, briefed the audience on how the Sports Center reported to the tax authorities; how the Center calculated its monthly fees; and what kind of support it provided to children from lower-income families. Talant Kobonbaev, head of Teploklyuchenka AO in Issyk-Kul region, presented the arrangement of sheep disinfection service (dipping facility). The participants were interested whether the dipping facility intended to launch any additional services. The head of Teploklyuchenka AO shared their plans to start sheep shearing and artificial insemination services. The guest speaker Altynbek Mamadali uulu from Kulundu AO presented AIMAK Management Information System that helps to tackle five main problems: 1) Lack of a unified management information system in the AO, 2) Issuance of verification letters/certificates, 3) Poor quality/incomplete information that is available in Operations Logs, 4) Lack of order and pattern, as related to names of street and house numbers, 5) Absence or lack of working maps. The presenter informed the roundtable participants that the project was ordered by the 7 pilot AOs that required optimization of their working procedures. If this pilot project proves to be successful, it will be presented to the Government.



*Representatives of municipalities from Batken, Naryn, Issyk-Kul and Osh regions, the national government, and international organizations participated in the roundtable.*

### **3.3 Ensure a Post-Activity Mechanism for LSG Assistance and Support**

#### **3.3.2 Model for the post-activity mechanism selected and launched**

In Year 1, CAMI finalized the assessment of the capacity of the Union of Local Self-Governments of the Kyrgyz Republic. The final assessment recommended the Union of LSGs as the top candidate for partnering with CAMI to promote the project outcomes, database of tools, resources, best practices and inter-municipal interaction. Based on the assessment and USAID recommendations, CAMI will help the Union to develop its Financial Sustainability Plan for three years. CAMI recruited two experts to work with the Union on this Plan. During the quarter, the scope of work was developed and agreed with the Union. CAMI selected experts through an open competition. The Union representatives were invited to the interviews and participated in the selection process. The selected experts are responsible for the following tasks:

**Task 1.** Conduct training for the administrative staff of the Union on the basics of the Financial Sustainability Plan development.

**Task 2.** Jointly with the administrative staff and members of the Board of the Union, identify the key services it wants to provide to its members.

**Task 3.** Jointly with the administrative staff of the Union, develop the draft Financial Sustainability Plan for three years 2018-2020, which will address the following:

Organizational aspects

- How to promote the mission and image of the organization;
- How to manage the organization;
- How to build an effective system of communication with members of the Board of the Union and members of the organization;
- How to build monitoring and evaluation of the organization's activities.

Financial aspects

- How to develop an illustrative budget showing revenues (membership and service fees) and expenditures needed to provide services;
- How to identify the services members want and will pay for;
- How to involve members in the organization to be more oriented towards financial sustainability.

**Task 4.** Jointly with the administrative staff of the Union, prepare a presentation of the Financial Sustainability Plan in Power Point format.

### **3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness**

#### **3.4.1 Political Economy Analysis (PEA)**

##### **Draft the political and economic part of the draft "LSG Development State Program for 2018-2022"**

In Year 1, CAMI developed a Political Economy Analysis including challenges and opportunities to achieve the project objectives of increasing LSG effectiveness and legitimacy. CAMI shared PEA recommendations with the SALSGIR Working Group and expert teams. The Working Group used the PEA to develop a SWOT analysis of LSG development in the Kyrgyz Republic that contributed to the development of the LSG Development State Program for 2018-2022.

##### **Participate in discussions of the draft "LSG Development State Program for 2018-2022"**

Since the beginning of work on the LSG Development State Program six expert discussions and three Working Group meetings were held. The Expert Group comprised of independent experts in the field of local self-governance and SALSGIR representatives was created for development of the Program. The Working Group was responsible for discussion and initial approval of this document. CAMI Component 3 Leader participated in the work of both groups.

The Expert Group discussed the following:

- 1<sup>st</sup> meeting – Key aspects of SWOT analysis of LSGs in the Kyrgyz Republic;
- 2<sup>nd</sup> meeting – The results of the implementation of the previous LSG Development Program;
- 3<sup>rd</sup> meeting – Problems and vision of the future of LSGs in the Kyrgyz Republic;
- 4<sup>th</sup> meeting – Defined the goals and tasks of the new LSG Development Program;
- 5<sup>th</sup> meeting – Defined the results, indicators and activities for the implementation of the new Local Self-Government Development Program;
- 6<sup>th</sup> meeting – Elaborated drafts of the Action Plan and M&E Plan of the Program.

All produced materials were compiled in one document and submitted for discussion to the SALSGIR Working Group. The Working Group studied the proposed draft and submitted it for the Prime-Minister's Office review and approval on November 17, 2017. Currently, the Program is being presented for public discussion. Additionally, SALSGIR plans to conduct several public discussions of the program.

### **Participate in presentation of the draft "LSG Development State Program for 2018-2022" to the Government**

On December 12, 2017, SALSGIR presented the draft LSG Development State Program for 2018-2022 during its Donors' Coordination Meeting. CAMI COP Robert Bodo and Component 3 Leader Ulara Narusbaeva participated in this meeting.

### **Discuss SWOT analysis for SALSGIR working group (using PEA model)**

SALSGIR Working Group used PEA model in the development of the draft LSG Development State Program for 2018-2022. CAMI shared PEA recommendations with the SALSGIR Working Group and Expert Group.

As part of the *Responsible Local Community*, the PEA Expert Group recommended to strengthen the participation of citizens in LSGs and develop new mechanisms for interaction between local government and state bodies. Furthermore, the PEA Expert Group suggested to improve internal rules and procedures of local self-governments, including the interaction between AK and AO and ensuring a more accurate planning cycle.

In the medium-term plan, experts recommended to support the reform at the national level to:

- Improve the municipal management and professional development of cadres;
- Build capacity of LSGs in planning and resource management;
- Support the existing and create new groups of LSG specialists in the following areas: financiers, responsible secretaries, investment specialists.

In terms of the *Strong Local Government* aspect, the PEA Expert Group recommended to:

- Create conditions for economic development and achieve financial security of local government;
- Ensure stability of management bodies and professional suitability of LSG leaders;

- Strengthen ability of LSGs to address the issues of the local community;
- Build the capacity of LSG staff;
- Improve knowledge and practical skills of deputies, heads and employees of LSGs on local budget management and interaction with government bodies;

In terms of the *Resource Mobilization for LSG Development*, the PEA Expert Group recommended to:

- Prepare program-based local budgets that include development budgets;
- Increase the responsibility of the local community in generating income and managing resources;
- Release LSG from expenses related to the performance of non-financed functions;
- Improve the efficient use of investments and increase the volume of investments;
- Improve operational management of local economic development;
- Disseminate anti-corruption policies and practices.

With regard to the *Citizens' Trust in the Local Self-Governments*, the PEA Expert Group recommended to:

- Utilize economic potential of the territories;
- Improve the quality of citizens' lives (reduce social discontent);
- Improve infrastructure provisions of LSGs.

In terms of *Creating Conditions for Economic Development and Achieving Financial Security of Local Government*, the PEA Expert Group recommended to:

- Create conditions for attracting investments and developing business entities in ayil aimaks;
- Build the capacity of local self-governments and AK deputies in identifying and using opportunities for the development of local self-governments.

In respect of *Building Capacity of LSGs to Address the Issues on Livelihoods of the Local Community*, the PEA Expert Group recommended to:

- Complete the process of optimizing the system of municipal service delivery;
- Stimulate the development of services on life-support and livelihoods of local communities with participation of the private sector;
- Develop programs to improve the infrastructure in LSGs, including providing the access to Internet and developing the electronic forms of service provision.

### **3.4.2 Support to LSG strengthening reforms via forums**

#### **Conduct 4 discussions, including one in PEA format with key national and local partners / stakeholders**

On December 13, 2017, CAMI conducted a PEA roundtable. The roundtable included presentations and discussions of CAMI's PEA as a tool of state policy development and conclusions of the Political Economy Analysis used in the draft LSG Development State Program for 2018-2022. The roundtable brought together key national and local partners, and heads of 16 LSGs of Naryn and Osh regions.

Participants of the roundtable highlighted the following:

1. This method is useful not only for the purposes of the Project, but can be instrumental for more general tasks, such as preparation of LSG development strategies/programs, and monitoring of the strategies/programs implementation.
2. PEA does not require significant financial expenditures, and can be carried out with rather limited resources.
3. PEA is congruent with the *LSG Development Program* (which lists strengthening of local communities as one of its tasks).
4. The method is consistent with the current practices that are applied in the Kyrgyz Republic (for many years the country has been working on introducing new public policies), and can be used jointly with various conventional methods.
5. PEA terms in Kyrgyz language have to be simplified to be used at the local level.
6. PEA is introducing adaptive management as a flexible method that can be applied for specific needs in specific time.
7. PEA has a distinct advantage in that the “bottom-up” approach helps determine levels of responsibility, as it pertains to addressing matters of local development, and problems and needs of local communities; those issues that cannot be addressed by local self-governments can be elevated to the upper levels.
8. PEA helps to identify key aspects/issues, related to the development of local communities; different projects can review the key aspects/issues, and then help address those issues that comply with their mandates.
9. It is important to make sure the problems of local communities are prioritized with no reference to mandates of specific projects. In this connection PEA methods can be used to prepare a comprehensive list of problems. Development projects can review the list to select the problems that correspond with their sphere of interests.
10. PEA is used not only for the purposes of preparation of LSG development programs in the Kyrgyz Republic, but can also be used for external monitoring of such programs, as PEA captures the situation “as is”. The project will have necessary resources for these efforts for the next 5 years.
11. Participants in the discussion suggested to assess the influence of the method on the authorities (horizontal and vertical communications).
12. Participants of the discussion suggested to organize trainings on the use of the method at different levels; such trainings should cover representatives of LSG, state agencies, NGOs and expert community.

The most important result of the roundtable is that the participants accepted the method in principle, as well as understood the capabilities and opportunities it provides.

# CROSS-CUTTING ACTIVITIES

## Communications Activities

In this quarter, the Communications Team prepared one analytical publication for the “Municipalitet” Journal (published by CAMI subcontractor Development Policy Institute [DPI]) on best practices in service delivery and conducting budget hearings. The article was published in December 2017 edition. During this quarter, the Communications Team has worked closely with all Component Leaders. Within the Component 2 framework the Communications Team assisted in promoting mobile feedback mechanism via WhatsApp and conducting an information campaign.

The Communications Team conducted a discussion with the Initiative Group, active citizens and AO specialists in Teploklyuchenka. The discussion gathered 12 people, including teachers from local schools, 4 chairmen of the neighborhood committees (“kvartalnye”), imam, AK deputies, representatives of women and youth associations, and AO specialists at the Teploklyuchenka AO headquarters. During the 1.5-hour discussion, the participants shared opinions and suggestions on raising awareness on feedback mechanism in their municipality. The discussion allowed the Communications Team to assess the existing media outlets, venues, events, opinion leaders, and social media popular among the residents. It also helped to see the participants' level of interest in the mechanism along with obstacles that they face in using the mechanism.

Offline communication proved to be the most effective awareness raising tactic. It included outdoor advertisements, disseminating promotional materials, and word of mouth. There are few venues and events where the outdoor advertisement was placed. CAMI advised the Initiative Group, AO specialists, and AK deputies to use any opportunity to talk about the feedback mechanism with their community.



3000 x 2000мм (2шт)



CAMI developed banners for outdoor advertisement of WhatsApp information campaign

Communications Team proposed cost-effective tactics to promote the mechanism and helped to design and produce online banners, outdoor advertisement (banners), branded pens, and stickers. Additionally, IS Specialist provided technical trainings to Teploklyuchenka staff on using Excel database.

Within Component 3, the Communications Team contributed to the successful media relations, strengthening of project recognition, consistent and unified information dispersal during the Best Practices roundtable.

*Media relations* included the development of a press release

on Best Practices roundtable in English, Russian and Kyrgyz. This press release was approved by the USAID Communications team and disseminated among national and local, online and offline news outlets via email and Facebook. The press release dissemination aimed at inviting journalists to the event to ensure adequate media coverage. Please see **Annex 6. Media Monitoring Report**.

*Consistent and unified messages dispersal* included editing and publishing of project materials. The Communications Team assisted in proofreading and editing the presentations and handout materials for PEA and Best Practices roundtables. All published materials were brought into compliance with the USAID branding and marking regulations.



*For online promotion via social media CAMI developed online banners*



*For offline promotion CAMI produced pens and stickers with WhatsApp number*



## EXPLANATION OF CHALLENGES AND ACTIONS TAKEN

The table below summarizes challenges, delays or adverse conditions and actions taken or contemplated to resolve the situation, or any assistance needed to resolve the situation.

**Table 2. Challenges and Actions Taken**

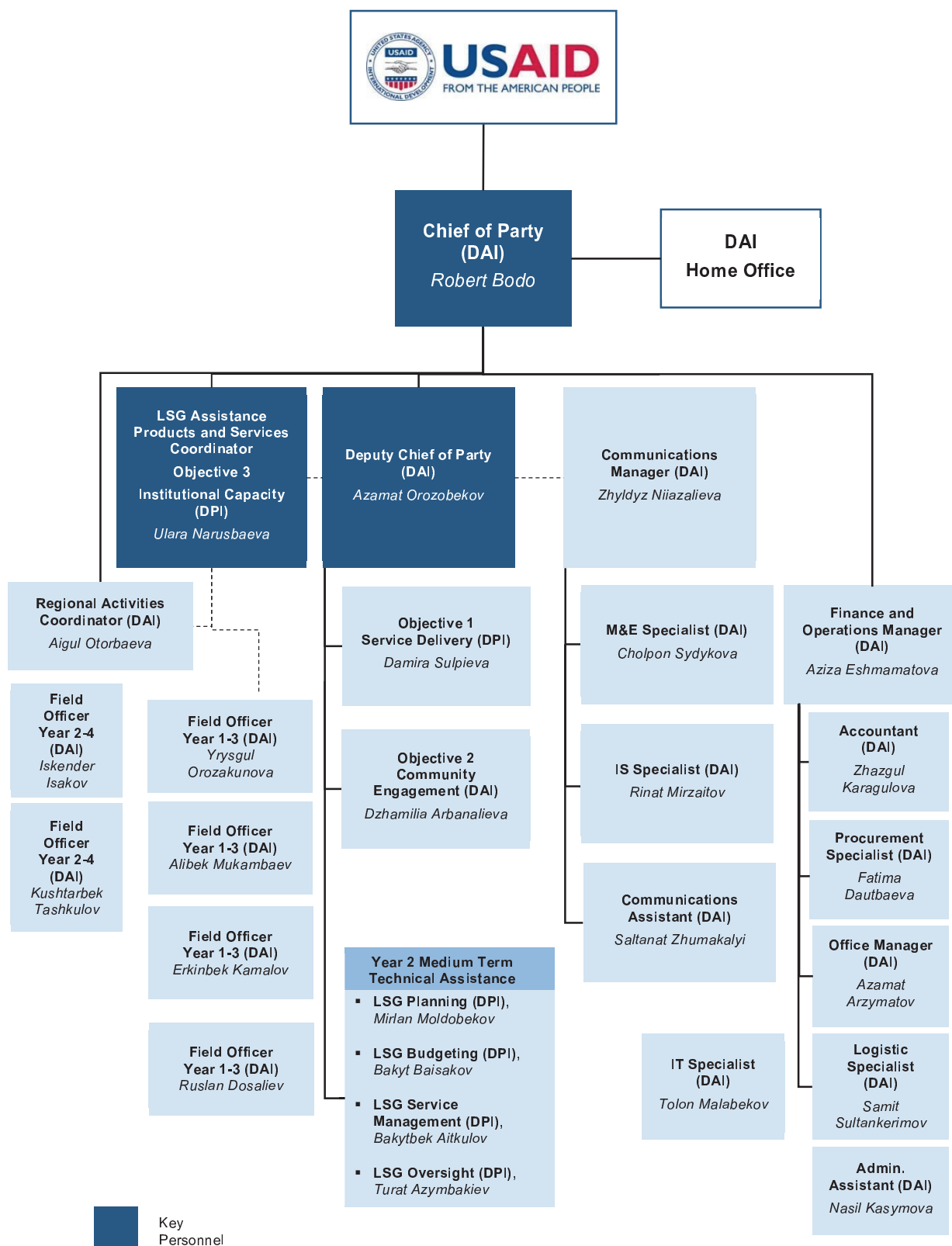
Challenges	Actions Taken	Further Action Required
<p>The task to develop 20 communications strategies (within Component 2) proved to be too demanding and ambitious given the limited timeframe. First, the announcement for the short-term individual expert did not receive any appropriate applications of candidates with related skills and experience. Then, the CAMI team agreed to announce a tender for company. The tender was announced and five companies submitted their proposals. Three companies were shortlisted. However, it was obvious that the scope of work and limited timeframe (until June 2018) was the biggest challenge for all three companies. Therefore, the tender was considered incomplete.</p>	<p>The technical team came to a conclusion to announce new and slightly updated tender with more realistic expectations. In order to eliminate the obstacle, the technical team recommended to split 20 LSGs into two groups for two phases: Southern Tier of 10 LSGs and Northern Tier of remaining 10 LSGs. Second, due to the seasonal conditions, CAMI will start working with 10 LSGs of Southern Tier right away (in the winter period) and then following up with the 10 LSGs of Northern Tier (in the spring-summer period). Third, splitting 20 LSGs into two smaller and more manageable groups will allow CAMI to exercise better quality control. Fourth, having two phases under two separate tenders will split (mitigate) the risk of quality control, allowing to select the best applicant on the market.</p>	<p>In the next quarter, the new tender will be announced.</p>

## PROGRESS ON PERFORMANCE INDICATORS

CAMI's progress on performance indicators in Quarter 1 of Year 2 is included as **Annex 7** to the quarterly report.



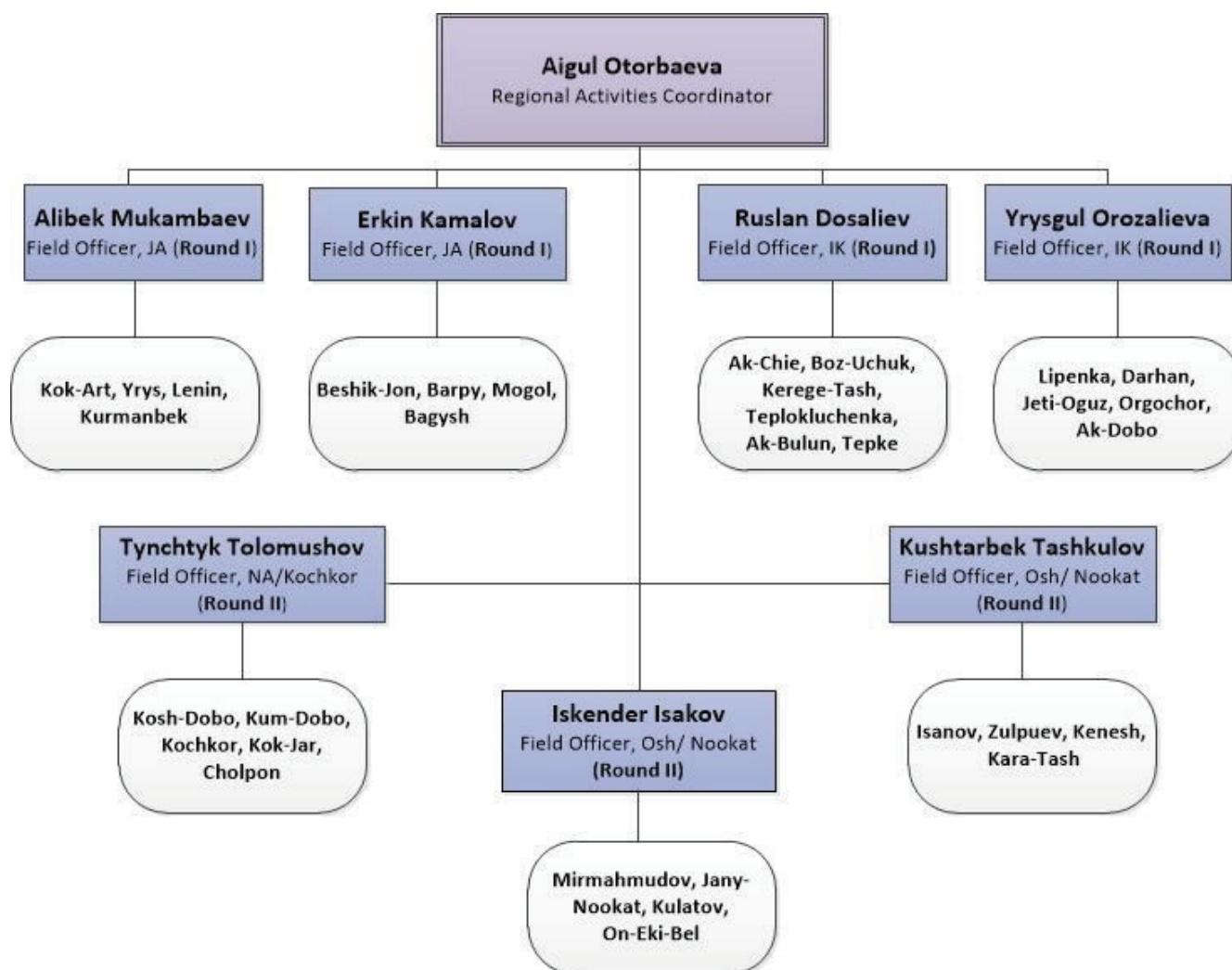
Figure 4. CAMI Organizational Chart as of December 31, 2017



## Field Operation

The Regional Activities Coordinator supervises the Field Officers. Figure 5 demonstrates the division of responsibilities under the Regional Activities Coordinator in selected Round I and Round II LSGs.

**Figure 5. CAMI Field Operation Chart as of December 31, 2017**



## OPERATIONAL SHORT-TERM TECHNICAL ASSISTANCE

During this quarter, DAI HO employee **Hank Nelson** provided audit of financial documents, procurement, HR filling and assistance with writing first Annual Report.

Three local consultants were recruited: VIS Consultant, Joint Monitoring & Evaluation Expert, Local Self-Governance Expert. The recruitment process for the positions of procurement expert and two short-term consultants under Component 3 was launched.

A new contract for 144 days was signed with **Asylbek Chekirov**, VIS Consultant. He will improve the VIS Methodology and lead activities on VIS development in the newly selected 16 LSGs of Naryn, Issyk-Kul and Osh regions. He will also assist Round I LSGs with VIS implementation.

**Sultambaev Medetbek**, Joint Monitoring and Evaluation Expert, was recruited for 10 working days to conduct trainings on M&E and develop the training module, and templates (Monitoring & Evaluation Plan and schedule, checklist, act on M&E) for Joint Monitoring and Evaluation Groups within Component 1.

**Venera Boltobaeva**, Local Self-Governance Expert, was recruited for 60 working days. The assignment includes:

Task 1: Provide the pilot local self-governments with assistance to enhance their institutional capacity and develop their skills, as it pertains to cooperation with local communities and civil society institutions and to prevention of corruption at the local level.

Task 2: Strengthen the cooperation between local governments and local communities to facilitate their joint efforts in prevention of corruption.

# ANTICIPATED ACTIVITIES IN THE NEXT QUARTER

In the next quarter, the project team will focus on the following activities:

**Table 3: Anticipated Activities in Quarter 2, Year 2**

	Task	Estimated
<b>A. Project Launch Activities</b>		
<b>LSG Site and Service Selection—Identification of Second Group of Target LSGs</b>		
A4.1	Apply selection filters; refine top +/- 22 LSGs included as Round III shortlist	Q 2, Y 2
A4.2	Obtain USAID concurrence on shortlisted LSGs (Round III)	Q 2, Y 2
<b>Outcome 1: Increasing LSG Effectiveness</b>		
<b>1.1 Increasing Staff Competency and Capacity</b>		
1.1.1 b	Assist LSG to complete a visible improvement strategy	Q 2, Y 2
	Conduct technical analysis of the service gaps	Q 2, Y 2
	Analyze different models for service delivery	Q 2, Y 2
	Present the analysis findings at a public hearing	Q 2, Y 2
	Present the draft VIS to local council for its review and approval	Q 2, Y 2
1.1.2 a	Build core capacities for visible service performance	Q 2, Y 2
	Conduct 2 cluster trainings on VIS development in the regions (Round 2)	Q 2, Y 2
	Conduct 4 cluster trainings on tenders and contracting (Round 1 and 2)	Q 1, Y 2
	Conduct 2 cluster trainings on the Budget Code, planning oversight, and tax administration (Round 1)	Q 2, Y 2
	Conduct 2 cluster trainings on investment attraction and PPP (Round 1)	Q 2, Y 2
	Conduct 2 cluster trainings on management of drinking water service delivery (Round 1)	Q 2, Y 2
	Conduct 2 cluster trainings on management of municipal enterprise (Round 1)	Q 2, Y 2
	Conduct 2 cluster trainings on asset management (Round 1)	Q 2, Y 2
1.1.2 b	Roaming technical specialists assist LSGs in planning, budgeting, service management, and oversight related to selected service	Q 2, Y 2
	Develop the Regulation on Working Commissions and approve by AK decision (Round 2)	Q 2, Y 2
	Develop tariffs for services and approve by AK decision (Round 1)	Q 2, Y 2
	Develop the Regulation on M&E and approve by AK decision (Round 1)	Q 2, Y 2
	Develop the Regulation on procedures of tenders (including sample agreements) and approve by decision of AK (Round 1)	Q 2, Y 2
	Develop the Report on execution of the budget for 2017 (Round 1)	Q 2, Y 2
	Update the existing investment plans (Round 1)	Q 2, Y 2

	Elaborate business plans on development of water supply management and approve by Head of AO decision (Round 1)	Q 2, Y 2
	Develop business plans on sustainability of municipal enterprise and approve by Head of AO decision	Q 2, Y 2
<b>1.3 Advanced Financially Sustainable, Local Solutions</b>		
1.3.1 Maximize Own Source Revenue		Q 2, 2018
	Provide coaching on Property Tax Revenue	Q 2, 2018
	Provide coaching on Budget Efficiency	Q 2, 2018
1.3.2 LSG Investment Strategy		Q 2, 2018
	Develop the Investment Strategy	Q 2, 2018
<b>Outcome 2: Increasing LSG Legitimacy</b>		
<b>2.1 Strengthening Stakeholders' Engagement in LSG Planning and Execution</b>		
2.1.1 a	Institutionalize stakeholder engagement in development of visible improvement strategy	Q 2, Y 2
	Arrange public dialogues on the issue related to the VIS	Q 2, Y 2
2.1.1 b	Institutionalize stakeholder engagement in planning, resourcing, service managing, and oversight	Q 2, Y 2
	Engage citizens, CSO, minorities, vulnerable groups, women, and youth in Working Commissions	Q 2, Y 2
	Create M&E groups and approve by decision of Head of AO (Round 1)	Q 2, Y 2
	Conduct public hearings with involvement of citizens, CSO, minorities, vulnerable groups, women, and youth	Q 2, Y 2
2.1.1 c	Assist LSGs to update citizen charters to insert decisions concerning public service delivery	Q 2, Y 2
	Conduct village meetings to CSOs on discussion of citizen charters	Q 2, Y 2
2.1.2.a) Support to AK on conducting public hearings, including engaging women and minorities		
	Conduct training on organizing public hearings on budget	Q 2, Y 2
	Conduct training on Budget Code, planning oversight, and tax administration for AK deputies	Q 2, Y 2
	Develop the Code of Ethics for AK deputies and approve by AK decision	Q 2, Y 2
2.1.2.b) Conduct trainings on combating and preventing corruption to LSGs, representatives of Working Commissions		Q2-Q3, Y 2
	Conduct training on combating and preventing corruption	Q2-Q3, Y 2
2.1.3	Support for citizen monitoring; launch SMS citizen feedback mechanism	Q2-Q3, Y 2
	Develop the Rules of Mobile feedback mechanism and approve by decision of the Head of AO	Q 2, Y 2
	Conduct training on Mobile feedback mechanism	Q 2, Y 2
	Conduct information campaign to promote the Mobile feedback mechanism	Q2-Q3, Y 2
<b>2.2 Reconciling Community Expectations with LSG Resources</b>		
2.2.2	Strengthen LSG public outreach, "proactive disclosure" of information, and partnerships with CSOs to help shrink community expectation gap	Q2-Q3, Y 2
	Analyze the LSG capacity and resources in public outreach	Q 1, Y 2
	Conduct training on public outreach tools	Q 2, Y 2
	Develop the Communication Strategy and approve by Head of AO decision	Q2-Q3, Y 2

<b>Outcome 3: Furthering Indigenous Kyrgyzstani LSG Support Capabilities</b>		
<b>3.1 Collaborating with Multiple Stakeholders</b>		
<b>3.1.1 Improve coordination through CAMI-supported mechanisms</b>		Q 2, Y 2
	<i>Conduct 2 meetings of the Coordination Council of CAMI</i>	Q 2, Y 2
<b>Output 3.2 Promoting New and Existing Products, Services, and Practices</b>		
3.2.1	Introduce new and expanded usage of existing products, services, and practices	Q 2, Y 2
	Publish best practices in "Municipalitet" magazine	Q 2, Y 2
	Conduct 2 discussions with key national and local partners / stakeholders, CSOs and citizens	Q 2, Y 2
<b>3.3 Ensuring a Post-Activity Mechanism for LSG Assistance and Support</b>		
3.3.2	Option 2- Competition. Model for the post-activity mechanism selected and launched	Q 2, Y 2
	Launch the model of the Post-Activity Mechanism with stakeholders	Q 2, Y 2
	Conduct regular meetings of the Post-Activity Mechanism	Q 2, Y 2
<b>3.4 Advancing Readily Achievable Reforms of the Government of the Kyrgyz Republic to Improve LSG's Effectiveness</b>		
3.4.2	Support to LSG strengthening reforms via forums	Q 2, Y 2
	Conduct 4 discussion, including one in PEA format with key national and local partners / stakeholders	Q 2, Y 2
	Conduct 2 Regional Forums on LSG reforms	Q 2, Y 2
<b>Contractual Project Deliverables</b>		
Y2 Q2 Quarterly report (January-March 2018)		30-Apr-18

## ANNEXES

ANNEX I. ROUND II BASELINE GAP ANALYSIS REPORT

ANNEX 2. ROUND II SERVICE PRIORITIZATION REPORT

ANNEX 3. ROUND II BASELINE EFFECTIVENESS REPORT

ANNEX 4. REGULATION FOR COST CALCULATION OF SOLID WASTE  
COLLECTION AND REMOVAL

ANNEX 5. ROUND II BASELINE LEGITIMACY REPORT

ANNEX 6. MEDIA MONITORING REPORT

ANNEX 7. PROGRESS ON PERFORMANCE INDICATORS







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