

# Country: THE KYRGYZ REPUBLIC; UNDAF 2018 - 2022 EVALUATION MANAGEMENT RESPONSE

Evaluation Title/Year: EVALUATION OF UNDAF 2018-2022 FOR THE KYRGYZ REPUBLIC / 2021

## Recommendation 1:

### Improve UNDAF's results framework and results-based management practices

- Going forward, this framework should be simplified both in terms of the number of indicators and the way they are framed.
- For a framework of this importance, it will be essential for the UNCT to develop a complete results framework, with all baselines and targets determined and defined upfront.
- This shortcoming should be addressed in the upcoming UNSDCF by aligning the indicators with the country's SDG framework.
- Another observation derived from this assessment is the importance of identifying meaningful and solid UNDAF indicators that meet the SMART criteria.
- Thus, another suggestion going forward is to reduce the number of JWP activities and improve their relevance by broadening them to a level that allows several agencies to work under one activity line.
- When it comes to the output and activity levels, there are no direct and solid indicators related to gender equality or other LNOB dimensions, except gender markers used in the JWPs.
- Although some attempts have been made by the agencies to introduce methodologies for the tracking of UNDAF expenditure on the basis of gender, this is an area that requires improvement in the next programme cycle.
- The overall opinion of UN stakeholders involved in this evaluation is that the MEG group is relatively weak and not very active. There is also a lack of clear understanding among stakeholders about the division of labour between the MEG group and RGs. Evaluation participants highlighted the need for strengthening the M&E group, especially its coordination function across M&E systems of individual agencies. The M&E related challenges identified in this report point to the need for further training for M&E group members.

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an explanation: .....		The evaluation lessons will feed into the development of the new UNSDCF. The exercise has proved to be very timely as UNCT has already embarked on CCA and the new Cooperation Framework. Actions to be taken in response to evaluation will incorporate RBM good practices and an improved and robust Results Framework.					
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by .....			
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
1.1	Reduce number of indicators for JWPs 2021-2022 and identifying meaningful and solid UNDAF indicators that meet the SMART criteria and LNOB dimensions	December, 2021	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	Accepted. Number of indicators have been significantly reduced during the JWP 2019-2020/SERF and subsequently in JWP 2021-2022. Please see below.  JWPs 2018-2020: 4 Outcomes • 19 outputs • 128 indicators • 219 activities JWPs 2021-2022: 4 Outcomes • 12 outputs • 57 indicators • 88 activities  For the new CF, a detailed and systematic exercise is already in hand for formulation of outcomes and outputs. Once this is finalised in consultation with the Government, indicators will be developed in the light of the recommendation.	completed	June	2022
1.2	All baselines and targets in JWPs are determined	December, 2022	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	Accepted. In the new JWP 2021-2022, baselines and targets were defined. This will be followed through the upcoming UNSDCF.	ongoing as expected	June	2022
1.3	Reduce the number of JWP activities and improve their relevance by broadening them to a level that allows several agencies to work under one activity line.	December, 2022	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	Accepted.  In accordance with the UNSDCF Guidelines, the new CF outcome and output indicators will be linked to national SDG indicator framework, while continuing refinement of the present framework.  With the establishment of a full-fledged SDG Department in the high Office of the President, it is anticipated that it will help in spurring better ownership of SDGs by the Government. This will also facilitate improved collaboration between technical arms of the Government and the UN. The overall impact of this collaboration will lead to improved alignment of UNSDCF with national SDG framework, as compared with the existing UNDAF.	completed	June	2022

1.4	Strengthen M&E group with clear decision of labor between MEG and RGs, its coordination functions across the system and training for MEG members	December, 2022	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	<p>Accepted.</p> <p>All SDG indicators pass through the approval of the UN Statistical Commission and by default meet SMART criteria. This will be observed in the new CF as well.</p> <p>The joint capacity of M&amp;E Group will be strengthened through better collaboration at PMT and dedicated knowledge sharing and learning and capacity development efforts, e.g. MEG Retreat. PMT has already established a taskforce to make it fit for the purpose.</p>	ongoing as expected	December	2022
1.5	Develop 2023-2027 CF in line with the UNSDG guidance with robust TOC and results framework which enable more strategic and selective UN interventions, and greater accountability and transparency of the UN system	August, 2022	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	<p>Accepted.</p> <p>This has been done in the JWP 2021-22. It will be further enhanced in UNSDCF.</p>	ongoing as expected	December	2022
1.6	In 2023-2027 CF align the indicators with the country's SDG framework	August, 2022	UNCT (with support of RCO, Outcome Groups, PMT, MEG) and GOVN	<p>Partially accepted.</p> <p>All activities and outputs in JWPs are marked with gender, human rights and peacebuilding markers. There was a setback due to loss of data in UN-INFO 1.0. Similarly, and in relation to the COVID-19 pandemic, the response of the UN in Kyrgyzstan was firmly grounded in LNOB principle.</p> <p>The Development Coordination Office is providing trainings to UNCTs and RCOs on LNOB, etc. In UNSDCF, indicators directly related to gender, LNOB, will be included.</p>	ongoing as expected	December	2022

## Recommendation 2: Strengthen the inter-agency coordination and cooperation infrastructure

- Agencies should engage more effectively with the joint coordination mechanisms – they should allocate the necessary resources and staff time to the UN coordination process.
- There is a need for a more regular, predictable and structured engagement of Government officials with the UNDAF process through the RGs. Also, the UNCT needs to consider ways and means for a more effective engagement of non-governmental stakeholders with the RGs.
- The focus of RG meetings should be more on joint programming, especially when financing opportunities for such programmes arise. Their role in planning should be strengthened to ensure that planning under the UNDAF is not done as the sum of agency plans, but as a process that consolidates and integrates the efforts of the agencies.
- The agencies should interact, communicate and collaborate more effectively on the planning process.
- UNCT should promote joint programming by identifying and institutionalizing incentives for the agencies to engage in joint programmes. RCO could supplement this process with training for agency staff on modalities and approaches of joint programming.
- There is a need to review existing inter-agency thematic groups with a view to streamlining the overall functioning of the coordination infrastructure, optimizing the division of labour and ensuring greater synergies in the coordination process.
- There is also an opportunity to assess the performance of the inter-agency coordination infrastructure in light of existing DPCC mechanisms.
- The RCO should become more involved in the facilitation of communications and flow of information among UN agencies on planning matters. The RCO should also keep track of agencies' planning processes and timelines, provide regular updates to agencies and identify opportunities for inter-agency consultations. The RCO could also facilitate a more harmonious alignment of UN planning processes with government planning approaches at the sectoral and national level. The RCO role in planning process needs to be enhanced and contribute to the harmonisation of planning.
- UNCT should promote a higher degree of awareness among UN staff members about the UN reform and its implications for joint delivery – i.e. key elements of the reform, its objectives, what it means for cooperation and joint implementation on the ground, etc. The RCO is well-positioned to facilitate this process through targeted training.

Management response - Accepted/Partially Accepted/rejected : .....

Partially accepted

If rejected or partially accepted, please provide an		Anecdotal and a number of global reports/documents (e.g. QCPR, MAF) indicate that this coordination has improved since inception of the UN reform. It is a work in progress, and it is anticipated that with further embedding of					
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by .....			
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
2.1	More regular, predictable and structured engagement of Government officials with the UNDAF process through the RGs. Also, the UNCT needs to consider ways and means for a more effective engagement of non-governmental stakeholders with the RGs	June, 2022	UNCT (through Outcome groups, PMT and RCO) and GOVN	<p>Accepted.</p> <p>UNDAF Steering Committee meetings takes place once a year. RGs consultations are always co-chaired by nominated Government officials. In the past two years, political instability in the country, frequent change in administration and COVID have hampered regular engagement of RGs with the Government.</p> <p>RGs will now be consistently co-chaired with government and will meet quarterly to review programme implementation and address bottlenecks. Office of the President is also establishing a technical working group to provide overall coordination from the government side to work with the UN system in overseeing programme implementation.</p> <p>As far as civil society is concerned, all national consultations are broad-based with active participation of all stakeholders including CSOs, media, academia, private sector. All UN agencies work closely with NGOs, both bilaterally as well as through formal platforms like DPCC, maintaining a balance between the public engagement and the behind-the-doors advocacy. Government adverse actions/legislations are discussed among UNCT and NGOs, a common position is agreed, and UNCT members carry out advocacy actions.</p>	ongoing as expected	December	2022

2.2	The focus of RG meetings should be more on joint programming, especially when financing opportunities for such programmes arise. Their role in planning should be strengthened to ensure that planning under the UNDAF is not done as the sum of agency plans, but as a process that consolidates and integrates the efforts of the agencies	June, 2022	UNCT (through Outcome groups, PMT and RCO)	<p>Accepted.</p> <p>In the new UNSDCF process, UN agencies are intricately involved from the very beginning including in scenario planning and formulation of results framework.</p> <p>RGs will engage in joint planning per outcome beyond the development of the JWPs. This will include identifying a minimum of one joint programme per outcome as part of the forward movement towards integrated programming. Each RG will also develop a joint monitoring plan which will be implemented together with government, civil society and other national stakeholders. Further, each RG will develop a plan of action for integrated policy analysis and advise to government counterparts</p> <p>Simultaneously, there is a renewed impetus at PMT to strengthen the role of RG chairs. RG ToRs will be reviewed and enhanced to enable joint planning, coherent and integrated policy and programme support and common efforts at resource mobilization.</p> <p>Further, with the development of the joint Resource Mobilization Strategy, there will be concerted efforts by UNCT on financing opportunities.</p> <p>Accepted.</p> <p>In the new UNSDCF process, UN agencies are intricately involved from the very beginning including in scenario planning and formulation of results framework.</p> <p>RGs will engage in joint planning per outcome beyond the development of the JWPs. This will include identifying a minimum of one joint programme per outcome as part of the forward movement towards integrated programming. Each RG will also develop a joint monitoring plan which will be implemented together with government, civil society and other national stakeholders. Further, each RG will develop a plan of action for integrated policy analysis and advise to government counterparts</p> <p>Simultaneously, there is a renewed impetus at PMT to strengthen the role of RG chairs. RG ToRs will be reviewed and enhanced to enable joint planning, coherent and integrated policy and programme support and common efforts at resource mobilization.</p>	ongoing as expected	December	2022
2.3	The agencies should interact, communicate and collaborate more effectively on the planning process	June, 2022	UNCT (through Outcome groups, PMT and RCO)	<p>Accepted.</p> <p>Each RG to identify and develop some common comms activities which will be implemented through UNCG.</p> <p>RGs will engage in joint planning per outcome beyond the development of the JWPs.</p> <p>As the UN Reform is evolving, there are better corporate level strategies and guidance for agencies to deliver the UN mandates in a more harmonized and effective manner.</p>	ongoing as expected	December	2022
2.4	UNCT should promote joint programming by identifying and institutionalizing incentives for the agencies to engage in joint programmes. RCO could supplement this process with training for agency staff on modalities and approaches of joint programming	August, 2022	UNCT (through Outcome groups, PMT and RCO)	<p>Partially accepted.</p> <p>In addition to incentivizing at country level, better engagement at headquarters level will can also be effective. We will share the recommendation to DCO headquarters for its engagement with agency headquarters on incentivizing agencies.</p> <p>RCO will organize training programmes on UNDS reform and joint programming for UN staff, including through participation at agencies' meetings and retreats.</p>	ongoing as expected	December	2022
2.5	There is a need to review existing inter-agency thematic groups with a view to streamlining the overall functioning of the coordination infrastructure, optimizing the division of labour and ensuring greater synergies in the coordination process	June, 2022	UNCT through PMT	<p>Accepted.</p> <p>Discussions at PMT are already going on including on merger of MEG, including reducing the number of thematic groups, etc. A taskforce has been constituted on this issue, that inter alia, will also look into reducing time encumbrance of participating in multiple fora.</p>	ongoing as expected	December	2022

2.6	There is also an opportunity to assess the performance of the inter-agency coordination infrastructure in light of existing DPCC mechanisms	September, 2022	UNCT (through PMT and thematic groups) and DPCC	Partially Accepted.  DPCC mechanisms are not a programme implementation mechanism. They are an information sharing mechanism for DPs, and platform for dialogue on aid coordination with government.  The Ad-hoc PMT Taskforce on coordination architecture is working to improve interagency coordination. It will submit its proposals to PMT and UNCT.	ongoing as expected	December	2022
2.7	The RCO should become more involved in the facilitation of communications and flow of information among UN agencies on planning matters. The RCO should also keep track of agencies' planning processes and timelines, provide regular updates to agencies and identify opportunities for inter-agency consultations. The RCO could also facilitate a more harmonious alignment of UN planning processes with government planning approaches at the sectoral and national level. The RCO role in planning process needs to be enhanced and contribute to the harmonisation of planning.	June, 2022	UNCT (through Outcome groups, PMT and RCO) and GOVN	Partially Accepted.  RCO already coordinates joint planning for JWPs. RGs chairs lead in convening regular RG meetings together with government counterparts, not RCO. UNCT will strive to cultivate greater involvement and buy-in of agencies in the planning of the coordinated process. As far as alignment with the government's planning is concerned, this is already aligned. The UNDAF corresponded with national development strategy 2040 and the five-year plan, Unity, trust and creation. Government has now developed a new five-year plan (2022-2026) and the new CF will substantially align with that plan.  There will be a calendar of agency planning processes that is regularly updated, RGs to develop a list of policy issues for common discussions with government as RGs, not just as agency bilateral discussions. The MEG group will develop M&E plan and submit it for endorsement of PMT and UNCT.  It is worth mentioning that synchronization of individual agency systems (e.g. CPDs) goes well beyond the country level and is difficult to manage by agencies at country level. However, this is being discussed at the regional level by DCO including by the Regional Collaborative Platform (RCP).	ongoing as expected	December	2022
2.8	UNCT should promote a higher degree of awareness among UN staff members about the UN reform and its implications for joint delivery – i.e. key elements of the reform, its objectives, what it means for cooperation and joint implementation on the ground, etc. The RCO is well-positioned to facilitate this process through targeted training	June, 2022	UNCT (through Outcome groups, PMT and RCO)	Accepted.  There has been a consistent effort by UNCT to socialise UN reforms in UNCT and RCO. This is supported by well-crafted training, and webinars offered by DCO and R-DCO from time to time. The RC also popularise UN reforms in his speeches and talks including at the UNCT meetings and retreats.  Agencies will be encouraged to invite RC and RCO staff to their retreats and staff meetings, and vice versa, for free flow of communications and better understanding of the UN reform. RCO will coordinate briefings and trainings for UN agencies. Accepted. There has been a consistent effort by UNCT to socialise UN reforms in UNCT and RCO. This is supported by well-crafted training, and webinars offered by DCO and R-DCO from time to time. The RC also popularise UN reforms in his speeches and talks including at the UNCT meetings and retreats.  Agencies will be encouraged to invite RC and RCO staff to their retreats and staff meetings, and vice versa, for free flow of communications and better understanding of the UN reform. RCO will coordinate briefings and trainings for UN agencies.	ongoing as expected	December	2022

### Recommendation 3: Strengthen Joint Planning and Implementation

- Under these conditions, achieving meaningful and harmonized planning at the level of the UNDAF is challenging. Complementarities should be strengthened to enable agencies to fully implement their mandate while working together.
- RGs should play a greater role in joint planning, rather than just monitoring and reporting. The role of RGs in planning should be strengthened to ensure that planning under the UNDAF is not done as the sum of agency plans, but as a process that consolidates and integrates the efforts of the agencies.
- The UNCT should promote a higher degree of awareness among UN staff members about the UN reform and its implications for joint delivery.
- The agencies should interact, communicate and collaborate more effectively on the planning process. They should open their programme planning and project design process to other agencies and the RCO.
- The RCO should encourage joint planning through targeted training. The RCO should also organize more frequent team-building initiatives at the level of the UNCT.
- The RCO should become more involved in the facilitation of communications and flow of information among UN agencies on planning matters. It should also keep track of agencies' planning processes and timelines, provide regular updates to agencies and identify opportunities for inter-agency consultations.
- The RCO should facilitate a more harmonious alignment of UN planning processes with government planning approaches at the sectoral and national level.
- RCO's and UNDP's "integrator" roles should be clearly defined, aligned and communicated to the UNCT and national counterparts.

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an		Planning, coherence and alignment always have room for improvement. It is a work in progress and is being gradually internalized. With the UN Reform, better synergies and collaboration between agencies are emerging. The					
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by .....			
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
3.1	RGs should play a greater role in joint planning, rather than just monitoring and reporting. The role of RGs in planning should be strengthened to ensure that planning under the UNDAF is not done as the sum of agency plans, but as a process that consolidates and integrates the efforts of the agencies.	July, 2022	Outcome groups, PMT, MEG & RCO	Accepted.  In the new UNSDCF process, UN agencies are intricately involved from the very beginning including in scenario planning, detailed and dedicated discussions and formulation of results framework.  RGs will engage in joint planning per outcome beyond the development of the JWPs. This will include identifying a minimum of one joint programme per outcome. Each RG will also develop a joint monitoring plan which will be implemented together with government, civil society and other national stakeholders. Each RG will develop a plan of action for integrated policy analysis and advise to government counterparts RG ToRs will be reviewed and enhanced to enable joint planning, coherent and integrated policy and programme support and common efforts at resource mobilization.  Each RG to identify and develop some common comms activities to be implemented by UNCG.	ongoing as expected	December	2022
3.2	The UNCT should promote a higher degree of awareness among UN staff members about the UN reform and its implications for joint delivery	December, 2022	UNCT, PMT, RGs & RCO	Accepted.  PMT Adhoc Taskforce is reviewing TOR of RGs and role of RG Chairs. Similar discussions are also going on with peers at the level of RCO Team Leaders, to learn from good practices.  Results Groups will be aligned with relevant Government-led sector structures (such as working groups, clusters) to ensure contribution of the UN RGs to such external mechanisms. Where equivalent Government structures do not exist, the RGs will incorporate representatives of relevant line ministries and key national partners. The extended RGs will meet at regular pre-agreed intervals in line with the UNSDG guidance.	ongoing as expected	December	2022
3.3	The agencies should interact, communicate and collaborate more effectively on the planning process. They should open their programme planning and project design process to other agencies and the RCO.	July, 2022	Outcome groups, PMT, MEG & RCO	Accepted.  There has been a consistent effort by UNCT to socialise UN reforms in UNCT and RCO. This includes training, webinars offered by DCO and R-DCO from time to time. The RC also popularise UN reforms in his speeches and talks including at the UNCT meetings and retreats.	ongoing as expected	December	2022

3.4	The RCO should encourage joint planning through targeted training. The RCO should also organize more frequent team-building initiatives at the level of the UNCT.	September, 2022	Outcome groups, PMT, MEG & RCO	Accepted.  As stated above, synchronization of individual agency systems (e.g. CPDs) goes well beyond the country level and is difficult to manage by agencies at country level. However, this is being discussed by DCO at regional level including by the Regional Collaborative Platform (RCP).  Going forward, RGs will engage in joint planning per outcome beyond the development of the JWPs. This will include identifying a minimum of one joint programme per outcome as part of the integrated programming. Each RG will also develop a joint monitoring plan which will be implemented together with government, civil society and other national stakeholders. Each RG will develop a plan of action for integrated policy analysis and advise to government counterparts	ongoing as expected	December	2022
3.5	The RCO should become more involved in the facilitation of communications and flow of information among UN agencies on planning matters. It should also keep track of agencies' planning processes and timelines, provide regular updates to agencies and identify opportunities for inter-agency consultations.	July, 2022	Outcome groups, PMT, MEG & RCO	Partially accepted.  UNCT retreats are organized regularly. For the new UNSDCF, a dedicated scenario planning exercise was organized for UNCT followed by strategic prioritization workshop. Retreats for PMT and MEG are also being planned for 2022.	ongoing as expected	December	2022
3.6	The RCO should facilitate a more harmonious alignment of UN planning processes with government planning approaches at the sectoral and national level.	July, 2022	UNCT(through Outcome groups, PMT, MEG & RCO) and GOVT	Partially accepted.  RCO takes interagency collaboration and communication flow seriously. It remains informed of the planning processes of agencies. This time, four UN agencies in Kyrgyzstan are having CPD evaluations. These four agencies were invited to make presentations at the recently held retreats and update the UNCT.	ongoing as expected	December	2022

#### Recommendation 4: Strengthen UN's Programmatic Offer

##### COVID-19 Response

- The joint UN-GoK response to the challenges that have emerged from the COVID-19 crisis should be central to and fully embraced by the upcoming cooperation framework.

##### Gender

- UNCT should undertake a gender assessment at the level of UNDAF to identify challenges and opportunities for improvement.
- In the upcoming cooperation framework, UNCT should mainstream gender across programmes through targeted interventions and resource allocations. UNCT should strengthen the gender aspects of the results framework by improving the disaggregation of indicators and targets. UNCT should also introduce standards for gender sensitive monitoring and evaluation under UNDAF.
- The UN should also strengthen joint GEWE communication and advocacy.

##### Other

- The new UNSDCF should cover the full spectrum of humanitarian-development-peace actions as offerings to support the Kyrgyz government to avoid inefficient parallel planning and implementation processes and tools.

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an

Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by .....				
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring	
4.1	The joint UN-GoK response to the challenges that have emerged from the COVID-19 crisis should be central to and fully embraced by the upcoming cooperation framework.	July, 2022	UNCT (through RGs, PMT, RCO)	Partially accepted.  SERF is fully integrated into the implementation of the UNDAF Joint Work Plans in 2021-22 and also embedded into the CCA and new UNSDCF. UN joint resource mobilization efforts are reinforced to support the implementation of the SERF/JWPs.	ongoing as expected	December	2023
4.2	UNDAF's JWPs and SERF became two parallel processes in 2020, with SERF taking a prominent role in programming. In the new cooperation framework, the two streams will need to be fully integrated into one framework under a single strategic document with a single results framework.	July, 2022	UNCT (RGs, PMT, RCO, MEG) and GOVT	Accepted.  In the new cooperation framework, the two streams will be integrated into one framework under a single strategic document.	ongoing as expected	December	2023

4.3	UNCT should undertake a gender assessment at the level of UNDAF to identify challenges and opportunities for improvement.	January, 2022	UNCT, GTG, RCO and UN Women	Accepted.  Full-fledged Gender SWAP Scorecard was deployed in 2021 and will continue in the new CF programme cycle.  Gender Thematic Group to make recommendations to UNCT to have better impact in gender equality through deliberate planning, greater commitments, better knowledge and investments, among others.	completed	June	2022
4.4	In the upcoming cooperation framework, UNCT should mainstream gender across programmes through targeted interventions and resource allocations. UNCT should strengthen the gender aspects of the results framework by improving the disaggregation of indicators and targets. UNCT should also introduce standards for gender sensitive monitoring and evaluation under UNDAF.	July, 2022	UNCT, GTG, MEG, RCO and UN Women	Accepted.  In the UNSDCF process, gender markers will be integrated.	ongoing as expected	December	2022
4.5	The UN should also strengthen joint GEWE communication and advocacy	July, 2022	UNCT, GTG, RCO and UN Women	Accepted.  UNCT will promote GEWE advocacy. UN-Women will organize GEWE specific trainings and briefings for UNCT.	ongoing as expected	December	2022
4.6	The new UNSDCF should cover the full spectrum of humanitarian-development-peace actions as offerings to support the Kyrgyz government to avoid inefficient parallel planning and implementation processes and tools	December, 2022	UNCT (RGs, Thematic groups, RCO) and GOVT	Partially Accepted.  Kyrgyzstan is not a humanitarian crisis country. The Disaster Response Coordination Unit (DRCU) is a joint UN-Government mechanism. The humanitarian issues through the DRCU are integrated into the JWPs. DRCU has demonstrated effective support to the Kyrgyz Government during COVID Pandemic and sporadic conflict/s in Batken region. However, UNCT will remain strategic and will be open to additional or alternate approaches to responding to the nexus, depending upon the Government's needs and approach.	ongoing as expected	June	2023

#### Recommendation 5: Step up resource mobilization

- The UNCT should complete the development of the Joint Resource Mobilization Strategy under the coordination of the RCO. The implementation of Joint Resource Mobilization Strategy should be tracked by Results Groups.
- Agencies should approach resource mobilization in a more coordinated fashion by being more cooperative with each other under the UNDAF framework.
- Also, government co-financing should be pursued more systematically at the level of the UNCT and should become an integral part of UN's resource mobilization strategy.
- BCO should step up its role in coordinating resource mobilization among agencies by ensuring that agency efforts are harmonized and not creating overlaps.
- UNCT should explore joint implementation opportunities with IFIs active in the areas covered by the UNDAF to leverage their resources.

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an

Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by .....				
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring	
5.1	The UNCT should complete the development of the Joint Resource Mobilization Strategy under the coordination of the RCO. The implementation of Joint Resource Mobilization Strategy should be tracked by Results Groups	June, 2022	UNCT (through RGs, PMT, RCO)	Accepted.  The RCO has coordinated development of a Joint Resource Mobilization Strategy Roadmap. A joint UN working group has been established with representatives from each UN agency, coordinated by the RCO, to finalize a comprehensive Strategy, which will be submitted to the UNCT for comments and approval. UNCT will adopt recommendations under the 2022-2027 UNSDCF Funding Framework that shall be part of the UN Resource Mobilization Strategy.	ongoing as expected	December	2022
5.2	Agencies should approach resource mobilization in a more coordinated fashion by being more cooperative with each other under the UNDAF framework	June, 2022	UNCT (through RGs, PMT, RCO)	Accepted.  With the establishment of the Joint UN working group (with representatives from each UN agency and coordinated by the RCO), cooperation and coherence between agencies will improve.	ongoing as expected	December	2022

5.3	Government co-financing should be pursued more systematically at the level of the UNCT and should become an integral part of UN's resource mobilization strategy.	December, 2022	UNCT (through RGs, PMT, RCO) and GOVT	Partially Accepted.  From the very beginning, UN's approach has been to involve the Government as a partner not as a recipient. Government is already making financial contributions to the work of UN agencies. However, government co-financing will be pursued more vigorously and systematically.	ongoing as expected	June	2023
5.4	RCO should play should step up its role in coordinating resource mobilization among agencies by ensuring that agency efforts are harmonized and not creating overlaps	June, 2022	UNCT (through RGs, PMT, RCO)	Accepted.  As stated above, a joint UN working group will be established with representatives from each UN agency, coordinated by the RCO, to finalize a comprehensive Strategy. It is anticipated that such a mechanism will improve harmonization and mitigate overlaps by agencies.	ongoing as expected	December	2022
5.5	UNCT should explore joint implementation opportunities with IFIs active in the areas covered by the UNDAF to leverage their resources	July, 2022	UNCT (through RGs, PMT, RCO) and IFIs	Accepted.  DPCC meetings are one of the tools to strengthen information sharing and partnership opportunities with IFIs and to leverage their resources. In addition, bilateral meetings are organized with embassies of major donors to explore partnerships.  Also, UN agencies are exploring collaboration with the World Bank under the framework of UN-World Bank Partnership Framework for Crisis-Affected Situations, specifically under the Humanitarian-Development-Peacebuilding and Partnership (HDPP) Facility within the Peacebuilding Fund.	ongoing as expected	December	2022

# **Recommendation 6: Step up engagement with the Government, civil society and private sector**

## Government

- UNCT should strengthen the engagement with the Government under the UNDAF framework.
- Depending on how the COVID-19 situation will evolve, it will be important for the UN to begin to organize regular JSC meeting even in the online format, if physical meetings with not be feasible. A review of progress made under UNDAF and a discussion of the COVID-19 recovery priorities are long overdue. Also, the findings of this evaluation and the discussion of its recommendations could be part of the agenda for the upcoming JSC meeting.
- The RGs should be redesigned to allow for a more effective participation of government counterparts;
- Better communications should be established by the UNCT with the Government especially with the political leadership.

## Civil Society

- UN should strengthen its engagement with civil society. It will be important to have a more coherent approach at the UN level (across agencies) for how support to civil society, especially capacity building assistance, is designed and delivered. UN will explore the harmonised approach to channel the support to build capacity and network of civil society.
- UNCT should explore possibilities for engaging civil society more systematically in the UN joint coordination structures.
- UNCT should make greater efforts in consulting civil society in UN lead processes.

## Private Sector

- UN should step up its engagement with the private sector to ensure that private sector resources are deployed more effectively towards the solution of development problems.
- o Identify potential partners among private companies with strong social responsibility
- o Build partnership with private environment-friendly private companies
- o Use partnerships with the private companies to promote women's empowerment.
- o Promote the PPP model in the public sector.

Management response - Accepted/Partially Accepted/rejected : .....				Partially accepted		
If rejected or partially accepted, please provide an		Monitored by .....				
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
6.1 UNCT should strengthen the engagement with the Government under the UNDAF framework	April, 2022	UNCT and GOVT	<p>Partially accepted.</p> <p>The existing UNDAF is aligned with the national priorities, e.g. National Development Strategy 2040 and the concomitant five-year plan. The recent 'National Development Strategy Until 2026' has been systematically incorporated in the design of the new CF in consultation with the Government.</p> <p>Under the UN reforms, the UN's coordinated engagement with the Government has improved and is ongoing. The Government recognizes the reinvigorated role of UNRC and acknowledges proactive engagement on strengthening the development coordination mechanisms. UNCT regularly updates MFA on emerging issues, e.g. on UNDS reform, UNDAF, etc.</p> <p>In November 2019, the Government initiated the High-Level Development Forum that was actively supported by UN system. During the UNDAF Steering Coordination Committee meeting in May 2019, the then Prime Minister suggested to hold the next annual progress meeting early in 2020, so that UN-generated reports and data are integrated in the Cabinet's report to the Parliament. The Government welcomed UNCT's suggestion to involve high-level officials in the UNDAF working groups to ensure Government's involvement in strategic discussions.</p> <p>Government further adopted UNCT recommendation to elevate the SDGs coordination to the President-chaired National Sustainable Development Council. This has elevated SDG coordination to the highest level in national governance as well as ensured the inclusion of critical stakeholders.</p>	ongoing as expected	June	2022

6.2	Depending on how the COVID-19 situation will evolve, it will be important for the UN to begin to organize regular JSC meeting even in the online format, if physical meetings with not be feasible. A review of progress made under UNDAF and a discussion of the COVID-19 recovery priorities are long overdue. Also, the findings of this evaluation and the discussion of its recommendations could be part of the agenda for the upcoming JSC meeting.	April, 2022	UNCT and GOVT	Accepted.  This is already pursued on priority by UNCT. Because of administrative restructuring and Government's preoccupation with political issues in the country (constitutional developments, parliamentary elections, etc.) and regional developments (Afghanistan and Kyrgyz-Tajik border issues, etc.); there have been difficulties in organizing joint meetings including on JWP, and UNDAF's Steering Committee, with significant impacts on UNDAF and agencies' CPDs.	ongoing as expected	June	2022
6.3	The RGs should be redesigned to allow for a more effective participation of government counterparts	July, 2022	UNCT (through RGs, PMT and RCO) and GOVT	Partially accepted.  Government and civil society stakeholders participate in strategic meetings of RGs.	ongoing as expected	December	2022
6.4	Better communications should be established by the UNCT with the Government especially with the political leadership	April, 2022	UNCT and GOVT	Partially accepted.  Communication continues at appropriate level including with MFA, Cabinet of Ministers, the President's Administration, the Permanent Representative, etc.	ongoing as expected	June	2022
6.5	UN should strengthen its engagement with civil society. It will be important to have a more coherent approach at the UN level (across agencies) for how support to civil society, especially capacity building assistance, is designed and delivered. UN will explore the harmonised approach to channel the support to build capacity and network of civil society	July, 2022	UNCT (through RGs, RCO) and CSOs	Partially Accepted.  All UN agencies have regular dialogues with CSOs. UN agencies also provide capacity development support to CSOs in a wide range of areas. For example: The Spotlight Initiative's strategy of CSO and grassroots partner engagement aligns with the program's principles of 'leave no one behind' (LNOB).  The Spotlight conducted a baseline study in June 2020 to, among others, identify barriers, opportunities and entry points related to targeted stakeholders, specifically survivors of sexual and gender-based violence and key decision-makers in communities.  Result Groups will mainstream engagement with the civil society across the spectrum of issues impeding Kyrgyzstan's development.	ongoing as expected	December	2022
6.6	UNCT should explore possibilities for engaging civil society more systematically in the UN joint coordination structures	July, 2022	UNCT (through RGs, RCO) and OHCHR and CSOs	Accepted. Some specific actions in this regard will be:  - Annual IMS exercise on the progress of implementation of the UN normative agenda.  - Continued review of the progress through the UNCT scorecards: Disability, Youth, human rights, PSEA, Gender.  - UNCT and RC will continue to contribute to UN Human Rights Mechanisms, e.g. UPR, update to CEDAW for concluding dialogue, etc.  - The UN system avails opportunities of raising human rights and civic space issues at all fora including before the Parliament and the Government. - In the preparation of CCA, human rights issue has been mainstreamed.  However, UNCT is of the considered opinion that this is a sensitive area, as public engagement on issues of human rights and civil society regulations are politically sensitive and may backfire narrowing the UN's space for action and partnership at a country level. At the same time, lack of action strongly affects reputation of UN (incl. among civil society), undermining its dedication to standards of human rights and democratic governance.  Many entities within the United Nations system, both at Headquarters and in the field, have their own policies on participation and related issues. Therefore, UNCT's focus will be on the UN's normative framework that are adopted and ratified by Kyrgyzstan (e.g. ICCPR, Labour Conventions, etc.), keeping a balance between the public engagement and behind-the-doors advocacy.	ongoing as expected	December	2022

6.7	UNCT should make greater efforts in consulting civil society in UN lead processes	July, 2022	UNCT (through RGs, RCO) and CSOs	<p>Accepted.</p> <p>All UN agencies consult respective CSOs in situation analyses, studies, programming and implantation.</p> <p>As stated above, human rights and civil society regulations are sensitive. However, UNCT continues to strive to highlight UN's normative agenda at all fora.</p> <p>In the light of the UNDAF evaluation, UNCT will further strengthen CSOs participation in UN processes, especially on issues that are adopted and ratified by Kyrgyzstan (e.g. ICCPR, Labour Conventions, etc.), keeping a balance between the public engagement and behind-the-doors advocacy.</p>	ongoing as expected	December	2022
6.8	<p>UN should step up its engagement with the private sector to ensure that private sector resources are deployed more effectively towards the solution of development problems.</p> <ul style="list-style-type: none"> <li>Identify potential partners among private companies with strong social responsibility.</li> <li>Build partnership with private environment-friendly private companies.</li> <li>Use partnerships with the private companies to promote women's empowerment.</li> <li>Promote the PPP model in the public sector</li> </ul>	July, 2022	UNCT (through PMT, RGs, GTG, RCO) and private sector and GOVT	<p>Accepted.</p> <p>UNCT will encourage partnerships with the private sector with strong social responsibility. Some of the potential partners identified are: banking sector (including the Association of Banks of Kyrgyzstan), the Aga Khan Foundation and the Astana International Financial Centre. UNCT will aim to forge partnerships with potential investors and private sector, including with the Kyrgyz diaspora, in the light of the new UNSDCF2023-2027.</p> <p>UNCT will continue to provide policy advice to the relevant government counterparts on promoting the PPP model in the public sector. RCO facilitates deepening engagement between UN agencies and private sector including through leveraging resources and expertise of the regional economic commissions - UNECE and UNESCAP, specifically on PPP related activities (research, capacity building, etc.).</p>	ongoing as expected	December	2023

#### Recommendation 7: Strengthen tracking of pilots and focus on policy implementation

•The UN should track the performance of pilots over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up. As part of the monitoring system, the UN should seek to track pilot initiatives over time and after a pilot's lifetime. The UN should document more effectively results, lessons, experiences, and good practices and share them more widely.

The UN should take a more systematic approach to policymaking by paying particular attention to the issue of implementation. Policy development should be clearly linked to public budgets. The UN should also strengthen the systems that track implementation results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. The UN should support the implementation capabilities of the governments and not act as a substitute for governments' shortcomings in implementation.

Management response - Accepted/Partially Accepted/rejected : .....				Accepted		
If rejected or partially accepted, please provide an		Monitored by .....				
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
7.1	December, 2022	UNCT (through RGs, MEG, RCO)	<p>Accepted.</p> <p>During the lifetime of the current UNDAF, the UN system has introduced many pilots, many of them have shown potential of scaling up. For example:</p> <ul style="list-style-type: none"> <li>'SDG Academy' – a customized learning, in collaboration with the State Agency for Youth, for young activists aimed at building their substantive knowledge on sustainable development, as well as harness their soft skills to nurture them as future SDG Youth Ambassadors. Building on this pilot, UNCT is considering creating Youth Advisory Boards for promoting youth policies.</li> <li>In 2020, the United Nations Economic Commission for Europe (UNECE) launched the Post COVID-19 Recovery Action Plan for Informal Settlements. It was aimed at providing cities with efficient measures to enhance the integration of informal settlements in the urban fabric while recovering from the pandemic. The UNECE focused on the pilot city Bishkek. The UNECE generated lessons, experiences, results and good practices during the piloting stage.</li> </ul> <p>In the new CF, monitoring of such pilots is envisaged including an assessment of the scalability.</p>	ongoing as expected	June	2023

7.2	<p>The UN should take a more systematic approach to policymaking by paying particular attention to the issue of implementation. Policy development should be clearly linked to public budgets. The UN should also strengthen the systems that track implementation results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. The UN should support the implementation capabilities of the governments and not act as a substitute for governments' shortcomings in implementation.</p>	December, 2023	UNCT (through PMT, RGs, RCO) and GOVT	<p>Accepted.</p> <p>Through the Joint SDG Trust Fund a Joint Programme for an Integrated National Financing Framework (INFF) was launched in 2020 to enable the Government of the Kyrgyz Republic create holistic, comprehensive and integrated financing strategy. INFF, among others, encourages transparency in public expenditure, as the Government's inability to publish its revenue and expenditure details make it difficult to track efficiency and effectiveness of implementation. Also, because of constraints relating to adopting a results-based management approach further makes it difficult to determine how relevant and efficient a particular activity is to national development needs.</p> <p>In order to address above issues, the overarching goal of INFF is to help Kyrgyzstan raise resources for its national sustainable development objectives by increasing the coherence of financing policies – both across sectors and financing policy areas (horizontal synergies) and between financing and sustainable development priorities (vertical synergies). INFF will also enable Government to track resources more accurately, transparently and comprehensively. Making SDG financing information more accessible and transparent will further help guide financial flows to areas where they are most needed.</p> <p>Thus, the UN supports the implementation capabilities of the Government by catalyzing rather than acting as a substitute for governments' deficiencies.</p>	ongoing as expected	June	2024
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