



Akyikatchy (Ombudsman)
Institute of the Kyrgyz Republic

CAPACITY ASSESSMENT REPORT 2025



Supported by:



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HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

**Akyikatchy (Ombudsman) Institute of the Kyrgyz
Republic**

CAPACITY ASSESSMENT REPORT

November 2025

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EXECUTIVE SUMMARY

Background

- [1] In 2008 the Asia Pacific Forum of National Human Rights Institutions (APF), with the United Nations Development Programme (UNDP) and the Office of the High Commissioner for Human Rights (OHCHR), initiated a project to provide Capacity Assessments (CA) for APF Members. Between 2008 and 2022 the project was responsible for the conduct of CAs for 26 APF members and prospective members. CAs are conducted according to the procedure set out in a manual for CAs published by the APF with the support of the UNDP Asia Pacific Regional Centre (APRC).
- [2] This is the report of the findings and recommendations of a capacity assessment (CA) undertaken by the Akyikatchy (Ombudsman) Institute of the Republic of Kyrgyzstan. At the request of Ombudsman Dzhamilia Akmatbekovna Dzhamanbaeva, with the support of her deputies Aichurok Kalybekovna Nazaralieva and Zhanibek Suyunbayevich Zhorobaev, it was facilitated by the Asia Pacific Forum of National Human Rights Institutions (APF), United Nations Development Programme (UNDP), and the United Nations Office of the High Commissioner for Human Rights (OHCHR). The CA was arranged by APF, UNDP and OHCHR under the framework of the Global Principles for Assessing the Capacity of National Human Rights Institutions (NHRIs) developed in 2011 by the Global Tripartite Partnership to Support NHRIs. Globally the partnership members are the Global Alliance of National Human Rights Institutions (GANHRI), UNDP, and OHCHR and regionally the APF.
- [3] In June 2025, the Akyikatchy Dzhamilia Dzhamanbaeva signed a Memorandum of Understanding (MOU) with the APF setting out how the CA would proceed. Preparations for the CA included a preliminary virtual visit from 13 to 16 May. The assessment took place over two weeks from 9 to 20 June.

Structure of the Report

- [4] The structure of the report:
- begins by introducing the CA process, provides background on the Akyikatchy and the context within which it works;
 - summarises strengths, achievements and challenges identified through review of relevant documents and interviews with the Ombudsman, her deputies, senior managers, all the staff and external participants;
 - analyses the results of the CA process according to the 18 key capacity issues identified by the leadership, staff and by external participants who took part in the interviews;
 - proposes capacity development (CD) strategic priorities and actions for the Akyikatchy aimed at strengthening its operational effectiveness;

- appendices provide additional information on the CA process and the detailed results of the questionnaire about the core capacity issues.

Capacity Assessment Process and Methodology

- [5] The objective of the CA is to provide the Ombudsman, her deputies, managers and staff with a rigorous review of the institution's current strengths and weaknesses and the extent to which it has the necessary elements to meet its mandate in a challenging human rights environment. It proposes strategic priorities and actions for strengthening capacity and filling capacity gaps.
- [6] The leadership, managers and staff and external agencies and organisations that engage with the Akyikatchy were asked the following three introductory questions, followed by more targeted questions:
- What does the Akyikatchy do well?
 - What does the Akyikatchy need to do better to be more effective in undertaking its mandates?
 - What suggestions do participants have to strengthen the effectiveness of the Akyikatchy over the next three to five years?
- [7] They took part in individual or focus group interviews. Then the Ombudsman and Deputies, managers and staff completed a questionnaire based on the issues raised during the interviews.
- [8] The CA focused on development issues in six core capacity areas:
- i. mandate and organisational structure
 - ii. leadership and effective management
 - iii. human resources and technical capacity
 - iv. infrastructure, technology, financial and other resources,
 - v. capacity for core human rights work
 - vi. relationships, engagements, and cooperation.
- [9] The questionnaire was conducted online and on paper by those who could not access a computer or whose mobile phones did not support the required app. The questionnaire contained specific capacity indicators of the 18 core capacity issues identified in the discussion groups. The quantitative self-assessment used a six-point capacity rating system, from 0 to 5, defined as follows: no capacity, very low, low, medium, high, very high.

Strengths, Achievements, Challenges & Core Capacity Issues

- [10] In individual and focus group interviews, the Ombudsman and her Deputies, the Chief of Staff, managers and staff of the Akyikatchy identified developments and achievements that have strengthened their effectiveness as a national human rights institution for the promotion and protection of human rights. They also acknowledged significant challenges they face.
- [11] A Deputy Chairman of the Cabinet of Ministers, government agencies, the business sector and civil society organisations were also interviewed and contributed their views of the Akyikatchy's strengths, achievements and challenges.
- [12] Those interviews provided the following strengths, achievements and challenges and the core capacity issues that formed the questionnaire completed by the Ombudsman, Deputies, Chief of Staff, managers and staff.

Strengths

National context

- [13] The Constitution provides a legal foundation for the protection and promotion of human rights. That foundation is further strengthened by the eight out of nine fundamental international human rights treaties ratified by Kyrgyzstan. Expressed support for an A-status accredited institution.
- [14] Elements in the national political environment that are positive for the Akyikatchy include the official support publicly expressed that the Office be "A" accredited; and the recent increases in funding from the State.

Leadership

- [15] The quality of the leadership is key to the effectiveness of NHRIs. The Akyikatchy leadership is committed to serving the people of Kyrgyzstan, including by strengthening the capacity of the Office. It is open, transparent and focused. Most importantly it demonstrates collegiality in its leadership within the team and beyond.

Staffing

- [16] The seven regional offices are a strength for the Akyikatchy. Generally, the staff throughout the Office are well-qualified and professional. There is a clear gender balance.

Resources

- [17] The recent increases in its budget have provided some flexibility for the Akyikatchy in determining its programme and activities. The renovation of the national office in Bishkek has greatly improved the working environment of staff; and has also improved public perception of its status.

Relationships

- [18] Further strengths of the Akyikatchy include improved
 - relationships with the Jogorku Kenesh /Parliament, government agencies

- cooperation, partnerships with some Non-Governmental Organisations and civil society groups.
- [19] The Akyikatchy has a history of active engagement with APF, GANHRI, OHCHR, UNDP, OSCE, the European Union and those regional and international organisations have all committed to continuing support for the Office.

Achievements

- [20] Since the appointment of Ombudsman Dzhamilia Dzhamanbaeva and the two Deputies, their leadership brought stability to the Office after a difficult period. They have appointed a very competent chief of staff and set high standards for staff professionalism and behaviour. A Strategic Plan for 2023-2028 has been developed and published.
- [21] There have been a number of human rights achievements, including:
- increased number of Akyikatchy recommendations have accepted by Government
 - legislative advice on proposed media law had some impact
 - assisted in resolutions of issues for migrant workers abroad
 - provided humanitarian aid to Kyrgyz community living in Afghanistan in a mountainous border area
 - successfully advocated for electricity and other infrastructure and services for a remote village on the Tajikistan border
 - secured lawyers' access to detainees on the weekend
 - engaged on children's rights in cooperation with CSOs
 - toured an annual "Caravan of Rights" programme (staff)
 - established a new complaints management system
 - Set up 2025 internship programme between the Osh Regional Office and the State University of Osh
 - 2025 signed MOU with Federation of Trade Unions with two projects
 - A Memorandum of Cooperation was also signed with the Judicial System under the Ministry of Justice of the Kyrgyz Republic.
 - Extended the hotline to operate a full working day.

Challenges

Legal mandate

- [22] The *Constitutional Law on the Ombudsman* enacted by the Jogorku Kenesh after the CA visit in late June 2025 has a provision that limits its independence and creates a new challenge for the Akyikatchy with the acquisition of the new National Preventive Mechanism (NPM) mandate.

Leadership

- [23] CA participants identified a lack of sufficient visibility on civil and political rights. They recommended that the Ombudsman and her deputies should modify their approach to addressing human rights concerns with both quiet diplomacy by making more

strong public statements. Senior managers also contribute to leadership. To be most effective their management capacity requires strengthening.

[24] Other challenges included

Staffing

- All staff would benefit from upskilling on human rights-based approach, international human rights standards & Paris Principles
- Lack of ethnic, linguistic diversity and people with disabilities on the staff
- Lack of human rights education and outreach specialists on the staff

Offices & equipment

- Offices are largely inaccessible to people with disabilities
- Regional offices are under-resourced
- Lack of transport and related resources for monitoring activities
- Outdated software & lack of Kyrgyz language software

Functions

- Limited capacity for proactive, systemic work
- Overwhelming focus on individual complaints
- Limited research, analytical and report writing capabilities
- Awareness raising & human rights education largely ad hoc

Core Capacity Issues & Questionnaire

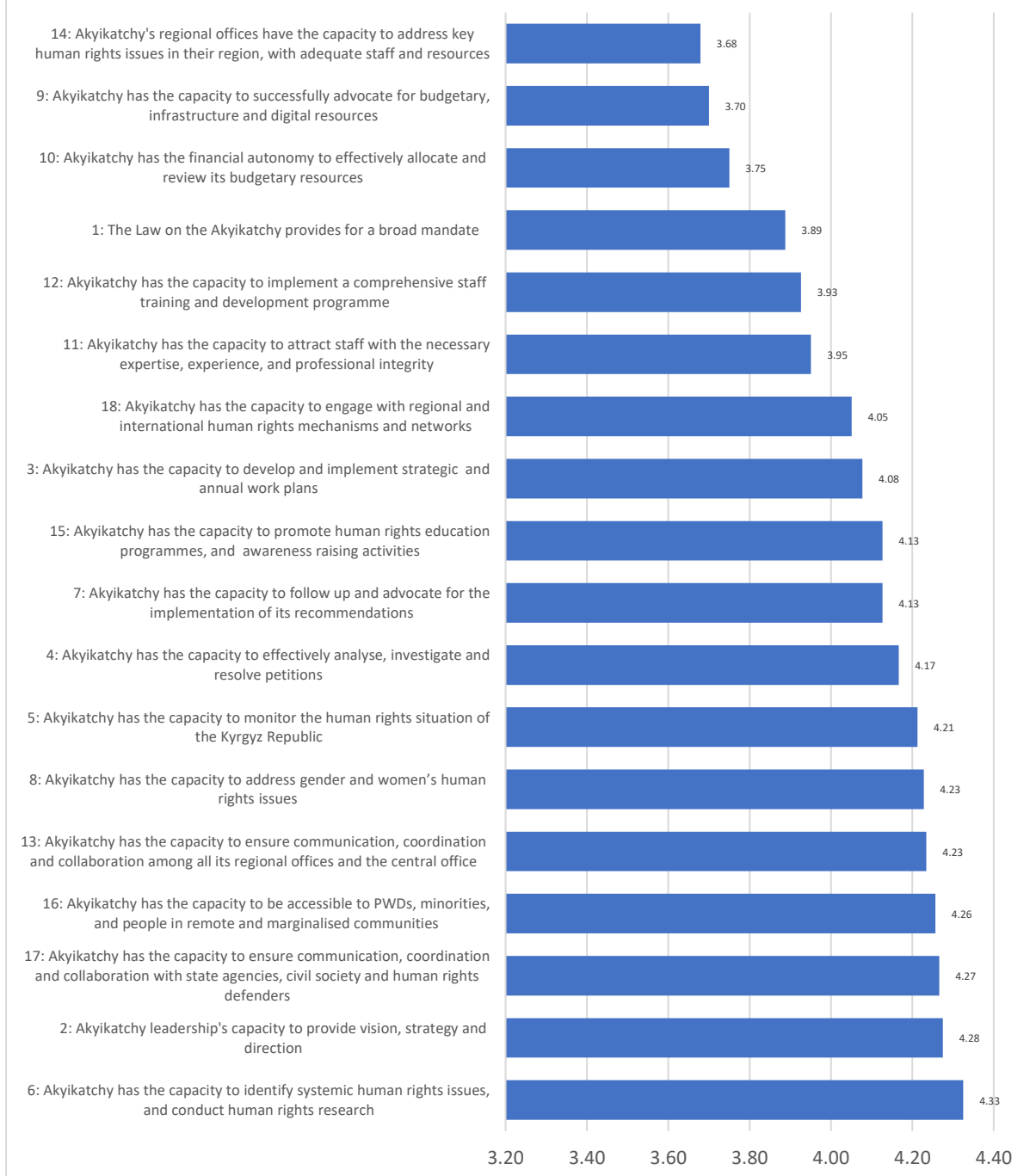
[25] From the documentation reviewed, interviews with the Akyikatchy leadership, managers and staff; with those of the Government, government agencies, private sector and civil society organisations, eighteen core capacity issues were identified and formed the questionnaire to be completed by all leadership, management and staff. They covered: the Legal Mandate, Institutional Leadership; Functional Capacity; Resources and Technology; Staff Capacity Development; Empowerment of the Regional Offices; Public Awareness and Outreach; Engagement with CSOs and State agencies; Regional and International Engagement.

Summary of Questionnaire Results

[26] The following graphs show the results from the questionnaires completed by the Akyikatchy leadership and staff. They identify the Akyikatchy capacity gaps for all 18 issues.



Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic: Current capacity



[27] The five capacity areas with the highest identified capacity gaps (from biggest to the smallest) are:

- **Issue 9:** Akyikatchy's capacity to successfully advocate for budgetary, infrastructure and digital resources (*capacity gap=0.94*)

- **Issue 14:** Capacity of Akyikatchy's regional offices to address key human rights issues in their region, with adequate staff and resources to engage with the authorities, civil society and the public (*capacity gap=0.90*)
- **Issue 1:** Akyikatchy's law providing a broad mandate which enables it to function as a fully independent NHRI in accordance with the Paris Principles (*capacity gap=0.77*)
- **Issue 10:** Akyikatchy's financial autonomy to effectively allocate and review its budgetary resources to activities, programmes and priorities of the institution, in accordance with relevant public finance regulations (*capacity gap=0.71*)
- **Issue 12:** Akyikatchy's capacity to implement a comprehensive staff training and development programme, including induction of new staff and ongoing staff training and capacity development, with career progression (*capacity gap=0.70*)

[28] The five capacity areas with the lowest identified capacity gaps are:

- **Issue 17:** Akyikatchy's capacity to ensure communication, coordination and collaboration with the parliament, government agencies, and the judiciary, other national human rights mechanisms, civil society and human rights defenders (*capacity gap=0.41*)
- **Issue 16:** Akyikatchy's capacity to be accessible to people with disabilities, ethnic, linguistic and other minorities, and people in remote and marginalised communities (*capacity gap=0.44*)
- **Issue 6:** Akyikatchy's capacity to identify systemic human rights issues, conduct human rights research and publish reports with recommendations and disseminate them widely (*capacity gap=0.45*)
- **Issue 13:** Akyikatchy's capacity to ensure communication, coordination and collaboration among all its regional offices and the central office, through participation in planning and transparency in decision making (*capacity gap=0.46*)
- **Issue 7:** Akyikatchy's capacity to follow up and advocate for the implementation of its recommendations on systemic human rights situations and issues (*capacity gap=0.48*)

Recommendations

[29] Drawing on the suggestions of the Ombudsman, Deputies, managers and staff as well as those of the external participants, the experiences of other NHRIs and the CA team's expertise, the team proposes five strategic priorities and 18 actions to implement them. Some, we suggest, are of high priority and can be actioned immediately. Others should be timetabled for implementation over the next three to five years. In most responses to the 18 Issues, human and financial resource constraints and a more comprehensive approach to professional capacity building for all staff were raised as current barriers to greater effectiveness.

- **Strategic Priority 1:** Strengthen the Akyikatchy's legal mandate, strategic leadership and advocacy capacity.
- **Strategic Priority 2:** Invigorate the regional offices of the Akyikatchy.
- **Strategic Priority 3:** Better balance resources between individual cases, systemic issues, and other functions.
- **Strategic Priority 4:** Focus on the recruitment and retention of qualified staff and strengthening their functional capacities to effectively and systematically promote and protect all human rights within Kyrgyzstan's national context.
- **Strategic Priority 5:** Continue to build capacity to cooperate and engage nationally, regionally and internationally.

Strategic priority 1: Strengthen the Akyikatchy's legal mandate, strategic leadership and advocacy capacity

(1) While acknowledging that changes to legislation must be accepted, the Akyikatchy Institute should:

- *formally record identified issues in the amended legislation that may not meet Paris Principles compliance;*
- *convey to the President, Parliament, Political Parties, Government and other sectors the importance of the institution's independence and the case for the enabling legislation to be in full compliance with the UN Paris Principles;*
- *emphasise the negative impact of Parliament's dismissal power on the Akyikatchy's stability, effectiveness, authority and international standing. [The APF and the OHCHR are available to assist]*

(2) With the abolition of the National Center of the Kyrgyz Republic for the Prevention of Torture. (National Preventive Mechanism NPM), and the Akyikatchy assigned with the mandate for the prevention of torture as provided for in the Optional Protocol to the Convention against Torture (OPCAT), the Akyikatchy should:

- *seek advice from the UN Sub-Committee on the Prevention of Torture and consult with former NPM members, relevant government agencies, civil society organisations and staff, on the policies, processes, structure, staffing and other resources required to meet the OPCAT requirements*
- *prepare a Budget identifying all the costs involved in effective preventive monitoring places of detention*

(3) Further raise profile and build community trust with an increase in public statements on human rights issues and discrimination issues that relate to civil, political, economic, social and cultural rights.

(4) Build senior managers' effectiveness by ensuring all undertake professional management capacity building programmes; reflect positive management-staff relations in their responsibilities; and foster a culture of accountability through mentorship and team building.

- (5) Consider undertaking a mid-term review of the Strategic Plan in 2025-26 and consult with Government agencies, NGOs and international partners in this process.

Strategic priority 2: Invigorate the regional offices

- (6) Strengthen the regional offices by
- i. undertaking an audit to identify personnel priorities emphasizing professional skills aligned with regional human rights challenges
 - ii. appointing an outreach officer, as a core member of the team, to each office
 - iii. progressively appointing an Akyikatchy representative in every district
 - iv. providing office vehicles
 - v. ensuring disability accessibility of all offices
 - vi. upgrading technological connectedness.

Strategic priority 3: Better balance resources between individual cases, systemic issues, and other functions.

- (7) Conduct an audit of budget and staffing and consider how to meet increasing demands especially in the regions, including by
- i. rationalising resources on individual complaints
 - ii. reallocating some resources from the centre to the regions.
- (8) Explore ways to expand activities despite resource constraints by increasing
- i. joint collaborative initiatives with CSOs at regional level to get information and human rights issues from the remote and marginalized grass root communities;
 - ii. human rights programme partnerships with local, district and regional government;
 - iii. partnerships with community radios, TV and journalist associations for enhancing human rights promotions, the Institute's mandate and its visibility.

Strategic priority 4: Focus on the recruitment and retention of qualified staff and strengthening their functional capacities to effectively and systematically promote and protect all human rights within Kyrgyzstan's national context.

- (9) To attract and retain qualified professionals, the Akyikatchy should strongly advocate for the progressive increase of salaries to levels comparable with top government institutions, and introduce a comprehensive benefits package—including performance bonuses, recognition schemes, flexible working arrangements, and family-friendly policies which will help improve staff motivation and job satisfaction.
- (10) Proactively encourage qualified women to apply for positions in the regions; consider developing policy settings to institutionalise gender inclusive recruitment processes; and for the recruitment of people from ethnic, linguistic and other minorities.

- (11) *Build capacity for a more fully inclusive Office by commissioning a comprehensive accessibility audit by people with disabilities, including buildings, technology and other equipment, participation in meetings, recruitment and employment of staff.*
- (12) *Develop and implement a formalised staff training and capacity development programme, beginning with a standardised onboarding process that includes mandatory induction modules on ethics, human rights, and professional standards. Continuous professional development should be institutionalised through regular training sessions, seminars, and master classes led by qualified internal and external experts.*
- (13) *In developing the professional capacity development programme include as priorities the following*
- *train all staff on international human rights law and standards*
 - *build staff capability in research skills, analysis and report-writing skills*
 - *strengthen capacity to engage with remote and marginalised communities by requesting an APF Human Rights Community-Led Development (HRCLD) program (communities at the centre of human rights work, supporting them to identify issues, strengthen resilience, and find locally grounded solution).*
- (14) *Explore cooperation with Universities in Bishkek and regional centres especially those with respected Human Rights and Law Faculties to develop training for Ombudsman Institute staff on human rights law at national and international level; also consider cooperation in other areas such as research and policy development.*
- (15) *Further strengthen complaints handling by*
- *providing staff with capacity development programmes incorporating international best practice*
 - *improving the electronic complaints/case management system*
 - *upgrading the hotline system to improve the accessibility and responsiveness of the Institute*
 - *reviewing the structure of the Akyikatchy with the aim of streamlining the central office for greater efficiency and effectiveness and to increase resources to the regional offices.*
- (16) *To strengthen the Akyikatchy monitoring capacity*
- *Akyikatchy reports should include a more systematic analysis of underlying human rights issues and their root causes, as well as relevant regulatory frameworks that may not align with international standards.*

Strategic Priority 5: Continue to build capacity to cooperate and engage nationally, regionally and internationally.

- (17) *Strengthen cooperation with the legal community including legal NGOs, legal association, bar association to discuss strategic engagement on the monitoring of cases before the court.*

- (18) Strengthen cooperation with universities and academics in the field of international human rights, law, social services and humanitarian fields.
- (19) Increase regular dialogues and when appropriate develop formal engagement mechanisms and protocols with civil society advocates including those promoting civil and political rights to develop relationships and share information.
- (20) Submit Independent reports to UN bodies and mechanisms, to the UPR, Special Procedures and treaty body reporting processes.

Conclusions and Next Steps

- [30] The Akyikatchy is crucial to the identification and addressing of systemic barriers to the full enjoyment of human rights for everyone in the Republic of Kyrgyzstan. The Institute is also critical to equitable development for all the people of Kyrgyzstan.
- [31] The Capacity Assessment was constrained by limited time and financial resources. Only two of the seven regional offices were able to be visited. Yet the CA team received rich, thoughtful information and analyses from the leadership and staff we met in person and on-line. Eighty-one of Akyikatchy's leadership and staff also filled out the questionnaire. The questionnaires confirmed much that we had heard in the interviews and surmised from the background documents; and they added first-hand detail and experiences that provided valuable insights.
- [32] Staff were proud to be working for the Akyikatchy, proud of what it had achieved,
- [33] Staff were keen to build their human rights knowledge and understanding as well as their professional and technical capacity in their specific work areas.
- [34] The CA team is immensely appreciative of the contributions of external participants, but especially of those of the Ombudsman, the Deputies, the Chief of Staff, the managers, and staff. Chapters 3 to 11 of this report record in some detail what we heard and what we learned from documentation and the responses to the questionnaire. There is much in those chapters about ways to enhance day to day working conditions and the Akyikatchy's effectiveness.
- [35] The Ombudsman, the Deputies, the Chief of Staff and senior managers have the opportunity to review a first draft of the Capacity Assessment report. The CA team welcome corrections of facts and comments.
- [36] Translation of the report was arranged by the OHCHR Regional Office for Central Asia based in Bishkek.
- [37] The CA Team recommends that the finalised report should be distributed to all staff members. It is recommended that the report, or at least Executive Summary, should also be given to external participants who contributed to the process, as well as presented to the President, the Chair of the Cabinet of Ministers, the Parliament, the government agencies and CSOs who engage with the Akyikatchy and development

partners. The decision, however, remains with the Ombudsman. Publishing it on the Institute's website would be an important sign of the Akyikatchy's openness and transparency and willingness to be held accountable to the public.

- [38]** The Akyikatchy is required to inform the APF, OHCHR and UNDP of the recommendations it has accepted, its priorities and the timetable proposed for their implementation.
- [39]** The APF, OHCHR and UNDP are committed to continuing their support to the Akyikatchy.

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Abbreviations & Acronyms & Glossary

Akyikatchy	Office of the Ombudsman of Kyrgyzstan / Office /Institute
APF	Asia Pacific Forum of National Human Rights Institutions
CA	Capacity Assessment
CD	Capacity Development
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
ICPPED	International Convention for the Protection of All Persons from Enforced Disappearance
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSOs	Civil society organisations
ESCR	Economic, Social and Cultural Rights
GANHRI	Global Alliance of National Human Rights Institutions
G.O.	General Observation of the GANHRI-SCA
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
IDP	Internally Displaced Person
IO	International Organisation
Jogorku Kenesh	Parliament
KPI	Key Performance Indicator
LGBTI	Lesbian Gay Bisexual Transgender Intersex
MOU	Memorandum of Understanding
NGOs	Non-government organisations
NHRIs	National Human Rights Institutions
NPM	National Preventive Mechanism
Oblast	Region
OHCHR	Office of the High Commissioner for Human Rights

OPCAT	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
Paris Principles	Principles relating to the status and functioning of national institutions for the promotion and protection of human rights in Commission on Human Rights Resolution 1992/54 and General Assembly Resolution 48/134
SCA	GANHRI Sub-Committee on Accreditation
SOPs	Standard Operating Procedures
TPP	Tripartite Partnership to Support NHRIs (GANHRI, OHCHR, UNDP)
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNHCHR	United Nations High Commissioner for Human Rights
UNICEF	United Nations International Children's Emergency Fund
UPR	Universal Periodic Review

CHAPTER 1: INTRODUCTION

1.1. Background

- 1.1.1. In 2008 the Asia Pacific Forum of National Human Rights Institutions (APF), with the United Nations Development Programme (UNDP) and the Office of the High Commissioner for Human Rights (OHCHR), initiated a project to provide Capacity Assessments (CA) for APF Members. Between 2008 and 2022 the project was responsible for the conduct of CAs for 26 APF members and prospective members. CAs are conducted according to the procedure set out in a manual for CAs published by the APF with the support of the UNDP Asia Pacific Regional Centre (APRC).
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- 1.1.3. In June 2025, the Akyikatchy signed a Memorandum of Understanding (MOU) with the APF setting out how the CA would proceed. Preparations for the CA included a preliminary virtual visit from 13 to 16 May. The assessment took place over two weeks from 9 to 20 June.

1.2. Structure of the Report

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1.3. Capacity Assessment Process and Methodology

- 1.3.1. The objective of the CA is to provide the Ombudsman, her deputies, managers and staff with a rigorous review of the institution's current strengths and weaknesses and the extent to which it has the necessary elements to meet its mandate in a challenging human rights environment. It proposes strategic priorities and actions for strengthening capacity and filling capacity gaps.
- 1.3.2. The CA process is not an external evaluation. Nor is it a research project on either the Akyikatchy or the human rights situation in Kyrgyzstan. A CA looks to the future: what skills and processes, or capacities, must the institution build if it is to be as effective as possible in the future. It is a self-assessment based on the perspectives of the leadership and the staff. It also draws on interviews and meetings with representatives of government agencies, local government officials, UN agencies and civil society organisations (CSOs). APF, UNDP and OHCHR support this process as facilitators.
- 1.3.3. The CA is participatory and inclusive. It involves everyone in a national human rights institution (NHRI) – Ombudsman and deputies, senior managers and all staff at every level. The CA report reflects the full range of perspectives within the NHRI and draws on the expertise of leaders and staff. It also engages with Parliament, the judiciary, government agencies, Provincial Governments, private sector and civil society organisations, UN agencies and international representatives.
- 1.3.4. The process accepts, analyses and reports on the self-assessments given by the leaders, managers, and staff, including inconsistent views and opinions where they arise. It seeks to reflect accurately what participants in the CA say in individual interviews, in discussion groups and report in questionnaires. These form the foundations on which a programme for capacity development is developed for the NHRI.
- 1.3.5. External participants interviewed during the CA visit such as government, private sector and civil society organisations are selected by the Akyikatchy Criteria for selection is primarily based on regular interaction of those agencies or organisations with the institution.
- 1.3.6. The CA process is not related to the NHRI accreditation process undertaken by the GANHRI Sub-Committee on Accreditation. The accreditation process assesses the NHRIs compliance with the international standards for NHRIs, the Paris Principles, for the purpose of international recognition and acceptance of the NHRI, especially in the UN human rights system. The CA does not assess compliance with the Paris Principles.

It does not provide any report to the Sub-Committee on Accreditation. But it may alert the NHRI to issues that if dealt with could strengthen its application for accreditation or re-accreditation.

1.3.7. The facilitators for the capacity assessment were:

- Rosslyn Noonan (team leader), APF NHRI expert consultant
- Pip Dargan, APF Principal Adviser, Leadership Services
- Ahmed Shahid, APF consultant, former Secretary-General of the Human Rights Commission of Maldives
- Matthias Klettermayer, Human Rights Officer, National Institutions and Regional Mechanisms Section, UN OHCHR Geneva
- Mindia Vashakmadze, Rule of Law and Human Rights Programme Specialist, UNDP Istanbul Regional Hub
- Kamal Thapa Chhetri, Under Secretary Division Head, International Relation Division, Migration and Refugees, National Human Rights Commission, Nepal

1.3.8. The CA team was greatly assisted by Ilima Bokoshova, OHCHR Regional Office for Central Asia, who contributed from the very beginning of the planning process with astute advice and guidance. In liaison with the Ombudsman's staff, OHCHR provided the comprehensive logistical support and enabling remote connectivity for the virtual preparatory visit and other organising calls, arranged the logistics for the regional visits to Osh and Naryn. And so much more, including interpretation and translation services. We are grateful for the active support from the OHCHR Regional Office for Central Asia team – with a special mention of Regional Representative Matilda Bogner; and of Nazgul Baitikova who handled so many of the transport and travel arrangements. They were backed up by UNDP colleagues in Bishkek and in the Istanbul Regional Hub.

1.3.9. In the Akyikatchy's office, Nursultan Maamytaliev, an international relations officer, and Nursultan Kurmanbayev, an adviser to the Akyikatchy, provided valuable advice and guidance, planned interviews, and provided day-to-day support. The assessment team expresses its sincere gratitude to them, as well as to the excellent translators Gulsara, Dinara, and Elizabeth. Without their involvement, the work would not have been possible, and their support went far beyond their immediate responsibilities.

1.3.10. We also wish to sincerely thank all the Akyikatchy staff for their engagement and openness to the CA team. Especial thanks to the staff of the Osh and Naryn offices who hosted our visits to them. Our appreciation also goes to all the external participants who took time to meet with the CA team.

1.3.11. The CA facilitation team members were funded by their respective organisations, APF, UNDP and OHCHR within its frameworks of EU-funded NHRIs project including for internal travel, interpretation and translation; and a contribution from the UNDP Regional Hub for travel to Kyrgyzstan of the NHRI Expert.

1.3.12. The process included:

- i. a virtual preliminary visit involving APF, OHCHR, UNDP CA facilitators from 13 May to 16 May 2025 by APF to provide briefings to the Ombudsman leadership, management and staff; and proposed external participants on the purpose and process of the CA, to obtain confirmation of their commitment to it and to finalise logistics;
- ii. an analysis of relevant documents and reports;²
- iii. an assessment visit from Monday 9 June to Friday 20 June that included interviews with the Ombudsman, Deputies, managers and staff;
- iv. visits to regional offices in Osh and Naryn;
- v. virtual interviews with those staff in regional offices unable to meet us in person;
- vi. interviews with representatives of Parliament, government agencies, Provincial Government officials, media and the private sector representatives, civil society organisations⁴, and international organisations;
- vii. the identification of core capacities issues based on those interviews⁵;
- viii. a self-assessment questionnaire on the 18 core capacity issues, through which the leadership and staff provided quantitative capacity ratings and qualitative comments in full or in part⁶;
- ix. on Friday 20 June the Ombudsman and her deputies and, separately the managers, were provided with a summary of the CA findings and a draft set of recommendations;
- x. on Friday 20 June, a briefing was also provided to the OHCHR Regional Representative;
- xi. the Ombudsman received a full draft of the report to review on 15 September with a proposed deadline for feedback of 15 October.

1.3.13. The leadership, managers and staff and external agencies and organisations that engage with the Akyikatchy were asked the following three introductory questions, followed by more targeted questions:

- What does the Akyikatchy do well?
- What does the Akyikatchy need to do better to be more effective in undertaking its mandates?
- What suggestions do participants have to strengthen the effectiveness of the Akyikatchy over the next three to five years?

1.3.14. They all took part in individual or focus group interviews. Then the Ombudsman and Deputies, managers and staff completed a questionnaire based on the issues raised during the interviews.

1.3.15. The CA focused on development issues in six core capacity areas:

- i. mandate and organisational structure
- ii. leadership and effective management
- iii. human resources and technical capacity
- iv. infrastructure, technology, financial and other resources,
- v. capacity for core human rights work

vi. relationships, engagements, and cooperation.

1.3.16. The questionnaire was conducted online and on paper by those who could not access a computer or whose mobile phones did not support the required app. The questionnaire contained specific capacity indicators of the 18 core capacity issues identified in the discussion groups. The quantitative self-assessment used a six-point capacity rating system, from 0 to 5, defined as follows: no capacity, very low, low, medium, high, very high.

1.4. The Republic of Kyrgyzstan Human Rights Context

Constitution¹

1.4.1. Part 1, Article 1 of the May 2021 Kyrgyz Constitution defines the Republic as “independent, sovereign, democratic, unitary, governed by the rule of law, secular and social state”. Article 2 states that

“In the Kyrgyz Republic, the people's power shall be based on the principles of full power belonging to the people, protection of human and civil rights and freedoms, and free and real access to the management of the affairs of the state and society”.

1.4.2. The 2021 Constitution, the fourth since independence from the USSR in 1991, reinforced a presidential form of government with power concentrated in the Presidency and the Jogorku Kenesh, the unicameral legislative body or Parliament. In addition, in Article 7 1. It provides for the People's Kurultai a “deliberative, supervisory assembly, making recommendations on areas of social development”. Kurultais have ancient historic origins, gathering Kyrgyz people to confront significant problems or challenges facing them.

1.4.3. Section 2, Articles 23-65 comprehensively sets out Human and Civil Rights, Freedoms and Duties. The six chapters of Section 2 are headed General Principles; Individual Rights and Freedoms; Political Rights; Economic and Social Rights; Citizenship, Citizens Rights and Obligations; and Guarantees of Human and Civil Rights and Freedoms.

1.4.4. The Constitution in Section 3 establishes the Akyikatchy as one of the Public Authorities with Special Status. Further details are provided below in 1.5.

International Human Rights Standards

1.4.5. Since independence, the Kyrgyz Republic has ratified eight United Nations (UN) human rights treaties and six International Labour Organisation (ILO) Conventions. The UN Covenants and Conventions include:

- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights
- Convention on the Elimination on All Forms of Racial Discrimination (ICERD)

¹ <https://constsof.kg/wp-content/uploads/2022/06/constitution-of-the-kyrgyz-republic.pdf>

- Convention on the Elimination on All Forms of Discrimination Against Women (CEDAW)
- Convention against Torture (CAT) & the Optional Protocol to the Convention against Torture (OPCAT)
- Convention on the Rights of the Child (CRC)
- Convention on the Rights of Persons with Disabilities (CRPD)
- Convention Relating to the Status of Refugees.

1.4.6. The ratifies ILO Conventions are

- Convention of Freedom of Association
- Convention on the Right to Organise and Collective Bargaining
- Convention of Forced Labour
- Convention on Equal Remuneration
- Convention on the Abolition of Forced Labour.
- Convention on Violence and Harassment at work place

1.4.7. The UN Human Rights Council and the ILO require all member states to adhere to human rights standards regardless of whether they have ratified specific treaties or not. The Human Rights Council undertakes a peer-to-peer review, the Universal Periodic Review (UPR) of each state every four and a half years.

1.4.8. Kyrgyzstan's most recent UPR, the fourth, took place in May 2025. In reporting Kyrgyzstan highlighted, amongst others, its focus on poverty reduction and improvement in detention conditions with a reduction in complaints of torture, inhuman and degrading treatment. Recommendations from member states included ratification of the International Convention for the Protection of All Persons from Enforced Disappearances; strengthening of the legal human rights framework; protection of peaceful assembly and the protection of media freedom, journalists and activists; strengthening of the Ombudsman's Office to better comply with the Paris Principles.

1.4.9. In a visit to Kyrgyzstan in March 2025, the United Nations High Commissioner for Human Rights, Hon. Volker Türk, said in a public speech:

"Kyrgyzstan has been experiencing strong economic growth and has the benefit of a rich variety of civil society organisations and a solid legal and institutional framework.

For societies to thrive, they need to be rooted in human rights, non-discrimination and the rule of law. This also reassures investors. An enabling environment, built on solid foundations of good governance, respect for human rights and the rule of law, is good for business.

What I have found is that Kyrgyzstan is at an inflection point.

In recent years, a series of steps have been taken that have narrowed the space for civil society to function independently. We are seeing worrying signs of

undue restrictions on civil society and independent journalism, creating a climate of increasing fear and self-censorship”.²

Other Human Rights Mechanisms

- 1.4.10. Kyrgyzstan acceded to the Optional Protocol against Torture (OPCAT) in 2008. After four years of discussions and consultations, the law “On the National Center for the Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (NCPT)” was signed by the Kyrgyz Republic President A. Atambaev on July 12, 2012.³ In international terms the NCPT is a National Preventive Mechanism (NPM) as required by the OPCAT.
- 1.4.11. The NCPT is structured as an independent NPM model. Its governing Coordination Council of eight members, majority of whom are from civil society. It has a national and international reputation for fearless and comprehensive monitoring of places of detention.
- 1.4.12. During the period of the Capacity Assessment visit the Parliament was preparing legislation to abolish the NCPT and assign the OPCAT mandate to the Ombudsman’s Office. Subsequently the legislation was adopted by the Parliament and at the time of drafting this report was awaiting the President’s signature.

National Human Rights Action Plan

- 1.4.13. In January 2025, The Government launched the Programme of Implementation of the UN Guiding Principles on Business and Human Rights for 2025-2027 and an Action Plan for its implementation. Kyrgyzstan is the 21st country in the world and the first in Central Asia and the CIS to adopt and implement a national action plan on business and human rights.⁴ The UNDP summarised the aim of the Programme as *“to promote corporate responsibility for respecting human rights, increase the country’s investment attractiveness and create a unified approach in the work of government agencies on business and human rights”*.
- 1.4.14. The Government was reported as developing a broad Human Rights Action Plan for 2025-2027. Previously it had an Action Plan on Women, Peace and Security 2022-2024. Its objective was to increase the role of women in peace and security efforts and strengthen cooperation between government and civil society. It focused on conflict prevention, measures to address the effects of crisis situations, and improving the protection and support for women and girls during emergencies.⁵

² <https://reliefweb.int/report/kyrgyzstan/kyrgyzstan-turk-says-human-rights-are-best-guide-where-different-interests-must-be-balanced-enruky>

³ <https://npm.kg/en/o-nas/istoriya/>

⁴ <https://www.undp.org/kyrgyzstan/press-releases/kyrgyz-republic-adopted-national-action-plan-business-and-human-rights>

⁵ https://1325naps.peacewomen.org/wp-content/uploads/2025/02/nap_1325_2022_kyrgyzstan.pdf

1.5. The Akyikatchy (Ombudsman) of the Kyrgyz Republic

- 1.5.1. Section 3 of the Constitution, deals with Public Authorities. Chapter V covers Public Authorities of the Republic of the Kyrgyz Republic with Special Status. “The Akyikatchy is one of the five Public Authorities with Special Status. Article 109 provides

“Parliamentary control over the observance of human and civil rights and freedoms in the Kyrgyz Republic shall be exercised by the Ombudsman”.

- 1.5.2. The Constitution provides the Parliament with the power to “elect and, in cases prescribed by law, dismiss the Akyikatchy (Ombudsman); give their consent for holding him/her criminally liable; elect and, in cases prescribed by law as recommended by the Akyikatchy (Ombudsman), dismiss his/her deputies and give their consent for holding them criminally liable.
- 1.5.3. Of the seven Ombudsmen who have held the role since 2003, four were dismissed by the Jogorku Kenesh before the end of their term and one resigned prematurely in the expectation of dismissal. The seventh Ombudsman, Madame Dzhamilia Dzhamanbaeva, was elected by the Jogorku Kenesh in May 2023 and currently holds the office.
- 1.5.4. Article 110 states that *“The organization and operating procedures of the state bodies mentioned in this section, as well as the guarantees of their independence shall be determined by constitutional laws”*. On 31 July 2002, the President of the Kyrgyz Republic signed the law "On the Ombudsman (Akyikatchy) of the Kyrgyz Republic". The law was then adopted by the Legislative Assembly of the Jogorku Kenesh. On 21 November 2002, elections were held for the first Ombudsman (Akyikatchy) of the Kyrgyz Republic. On 13 December 2002 the first Kyrgyz Ombudsman (Akyikatchy) was elected.
- 1.5.5. The law has been amended a number of times since it was first enacted. It was the subject of further amendments before Parliament at the time of this Capacity Assessment. Parliament adopted a series of amendments and voted for them the week after the Capacity Assessment visit. The law with those changes was awaiting the President’s signature at the time of the drafting of this report.
- 1.5.6. The functions of the Akyikatchy are set out in Article 3 of the Act:
- 1) *protection of human and civil rights and freedoms proclaimed in the Constitution and laws of the Kyrgyz Republic and the international treaties and agreements ratified by the Kyrgyz Republic;*
 - 2) *observance of and respect for human and civil rights and freedoms actors referred to in article 2 of this law;*
 - 3) *the prevention of violations of human and civil rights and freedoms or support their recovery;*
 - 4) *contribute to the harmonization of the legislation of the Kyrgyz Republic on the rights and freedoms of individuals and citizens in line with the Constitution, international standards in this area;*
 - 5) *improvement and further development of international cooperation in the field of protection of human and civil rights and freedoms;*
 - 6) *prevention of any forms of discrimination on the implementation of human rights and freedoms;*

7) *promoting legal awareness and protection of confidential information about a private person.*

1.5.7. Article 6 provides for the independence of the Ombudsman [6.1-6.2]; their impunity from legal action when carrying out their duties in good faith [6.2-6.3]; and, if required, protection and security.

1.5.8. Grounds for the early termination or dismissal of the Ombudsman are contained in Article 7. While most meet the requirements of the Paris Principles, one is particularly egregious and has been used in some of the cases of early dismissal of Ombudsmen:

7) in the case of disapproval of the Ombudsman's report (ombudsmen), [by] the Zhogorku Kenesh;

1.5.9. Article 8 lists the powers available to the Akyikatchy in carrying out the functions of the Office. Subsequent articles elaborate on the functions including requiring documents, calling witnesses, accessing places of detention, submitting on legislation and handling complaints. The Act also requires an annual report to be submitted to the Parliament.

1.5.10. The structure of the Akyikatchy Office reveals its comprehensive approach to its mandate to promote and protect human rights in Kyrgyzstan. At the national office it has six Divisions focused on monitoring human rights. They are Divisions for Monitoring the Rights of Children, Women and the Family; for Monitoring Economic, Social and Cultural Rights; Human Rights and Health Monitoring; for Monitoring the Observance of Human Rights by Law Enforcement Agencies; Civil and Political Rights Monitoring; and Working with Judicial Authorities & Monitoring Trials. The two Deputies each have responsibility for a group of the Divisions. Responsibility for the regional offices is also divided between them.

1.5.11. It has four administrative departments. The first handles with complaints and citizens' appeals. The others deal with the Office's human resources, finances and legal support, analysis, planning, organisational work and cooperation. It also has a press service. The Chief of Staff has responsibility for these departments.

1.5.12. There are seven regional representative offices operating in the country: in the Issyk-Kul, Naryn, Talas, Jalal-Abad and Batken regions, as well as in the Osh region and the city of Osh.

1.5.13. In total there are 112 staff members. Of these 81 completed the questionnaire.

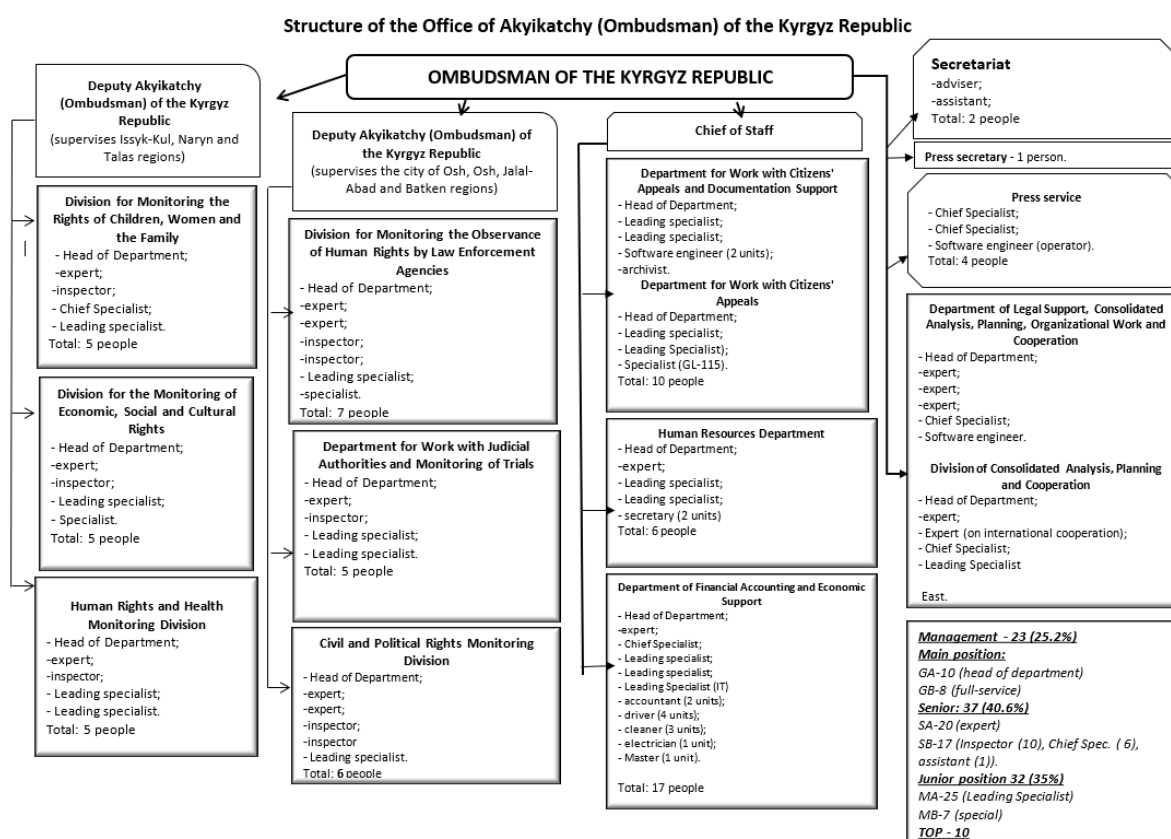


Figure 1: Structure of the Akyikatchy of the Kyrgyz Republic

1.5.14. The Akyikatchy is a member and active participant of the Global Alliance of National Human Rights Institutions (GANHRI) and the Asia Pacific Forum of National Human Rights Institutions (APF). It has also been an active member of the regional meetings of Central Asia NHRIs. It is accredited B. According to the GANHRI Sub-Committee on Accreditation (SCA), a serious impediment to A accreditation is the power of the Jogorku Kenesh to dismiss the Ombudsman because they do not like the annual report.

CHAPTER 2: STRENGTHS, ACHIEVEMENTS, CHALLENGES & CORE CAPACITY ISSUES

2.1. Introduction

- 2.1.1. In individual and focus group interviews, the Ombudsman and her deputies, the Chief of Staff, managers and staff of the Akyikatchy identified developments and achievements that have strengthened their effectiveness as a national human rights institution for the promotion and protection of human rights. They also acknowledged significant challenges they face.
- 2.1.2. In addition, interviews were conducted with a Deputy Chairman of the Cabinet of Ministers, representatives of government agencies, the business sector, and civil society organizations, who presented their views on the strengths, achievements, and challenges of the Akyikatchy Institute.
- 2.1.3. Those interviews provided the following strengths, achievements and challenges and the core capacity issues that formed the questionnaire completed by the Ombudsman, Deputies, Chief of Staff, managers and staff.

2.2. Strengths

National context

- 2.2.1. The Constitution provides a legal foundation for the protection and promotion of human rights. That foundation is further strengthened by the eight out of nine fundamental international human rights treaties ratified by Kyrgyzstan. Expressed support for an A-status accredited institution.
- 2.2.2. Elements in the national political environment that are positive for the Akyikatchy include the official support publicly expressed that the Office be A accredited; and the recent increases in funding from the State.

Leadership

- 2.2.3. The quality of the leadership is key to the effectiveness of NHRIs. The Akyikatchy leadership is committed to serving the people of Kyrgyzstan, including by strengthening the capacity of the Office. It is open, transparent and focused. Most importantly it demonstrates collegiality in its leadership within the team and beyond.

Staffing

- 2.2.4. The seven regional offices are a strength for the Akyikatchy. Generally, the staff throughout the Office are well-qualified and professional. There is a clear gender balance.

Resources

2.2.5. The recent increases in its budget have provided some flexibility for the Akyikatchy in determining its programme and activities. The renovation of the national office in Bishkek has greatly improved the working environment of staff; and has also improved public perception of its status.

Relationships

2.2.6. Further strengths of the Akyikatchy include improved

- relationships with the Jogorku Kenesh /Parliament, government agencies
- cooperation, partnerships with some Non-Governmental Organisations and civil society groups.

2.2.7. The Akyikatchy has a history of active engagement with APF, GANHRI, OHCHR, UNDP, OSCE, the European Union and those regional and international organisations have all committed to continuing support for the Office.

2.3. Achievements

2.3.1. Since the appointment of Ombudsman Dzhamilia Akmatbekovna Dzhamanbaeva and the two Deputies, their leadership brought stability to the Office after a difficult period. They have appointed a very competent chief of staff and set high standards for staff professionalism and behaviour. A Strategic Plan for 2023-2028 has been developed and published.

2.3.2. There have been a number of human rights achievements, including:

- increased number of Akyikatchy recommendations have accepted by Government
- legislative advice on proposed media law had some impact
- assisted in resolutions of issues for migrant workers abroad
- provided humanitarian aid to Kyrgyz community living in Afghanistan in a mountainous border area
- successfully advocated for electricity and other infrastructure and services for a remote village on the Tajikistan border
- secured lawyers' access to detainees on the weekend
- engaged on children's rights in cooperation with CSOs
- toured an annual "Caravan of Rights" programme (staff)
- established a new complaints management system.
- Set up 2025 internship programme between the Osh Regional Office and the State University of Osh.
- 2025 signed MOU with Federation of Trade Unions with two projects
- A Memorandum of Cooperation was also signed with the Judicial System under the Ministry of Justice of the Kyrgyz Republic.
- Extended the hotline to operate a full working day.

2.4. Challenges

Legal mandate

- 2.4.1. The *Constitutional Law on the Ombudsman* enacted by the Jogorku Kenesh after the CA visit in late June 2025 maintains a Parliamentary dismissal power that limits its independence and creates a new challenge for the Akyikatchy with the abolition of the NPM and the assignment of the OPCAT mandate to the Akyikatchy.

Leadership

- 2.4.2. CA participants identified a lack of sufficient visibility on civil and political rights. They recommended that the Ombudsman and her deputies should modify their approach to addressing human rights concerns with both quiet diplomacy by making more strong public statements. Senior managers also contribute to leadership. To be most effective senior managers should strengthen their management competencies and increase their involvement in overall management
- 2.4.3. Other challenges included:

Staffing

- All staff would benefit from upskilling on human rights-based approach, international human rights standards & Paris Principles
- Lack of ethnic, linguistic diversity and people with disabilities on the staff
- Lack of human rights education and outreach specialists on the staff

Offices & equipment

- Offices are largely inaccessible to people with disabilities
- Regional offices are under-resourced
- Lack of transport and related resources for monitoring activities
- Outdated software & lack of Kyrgyz language software

Functions

- Limited capacity for proactive, systemic work
- Overwhelming focus on individual complaints
- Limited research, analytical and report writing capabilities
- Awareness raising & human rights education largely ad hoc

2.5. Core Capacity Issues & Questionnaire

- 2.5.1. From the documentation reviewed, interviews with the Akyikatchy leadership, managers and staff; with those of the Government, government agencies, private sector and civil society organisations, the following core capacity issues were identified and formed the questionnaire to be completed by all Commissioners and staff.

Legal Mandate

1. The Law on the Akyikatchy provides for a broad mandate and enables it to function as a fully independent NHRI in accordance with the Paris Principles.

Institutional Leadership

2. The Akyikatchy's leadership (Ombudsman, Deputies and Department Heads) members, have the capacity to provide vision, strategy and direction for the institution, including guidance for staff at all levels.
3. The Akyikatchy has the capacity to develop and implement a 3-to-5-year strategic plan and annual work plans, with adequate resources for their implementation.

Functional capacity

4. The Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions and complaints received from the public in a timely manner, including with an adequate case management system and analysis tools.
5. The Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic, covering all state obligations arising out of its constitution and the international human rights standards.
6. The Akyikatchy has the capacity to identify systemic human rights issues, conduct human rights research and publish reports with recommendations and disseminate them widely.
7. The Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations on systemic human rights situations and issues.
8. The Akyikatchy has the capacity to address gender and women's human rights issues in its external programs for the promotion and protection of human rights and in its internal policies, procedures and staff management.

Resources and Technology

9. The Akyikatchy has the capacity to successfully advocate for the necessary budgetary resources, adequate and accessible office buildings, digital infrastructure and technology, vehicles and equipment.
10. The Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources to activities, programmes and priorities of the institution, in accordance with relevant public finance regulations.

Staff capacity development

11. The Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity, by providing adequate incentives, and work conditions.
12. The Akyikatchy has the capacity to implement a comprehensive staff training and development programme, including induction of new staff and ongoing staff training and capacity development, with career progression.

Empowerment of the regional offices

13. The Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office, through participation in planning and transparency in decision making.

14. The regional offices of the Akyikatchy have the capacity to address key human rights issues in their region, with adequate staff and resources to engage with the authorities, civil society and the public.

Public awareness and outreach

15. The Akyikatchy has the capacity to promote human rights education programmes, and undertake awareness raising activities targeting the public and state officials.
16. The Akyikatchy has the capacity to be accessible to people with disabilities, ethnic, linguistic and other minorities, and people in remote and marginalised communities.

Engagement with CSOs and State agencies

17. The Akyikatchy has the capacity to ensure communication, coordination and collaboration with the parliament, government agencies, and the judiciary, other national human rights mechanisms, civil society and human rights defenders.

Regional and international engagement

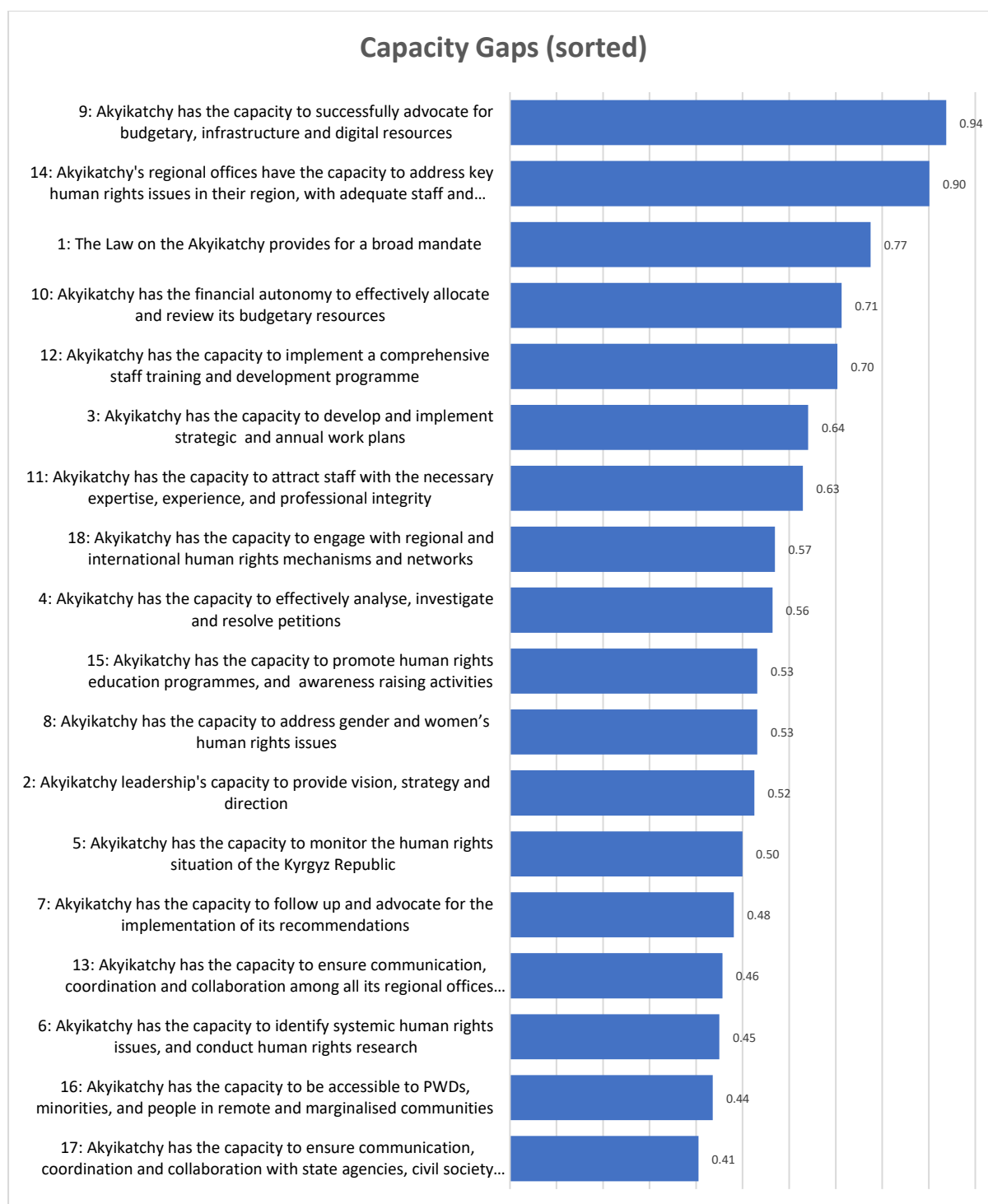
18. The Akyikatchy has the capacity to engage with relevant regional and international human rights mechanisms and networks, including by contributing to the UPR, Treaty Bodies, and Special Procedures mechanisms.

2.6. Summary Questionnaire Results

- 2.6.1. The survey participant group consisted of 81 individuals, with distinctive roles at the Akyikatchy: 18 participants (22%) hold leadership positions, such as Ombudsman, Deputies, or Department Heads, while the remaining 63 (78%) are other staff members. Gender representation among participants was nearly balanced, with 38 females (47%), 39 males (48%), and 4 individuals (5%) preferring not to disclose their gender. This close gender parity indicates a diverse workforce in terms of gender.
- 2.6.2. The following table shows the results from the questionnaires completed by the Akyikatchy leadership and staff. They identify the Akyikatchy capacity gaps for all 18 issues.

Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic	Current capacity	Desired future capacity	Capacity Gap
1: The Law on the Akyikatchy provides for a broad mandate	3.89	4.66	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.28	4.80	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	4.08	4.72	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.17	4.73	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.21	4.71	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.33	4.78	0.45

Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic	Current capacity	Desired future capacity	Capacity Gap
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.13	4.61	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.23	4.76	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.70	4.64	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.75	4.46	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	3.95	4.58	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	3.93	4.63	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.23	4.69	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.68	4.58	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.13	4.66	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.26	4.69	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.27	4.67	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	4.05	4.62	0.57



2.6.3. The five capacity areas with the highest identified capacity gaps (from biggest to the smallest) are:

- **Issue 9:** Akyikatchy's capacity to successfully advocate for budgetary, infrastructure and digital resources (*capacity gap=0.94*)
- **Issue 14:** Capacity of Akyikatchy's regional offices to address key human rights issues in their region, with adequate staff and resources to engage with the authorities, civil society and the public (*capacity gap=0.90*)

- **Issue 1:** Akyikatchy's law providing a broad mandate which enables it to function as a fully independent NHRI in accordance with the Paris Principles (*capacity gap=0.77*)
- **Issue 10:** Akyikatchy's financial autonomy to effectively allocate and review its budgetary resources to activities, programmes and priorities of the institution, in accordance with relevant public finance regulations (*capacity gap=0.71*)
- **Issue 12:** Akyikatchy's capacity to implement a comprehensive staff training and development programme, including induction of new staff and ongoing staff training and capacity development, with career progression (*capacity gap=0.70*)

2.6.4. The five capacity areas with the lowest identified capacity gaps are:

- **Issue 17:** Akyikatchy's capacity to ensure communication, coordination and collaboration with the parliament, government agencies, and the judiciary, other national human rights mechanisms, civil society and human rights defenders (*capacity gap=0.41*)
- **Issue 16:** Akyikatchy's capacity to be accessible to people with disabilities, ethnic, linguistic and other minorities, and people in remote and marginalised communities (*capacity gap=0.44*)
- **Issue 6:** Akyikatchy's capacity to identify systemic human rights issues, conduct human rights research and publish reports with recommendations and disseminate them widely (*capacity gap=0.45*)
- **Issue 13:** Akyikatchy's capacity to ensure communication, coordination and collaboration among all its regional offices and the central office, through participation in planning and transparency in decision making (*capacity gap=0.46*)
- **Issue 7:** Akyikatchy's capacity to follow up and advocate for the implementation of its recommendations on systemic human rights situations and issues (*capacity gap=0.48*)

2.6.5. Chapters 3-10 summarise the results for each issue and the reasons provided from the interviews and focus groups as well as the questionnaire responses.

CHAPTER 3: LEGAL MANDATE

Issue 1

The Law on the Akyikatchy provides for a broad mandate and enables it to function as a fully independent NHRI in accordance with the Paris Principles.

3.1. Overview

3.1.1. Respondents to the questionnaire gave the legal mandate of the Akyikatchy the 3rd largest capacity gap of the 18 issues. This highlights the importance they place on amendments to the Law on the Akyikatchy, (hereafter “the Law”), to improve the ability of the Institution to function as a fully independent NHRI. They also pointed to the strengths of the Law.

3.1.2. Staff noted the Institute’s broad mandate to promote and protect human rights and highlighted that the Law provides it with the power to monitor human rights, prepare reports, and appeal to government agencies.

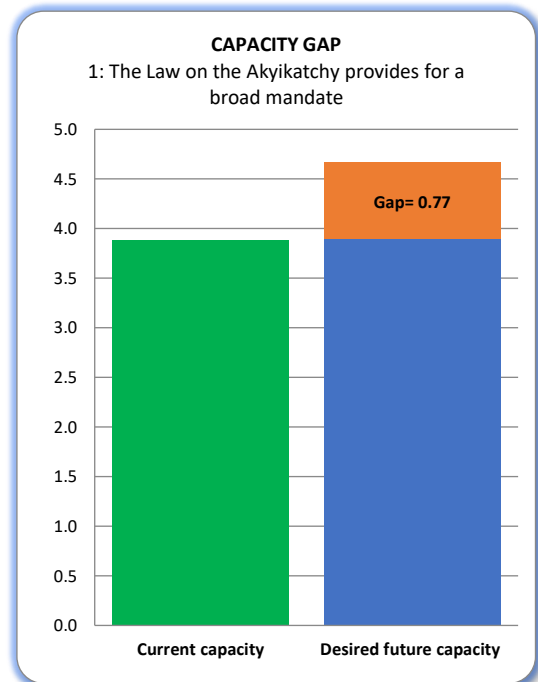
3.1.3. Respondents remarked that the Akyikatchy’s mandate includes suggesting amendments to strengthen draft laws, and that this power has been actively used. In 2024, out of 100 draft laws, the institution had provided recommendations for 38.

3.1.4. It was further noted that the implementation of recommendations given by the Akyikatchy to authorities had increased over the past two years, to around 68% in 2024, showing that the Law provides a good basis for effective work.

3.1.5. Staff also remarked as positive that the law of the Akyikatchy expressly states that the Institution shall be independent of any governmental institution and officials.

3.1.6. In 2021, Kyrgyzstan adopted a new Constitution, according to Article 110 of which the activities of the Akyikatchy must now be regulated by a constitutional law. This constitutional reform necessitated the adoption of a constitutional law on the Ombudsman, the first draft of which was published in 2023 but did not progress.

3.1.7. On 30 October 2024 members of Parliament initiated the draft of the new Constitutional Law “On the Akyikatchy (Ombudsman) of the Kyrgyz Republic” (draft Law on the Akyikatchy), as well as the draft Law “On Amendments to Certain Legislative Acts on the Activities of the Ombudsman of the Kyrgyz Republic” (package draft Law on the Akyikatchy). The draft Law on the Ombudsman duplicates to some



extent the provisions of the existing Law on the Akyikatchy, while the package Draft Law provides for amendments to a number of codes and laws, particularly those regulating the procedure for the investigation of criminal cases, as well as the judicial proceedings in civil, administrative and criminal cases.

- 3.1.8. Shortly after the CA visit, the Parliament enacted the new Constitutional Law retaining the power of Parliament to dismiss the Ombudsman simply on the basis of rejecting a report submitted by the Institute.

3.2. Areas for Improvement

- 3.2.1. Staff members, management and civil society organizations expressed concern with Article 7 (7) of the current law, which provides for early termination of the Akyikatchy in case of non-approval of a report of her/him by the Parliament (Jogorku Kenesh) of the Kyrgyz Republic. This provision was seen as hampering the ability of the Akyikatchy to address human rights issues in an unfettered and independent manner.
- 3.2.2. When the SCA reviewed the Akyikatchy's request for accreditation with GANHRI in March 2012, it said about the provision in Article 7(7) that it has the potential to affect the ability of the Akyikatchy to submit independent and unbiased reports on the human rights situation in the country and that it is so broad as to impact on the security of tenure of members and may adversely affect the Akyikatchy's independence.
- 3.2.3. The SCA noted that an independent and objective dismissal process is required and that the grounds for dismissal must be clearly defined in the legislation. Where appropriate, the legislation should specify that the application of the ground must be supported by a decision of an independent body with appropriate jurisdiction. The SCA said that dismissal should not be allowed based solely on the discretion of appointing authorities and encouraged the Akyikatchy to advocate for an independent and objective dismissal process in its legislation.
- 3.2.4. The Constitutional Law on the Akyikatchy, under consideration when the CA team was in Bishkek in June, was widely seen as a pivotal opportunity to enhance the Akyikatchy's capacity and align its law with the Paris Principles. Since then, the law has been enacted by the Jogorku Kenesh and, at the time of drafting this report, awaited the President's signature.
- 3.2.5. Respondents to the survey pointed out that the Institute does not have the legal authority to intervene substantively in all judicial proceedings, such as during trials or pretrial detention decisions, which limits its capacity to protect rights in some of the most sensitive settings.
- 3.2.6. It was further observed that some authorities do not adequately respond to the Akyikatchy's requests, which hinders its investigations and ability to undertake rigorous and systematic follow-up. Adding stronger provisions in the Law that require public authorities to respond to recommendations from it in a timely manner, and to effectively compel the production of documents, evidence and witnesses in the context of its investigations, was seen as important to further improve the effectiveness of its work.

- 3.2.7. Feedback indicated that the working relationship and cooperation between the Akyikatchy and the National Preventive Mechanism (NPM), the National Center for the Prevention of Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment (NCPT), should be improved and better coordinated and defined, including by clarifying that the Akyikatchy's mandate is investigative, while the NPM carries out preventive work. It was also noted as problematic for the protection work of the Akyikatchy that it is not authorized to make photos and videos while visiting places of detention.
- 3.2.8. Some civil society organizations said that the law of the Akyikatchy should be amended to ensure that the selection and appointment procedure guarantees independence. This issue was also among the concerns noted by the SCA when it reviewed the Akyikatchy in 2012. The SCA encouraged the Akyikatchy to advocate for the formalization of a selection process that includes requirements to publicize vacancies; maximize the number of potential candidates from a wide range of societal groups; promote broad consultation and/or participation in the application, screening and selection process; and assess applicants on the basis of pre-determined, objectively relevant and publicly available criteria.
- 3.2.9. Other concerns related to the Law on the Akyikatchy expressed by the SCA at the time were that it does not provide that its staff are to be representative of the diverse segments of Kyrgyz society, and that it does not provide the Akyikatchy with a specific mandate to encourage ratification and implementation of international human rights standards.
- 3.2.10. According to the Law the annual budget of the republic shall have a separate line for financing activities of the Akyikatchy and the Akyikatchy shall independently develop and execute the list of expenditures. However, some respondents to the survey noted that that the Akyikatchy's capacity is undermined by financial dependence, resource shortages and a lack of secure and stable funding. They indicated that the Law should be strengthened to ensure stable and sufficient funding for the institution to function effectively. Many comments highlighted that despite official independence, actual discretion over budget size and adjustments is limited.

3.3. Recommendations

While acknowledging that changes to legislation must be accepted, it is necessary for the Akyikatchy Institute to

- *formally record identified issues in the amended legislation that may not meet Paris Principles compliance;*
 - *convey to the President, Parliament, Political Parties, Government and other sectors the importance of the institution's independence and the case for the enabling legislation to be in full compliance with the UN Paris Principles;*
 - *emphasise the negative impact of Parliament's dismissal power on the Akyikatchy's stability, effectiveness, authority and international standing.*
- [The APF and the OHCHR are available to assist]*

With the abolition of the National Center of the Kyrgyz Republic for the Prevention of Torture. (National Preventive Mechanism NPM), and the Akyikatchy assigned with the mandate for the prevention of torture as provided for in the Optional Protocol to the Convention against Torture (OPCAT), the Akyikatchy should

- seek advice from the UN Sub-Committee on the Prevention of Torture and consult with former NPM members, relevant government agencies, civil society organisations and staff, on the policies, processes, structure, staffing and other resources required to meet the OPCAT requirements*
- prepare a Budget identifying all the costs involved in effective preventive monitoring places of detention*

CHAPTER 4: INSTITUTIONAL LEADERSHIP

4.1. Institutional Leadership

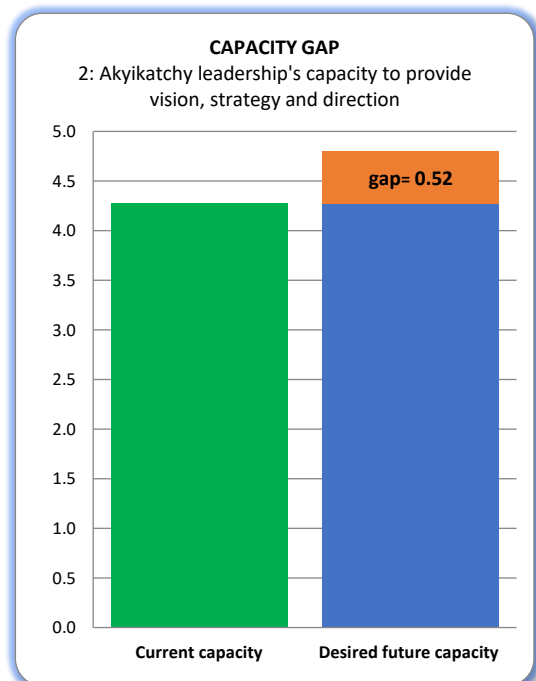
4.1.1. Institutional leadership is critical to ensuring the credibility, effectiveness, and independence of NHRIs in promoting and protecting human rights. Strong and principled leadership sets the tone for the NHRI's organisational culture, guides its strategic direction, and upholds its commitment to implement its mandate with independence, accountability, and responsiveness to human rights challenges. Effective leaders build trust with stakeholders, engage constructively with government and civil society, and ensure that the institution remains vigilant, relevant, and adaptive in rapidly changing political, social, and environmental contexts. The institutional leadership capacity of the Akyikatchy has been assessed on their ability to provide vision, strategy and direction for the institution, including guidance for staff at all levels, along with their capacity to develop and implement a long strategic plan and annual plans with adequate resources.

Issue 2

The Akyikatchy's leadership (Ombudsman, Deputies and Department Heads) members, have the capacity to provide vision, strategy and direction for the institution, including guidance for staff at all levels.

4.1.2. The Capacity Assessment team was told by the staff and external participants that the Akyikatchy has undergone significant transformation in recent years under its current leadership, achieving significant improvements in institutional effectiveness and public engagement, following some turbulent times in the recent past.

4.1.3. The Ombudsman's strategic reforms have, they said, yielded tangible results. A new collaborative approach has successfully bridged gaps between state institutions and civil society. The Akyikatchy leadership's commitment to working with CSOs and international partners is viewed as positive efforts to rebuild trust have restored institutional credibility and created a more supportive work environment that extends outreach to underserved regions in the country. External observers also noted the Ombudsman's strong legal



expertise and commitment, with ongoing discussions about evolving the institution's approach toward more preventative and participatory methods.

- 4.1.4. While celebrating these achievements, the internal and external consultations highlighted important areas for continued development to ensure long-term success, including creating opportunities to develop a more cohesive coordination framework that will enhance coordination across regional offices and provide clearer guidance for staff at all levels.
- 4.1.5. Plans are underway to strengthen professional development programmes, particularly focusing on international human rights standards and monitoring practices, while addressing human resource challenges through improved staff retention strategies. The foundation for sustained growth is established as well, with the senior leadership actively working to develop stronger internal capacity and expand engagement with staff and stakeholders at all levels.
- 4.1.6. The internal survey data corroborated with the inputs received from the interviews and focus group discussions. With a current capacity score of 4.28, this capacity area has the second highest capacity at Akyikatchy. The capacity gap of 0.52 implies that this area has the 7th lowest capacity gaps out of 18 areas.
- 4.1.7. Many respondents assert that the current leadership is professional, competent, and effective, with notable achievements under the current Ombudsman, such as a 68% increase in the government's acceptance of recommendations in 2024, improved interaction with government agencies, and successful advocacy, as seen in the President's response to recommendations regarding the Zardaly region.
- 4.1.8. The Akyikatchy's leadership was credited with creating a clear mission focused on protecting civil and political rights and fostering both proactive and reactive approaches to human rights issues.
- 4.1.9. Respondents also highlighted other measures taken by the current leadership to strengthen the Akyikatchy's strategic direction, such as advancing a long-stalled Ombudsman bill (which was been approved by the Jogorku Kenesh in late June)⁶. In addition, the leadership was commended for taking steps to foster external cooperation through joint work plans with government agencies and relevant international organisations.
- 4.1.10. Renovations to the Institute's building, salary increases, quarterly bonuses, and improved working conditions were cited by many respondents as evidence of effective personnel management and a new commitment to staff welfare, marking a significant improvement from the instability and disunity reported two years ago.
- 4.1.11. Some respondents emphasised the leadership's openness to employee initiatives, improved discipline, and replacement of incompetent staff through competitive selection processes, which have enhanced the Akyikatchy's credibility and operational efficiency. The presence of gratitude letters from citizens further underscored the leadership's ability to align the Institute's work with public expectations. Yet, other respondents cautioned that there was "room for improvement," pointing to the need

⁶ See chapter 3 for more detailed assessment of the legislation.

for better resource allocation and more inclusive decision-making to ensure that all staff levels are effectively guided.

4.2. Areas for Improvement

- 4.2.1. Contrasting views suggested there were some gaps in leadership capacity, particularly at the department head level. Some respondents questioned the competence of certain department heads, describing them as unresponsive, or lacking motivation, which suggested uneven leadership quality across the institute at different levels adversely affecting its overall performance. Some respondents also indicated that while the Ombudsman and deputies demonstrate strategic vision and leadership competence, some heads of departments failed to engage regularly with employee opinions or address resource shortages. These shortcomings, they claimed, hindered the Institute's ability to fully realise its potential.
- 4.2.2. The frequent turnover of personnel was noted as a challenge by many respondents in maintaining a consistent human resources strategy, indicating that while the leadership had the potential to guide the institute, operational constraints limited its effectiveness in some areas.
- 4.2.3. To address lingering challenges, structural reforms were proposed to enhance leadership capacity, such as introducing manager rotation, anonymous feedback channels, independent audits, and clear KPIs tied to measurable performance outcomes. These suggestions from respondents aimed to minimise internal conflicts, prevent favouritism, and foster a culture of accountability and transparency.



"The Ombudsman and her deputies are quite qualified managers. Thanks to our management, the Institute's interaction with government agencies in the field of human rights has significantly increased."

~ CA respondent ~

- 4.2.4. Overall, the Akyikatchy's leadership was seen by both internal and external participants as generally capable and forward moving, but its ongoing effectiveness was seen to depend on addressing these operational and cultural challenges to ensure consistent guidance across all levels of the institute.

4.3. Recommendations

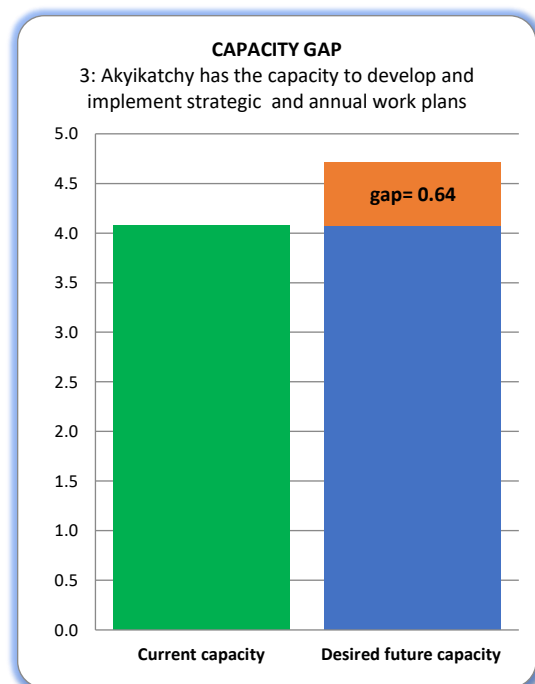
- *Build senior managers' effectiveness by ensuring all undertake professional management capacity building programmes; reflect positive management-staff relations in their responsibilities; and foster a culture of accountability through mentorship and team building.*
- *Further raise the Office's profile and build community trust by increasing public statements on human rights and discrimination issues that relate to civil, political, economic, social and cultural rights.*

4.4. Strategic direction

Issue 3

The Akyikatchy has the capacity to develop and implement a 3 to 5 year strategic plan and annual work plans, with adequate resources for their implementation.

4.4.1. The capacity of the Akyikatchy to develop and implement a comprehensive strategic plan and regular annual work plans was a key area of leadership identified by the internal and external participants. CA participants identified both strengths and gaps in the Akyikatchy's capacity to develop and implement strategic and annual work plans. With a current capacity rating of 4.08, the area ranked 8th lowest in current capacity. The capacity gap of 0.64 indicates that this area has the 6th biggest capacity gap out of 18 capacity areas.



- 4.4.2. Several respondents of the CA affirmed that the Akyikatchy has the potential to develop and implement strategic plans, with a 2023–2028 strategy already in place, supported by annual work plans and regular monitoring. They highlighted the Akyikatchy's institutional framework, professional staff, and conscientious efforts to execute plans, conduct citizen engagement, and protect human rights as positive indicators.
- 4.4.3. Quarterly reports and analytical assessments based on the first nine months of 2024 demonstrated a structured approach to monitoring and implementation, suggesting a degree of operational effectiveness. Some respondents described the Institute's work as "quite effective," "well developed," and capable of addressing human rights issues, indicating confidence in its current mandate and operational capacity to align with the Paris Principles.
- 4.4.4. Internal planning mechanisms, such as weekly departmental meetings and performance monitoring, were acknowledged as indicative of positive operational organisation. However, human resource constraints, particularly due to staff turnover and understaffing in regional offices, were seen to limit the institution's ability to engage in comprehensive, forward-looking planning. CA participants further stressed that resource limitations severely constrain strategic implementation, particularly in remote regions.

4.5. Areas for Improvement

- 4.5.1. Although some progress has been made in renovating facilities and expanding outreach, including through initiatives like the “Caravan of Rights,” these efforts remain reactive rather than strategic. There was also seen to be a lack of integration between regional and central data systems, limiting evidence-based planning and monitoring. Respondents recommended strengthening internal coordination, increasing budgetary allocations, and investing in capacity building—particularly through international exchanges and strategic partnerships—to support the formulation and implementation of a long-term strategic plan that aligns with the institution’s human rights mandate.
- 4.5.2. Significant concerns emerged from survey respondents about the Akyikatchy’s independence and resource constraints. Multiple respondents noted that the Institute’s dependence on state budgets and international partners for financial and technical support limits its autonomy and ability to fully implement strategic plans. The lack of stable funding for long-term programmes, insufficient human resources, and inadequate material support—such as computers, vehicles, and fuel for regional operations—are recurring issues in the responses. These limitations suggest that, despite a broad legal mandate, practical constraints in the Akyikatchy’s ability to operate as a fully independent NHRI.

4.6. Recommendations

- *Undertake a mid-term review of the Strategic Plan in 2025-26 and consult with Government agencies, NGOs and international partners in this process.*

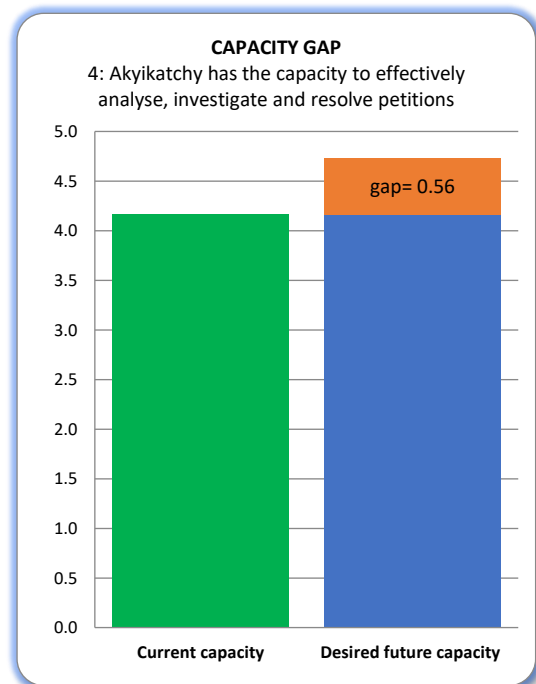
CHAPTER 5: FUNCTIONAL CAPACITIES

Issue 4

The Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions and complaints received from the public in a timely manner, including with an adequate case management system and analysis tools.

5.1. Overview

- 5.1.1 During the capacity assessment interviews and focus groups, the comment was often made that “there is an increasing number of individual complaints addressed to the Ombudsman of the Kyrgyz Republic (Akyikatchy)”. A steady rise in the volume of complaints between 2023 and 2024 indicated, according to CA participants, that public confidence in the institution’s ability and independence has grown; more people, including women, are approaching the Office with their human rights concerns.
- 5.1.2 The Akyikatchy staff emphasised that the Office is managing the workload well.
- 5.1.3 In discussions with the staff, an impression emerged that Akyikatchy’s overall ability to address individual complaints was seen as one of its strengths. They stressed that the Office is a complaints-focused institution, and that there is limited scope for addressing other important areas of the Ombudsman’s work.
- 5.1.4 The introduction of tools to filter and differentiate between admissible and inadmissible complaints was mentioned as a positive development. However, the effectiveness of the complaint handling was perceived by participants to be undermined, to some extent, by the lack of consistent cooperation from the authorities.
- 5.1.5 With a capacity gap of 0.56, in the middle of the 18 issues assessed, it is clear that staff recognise that there is still room for further improvement.
- 5.1.6 Furthermore, as the resources remain limited, they said, it was a challenge to ensure the high quality of the complaints review. It was noted that complaints are redirected to various state agencies without accompanying justification. Moreover, the effectiveness of complaints-related (and other) investigations was frequently limited by insufficient access to official documents, especially when dealing with complaints involving law enforcement bodies.



- 5.1.7 The Akyikatchy was seen to lack the authority to deal with the non-cooperation from the agencies and to enforce access to information. It was, however, noted that the Ombudsman maintains good working relations within the security sector, and that could be leveraged to ensure more effective institutional cooperation.
- 5.1.8 While 68% of Ombudsman recommendations have been implemented, concerns remained about authorities' cooperation both during complaint handling and following recommendations (to effectively implement these recommendations).
- 5.1.9 There seemed to be a general acknowledgement that the regional offices were overwhelmed and unable to address all individual complaints satisfactorily, as the human resources as well as funding were limited. Additionally, the lack of appropriate technical equipment, cars and infrastructure further exacerbated the situation on the ground. Wages were claimed by some to be inadequate. Several representatives from the regions pointed out that the limited number of staff in the regions was a structural issue.
- 5.1.10 Certain institutions were claimed not to be effectively covered by the Ombudsman's mandate, at least in practice. While it was a positive development that detainees are able to submit complaints from within detention facilities, some participants expressed concern that the Ombudsman lacks effective access to all closed institutions. During the discussions, it was noted that law enforcement agencies are often identified as the primary perpetrators of rights violations.
- 5.1.11 Establishing and maintaining effective channels of cooperation with state authorities was seen as essential to ensure the timely prevention of, and appropriate response to, human rights abuses.
- 5.1.12 During meetings with staff, it was emphasised that the Ombudsman's role is often reactive rather than preventive. The Ombudsman typically responds to human rights violations and concerns, including systemic issues that emerge within the operations of various state institutions.

5.2. Areas for improvement

- 5.2.1 CA participants expressed a hope for improvement, over time, in the capacity of the Office to address all individual complaints; and recognised that a clear strategic vision on how to obtain this objective was required.
- 5.2.2 Specific proposals to strengthen the Akyikatchy's complaints handling included:
 - capacity development programmes incorporating international best practice
 - improvement of the electronic complaints/case management system
 - upgrading of the hotline system to improve the responsiveness of the institution
 - improvement of the overall infrastructure of the Office, prioritising the regional offices.

Professional capacity development

- 5.2.3. Continuous professional development is essential for current staff members, who are often inexperienced in the human rights area. New staff should receive better support. This includes training programs focusing on legal analysis, investigation techniques, human rights monitoring, conflict-sensitive communication, and ethical engagement with complainants.
- 5.2.4. Training should also include modules on case management, the use of digital tools, and the preparation of evidence-based reports and recommendations. Staff must be familiar with the experiences of countries that have well-established human rights protection and monitoring systems, and with international standards in this area. Equally important is a solid understanding of the relevance and applicability of international human rights treaties and agreements within the domestic legal framework. Staff should be equipped to effectively integrate these standards into complaint handling and broader human rights monitoring practices.

Case management system

- 5.2.5. A user-friendly electronic case management system would enhance the overall access to the institution and make the complaints handling more effective and efficient was required. CA participants recognised that it was needed to facilitate better monitoring and comprehensive data analysis.
- 5.2.6. In addition, certain internal procedures could be further improved. Developing standardised criteria for complaint handling—especially protocols tailored to the needs of vulnerable populations, such as persons with disabilities and survivors of domestic and other forms of violence—would contribute to more consistent and equitable service delivery.
- 5.2.7. Introduction of quality control mechanism for complaints handling was also recommended. These could include internal audits, applicant feedback systems, and performance evaluation tools to enhance accountability and effectiveness.

Relationships with civil society organisations

- 5.2.8. Maintaining and strengthening the relationship with civil society organizations (CSOs) was acknowledged as essential. While current political circumstances pose challenges, both staff and some CSOs have expressed optimism that collaboration can be further strengthened in the future. Expanding engagement with a broader range of CSOs—particularly those representing vulnerable groups such as persons with disabilities and minority communities—would help ensure more inclusive and representative human rights protection.
- 5.2.9. Improving complaint handling processes would further strengthen public trust in the Ombudsman and enhance its reputation for responsiveness and efficiency in serving the people of Kyrgyzstan.

5.3. Recommendations

Further strengthen complaints handling by

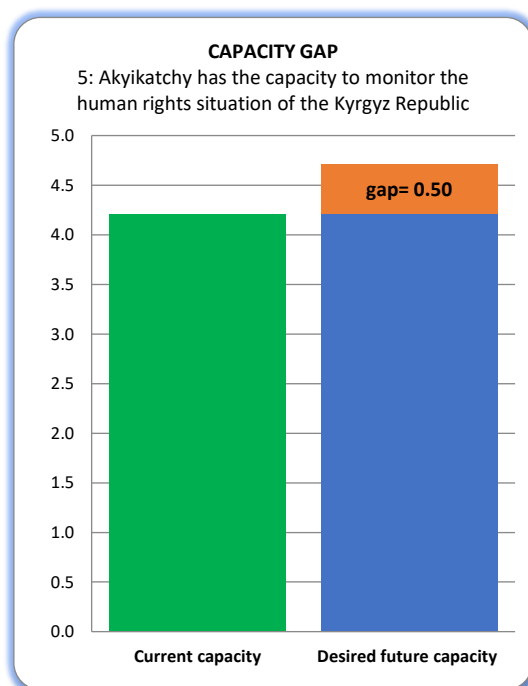
- *providing staff with capacity development programmes incorporating international best practice*
- *improving the electronic complaints/case management system*
- *upgrading the hotline system to improve the accessibility and responsiveness of the Institute*
- *review the structure of the Akyikatchy by streamlining the central office for greater efficiency and effectiveness and to increase resources to the regional offices.*

Issue 5

The Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic, covering all state obligations arising out of its constitution and the international human rights standards.

5.4. Overview

- 5.4.1. The Ombudsman possesses the mandate and operational framework required for monitoring; however, implementation faces certain challenges.
- 5.4.2. Some respondents asserted that the Akyikatchy is equipped to monitor human rights conditions in Kyrgyzstan, encompassing a wide array of fundamental rights. It is unclear whether there is a unified methodology for monitoring that effectively addresses legal and institutional shortcomings, gaps in implementation, and the practical impact on intended beneficiaries.
- 5.4.3. While the Akyikatchy dedicates significant time and resources to monitoring missions, these efforts are often fragmented, occasionally compounded by limited cooperation from authorities. The annual and thematic reports do not comprehensively capture the breadth of human rights issues present in Kyrgyzstan.
- 5.4.4. The Office currently covers limited geographical areas and themes. Contributing factors include few strategic partnerships with civil society and academia, restricted human and financial resources, and limited staff expertise in some areas. Not all relevant staff members are fully trained in human rights monitoring and investigation methods, trauma-informed interviewing, data analysis, or specific thematic areas where significant human rights issues arise.



- 5.4.5. According to CA participants, coverage remains insufficient in certain areas, such as closed court proceedings and environmental monitoring. Additionally, the Office faces limited access to closed facilities, specific security sector agencies, and the armed forces. It remains uncertain whether transferring the mandate of the National Preventive Mechanism to the Ombudsman will, in practice, broaden the scope of monitoring activities and positively influence the overall situation.
- 5.4.6. An overall impression from the interviews and focus groups is that monitoring capacities are unevenly distributed across human rights obligations, with gaps particularly evident in certain economic and social rights, and more notably in civil and political rights. Strengthening partnerships with civil society, academia, and governmental authorities is crucial to enhancing the Institute's monitoring function. However, such collaborations remain limited. Moreover, some state agencies do not effectively implement the Institute's recommendations.
- 5.4.7. In particular, the powers and capacity to monitor human rights during pretrial stages were viewed as inadequate.
- 5.4.8. Furthermore, cases of maladministration and systemic human rights violations are not adequately addressed in the Ombudsman's activities. Both internal and external factors contribute to this issue, including a lack of cooperation from agencies and internal resource limitations.
- 5.4.9. To enhance Akyikatchy's capacity for effectively monitoring the human rights situation in Kyrgyzstan, it is essential to develop a clear strategic vision for human rights monitoring and future directions, strengthen staff expertise, mobilize additional resources—particularly in regional areas—and invest in building strategic partnerships with authorities, civil society, academia, as well as international human rights networks and monitoring bodies.

5.5. Areas for improvement

- 5.5.1. Human rights monitoring—particularly in the regions—requires significant improvement.
- 5.5.2. Most regional offices are currently unable to conduct effective monitoring due to inadequate infrastructure, a shortage of qualified staff on the ground, and limited resources. To address these challenges, staff should receive enhanced training in human rights monitoring and investigative techniques, trauma-informed interviewing, and data collection and analysis.
- 5.5.3. Furthermore, it is crucial to deepen expertise in key thematic areas that remain especially relevant in Kyrgyzstan, including a broad range of fair trial rights, other civil and political rights, and economic and social rights, with particular focus on the most vulnerable groups.
- 5.5.4. It is equally important for staff to engage directly and regularly with affected and vulnerable communities in the regions. Outreach-based monitoring—characterised by consistent interaction with marginalised groups, improved coordination with civil society organisations (CSOs) and international organisations (IOs), protection of

complainants, and safeguards against retaliation for those reporting violations—remains crucial and should be strengthened. Engagement with local governance and administrative bodies must also be conducted more effectively.

- 5.5.5. Clear documentation and reporting procedures are essential, alongside enhancing staff capacity for research, analysis, and field monitoring. In this context, developing a tailored methodology for human rights monitoring across various sectors and areas is vital. Additionally, monitoring of court proceedings continues to require increased attention.
- 5.5.6. Human rights monitoring is central to the Ombudsman's preventive role. Currently, the Office appears to operate primarily in a reactive manner, responding to individual complaints rather than proactively identifying and addressing systemic issues and maladministration that often is a root cause of human rights violations.
- 5.5.7. Monitoring of human rights concerns on social media is a relatively new area of work for the Office and holds potential for further development. While the Ombudsman collects information and feedback from online sources, this activity does not yet constitute a systematic or structured monitoring effort.
- 5.5.8. To enhance the effectiveness and reach of its human rights work, the Institute should integrate international human rights tools more coherently into its monitoring practices.
- 5.5.9. Additionally, the legal framework should be strengthened to ensure better implementation of the Ombudsman's recommendations and to establish a clear duty for government agencies to cooperate with the Institute. Introducing accountability measures for agencies that obstruct the Ombudsman's monitoring activities could further encourage compliance and cooperation.
- 5.5.10. It is recommended that the expert community be actively engaged in the monitoring process and that the budget be increased to strengthen regional coverage and support the continuous professional development of staff. Training programmes should be institutionalised and expanded to include modern monitoring methodologies, legal analysis, and complaint resolution procedures. The establishment of electronic training platforms on the Ombudsman's website would facilitate onboarding and continuous learning for new and existing staff.
- 5.5.11. Together, these measures will help transform Akyikatchy into a more proactive, credible, and effective institution for the protection and promotion of human rights.

5.6. Recommendations

- *Upskill all staff on international human rights law and standards.*

Issue 6

The Akyikatchy has the capacity to identify systemic human rights issues, conduct human rights research and publish reports with recommendations and disseminate them widely.

5.7. Overview

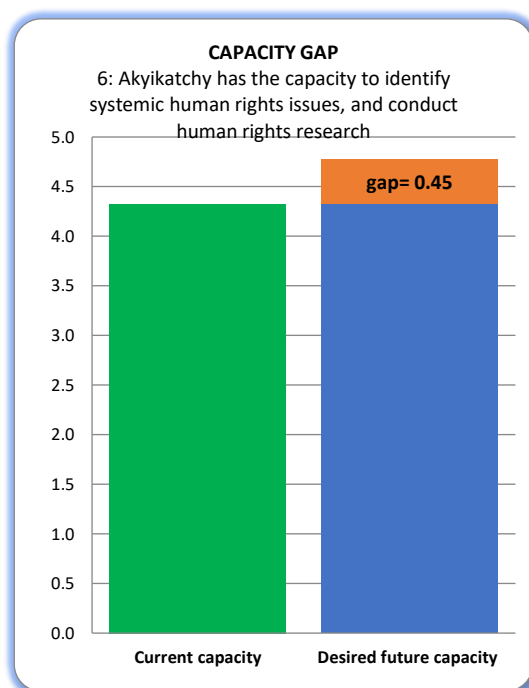
5.7.1. Kyrgyzstan's legislation grants the Ombudsman significant powers to conduct independent research, identify systemic human rights issues, and raise public awareness of the human rights situation—both broadly and within specific sectors requiring attention.

5.7.2. In the Kyrgyz Republic, the Akyikatchy is expected to play a key role in identifying systemic human rights issues and advocating for legal and institutional reforms. The Institute has raised concerns about ill-treatment in detention facilities, barriers to justice for marginalised groups, and shortcomings in the protection of children and persons with disabilities. It has also contributed to national discussions on judicial reform, anti-torture measures, and law enforcement accountability.

5.7.3. However, the Ombudsman's ability to drive meaningful reform is significantly constrained by the current political environment. In recent years, mounting pressure on civil society, restrictions on media freedom, and the adoption of laws curbing freedom of association and expression have created a difficult landscape for human rights advocacy. These legislative changes risk further shrinking civic space and may hinder the Ombudsman's capacity to work in partnership with civil society.

5.7.4. While the Ombudsman's reports are regularly submitted to, reviewed by, and endorsed by Parliament, their practical impact remains uncertain, as the recommendations are not consistently translated into meaningful reforms that address underlying human rights concerns.

5.7.5. Data collection and overall reporting have improved, as highlighted by CA participants. However, the quality and impact of the Ombudsman's reports require further enhancement. To enhance their effectiveness, the Ombudsman's reports should systematically analyse key human rights issues—such as systemic discrimination, the lack of fair trial guarantees, and other serious violations—and provide clear, actionable recommendations that specify what should change, who is responsible, and how reforms can be implemented.



- 5.7.6. Strengthening the quality and impact of these reports requires grounding them in the lived experiences of affected communities, which in turn calls for greater institutional capacity and more direct engagement with vulnerable groups. Additionally, effective oversight must extend to all public institutions, including those that currently appear to operate with limited scrutiny—particularly law enforcement bodies, the defence sector, and the broader security apparatus.
- 5.7.7. While progress has been made in analysing national laws and developing recommendations to improve regulations, some CA participants noted that specialised human rights expertise is still lacking. The Institute proposes legal reforms, but further analysis is needed against international standards and comparative practices. Enhanced collaboration with international organisations, NGOs, civil society, and academic experts can fill knowledge gaps and support evidence-based results.
- 5.7.8. While the Ombudsman maintains formal independence, its actual influence on policy and practice remains uneven. Strengthening institutional safeguards, protecting the Ombudsman’s autonomy, and fostering open, constructive engagement between the state, civil society, and international partners will be essential to enabling the Office to fulfil its mandate and advance systemic human rights reforms.

5.8. Areas for improvement

- 5.8.1. It is recommended that the Akyikatchy reports include a more systematic analysis of underlying human rights issues and their root causes, as well as relevant regulatory frameworks that may not align with international standards (e.g., the absence of comprehensive non-discrimination legislation).
- 5.8.2. Maintaining and strengthening the status, mandate, and independence of the Ombudsman within Kyrgyzstan’s constitutional system is essential. The Office must be resilient enough to withstand the political volatility that periodically affects the country. While the impact of recent constitutional amendments on the Akyikatchy remain uncertain, growing public awareness and increasing trust in the Office are likely to support its ability to navigate politically sensitive issues.
- 5.8.3. At the same time, limited research and analytical capacity within the Office was noted during interviews and focus groups. Addressing this gap requires a comprehensive, long-term approach to ensure sustainable improvements. There is a department of consolidated analysis, planning and cooperation. It could be strengthened with a research coordination component, equipped to conduct data analysis and monitor systemic issues.
- 5.8.4. The Akyikatchy should establish regular and structured mechanisms for collaboration with civil society, non-governmental organisations (NGOs), and international partners. This can be achieved by hosting public consultations, organising joint events, and engaging relevant institutions at key stages of its work—particularly during the development, launch, and dissemination of major reports. Regular public

presentations, especially those involving government representatives, would enhance transparency, encourage constructive dialogue, and increase the relevance and uptake of the institution's recommendations.

- 5.8.5. To ensure long-term effectiveness, securing sustainable funding is essential. This includes advocating for consistent allocations from the national budget, as well as actively pursuing international grants. At the same time, forging strategic partnerships with international organisations can enable joint research and peer-learning initiatives, institutionalising cooperation and aligning the Akyikatchy's practices with international standards.
- 5.8.6. Finally, systematically monitoring the implementation of recommendations and evaluating their impact will be critical for strengthening the institution's credibility. A robust follow-up mechanism will demonstrate accountability, highlight areas for improvement, and ensure that the Akyikatchy's work remains practical, relevant, and results oriented.

5.9. Recommendations

To strengthen the Akyikatchy monitoring capacity

- *Akyikatchy reports should include a more systematic analysis of underlying human rights issues and their root causes, as well as relevant regulatory frameworks that may not align with international standards;*
- *Further upgrade staff capability in research, analysis and report-writing skills.*

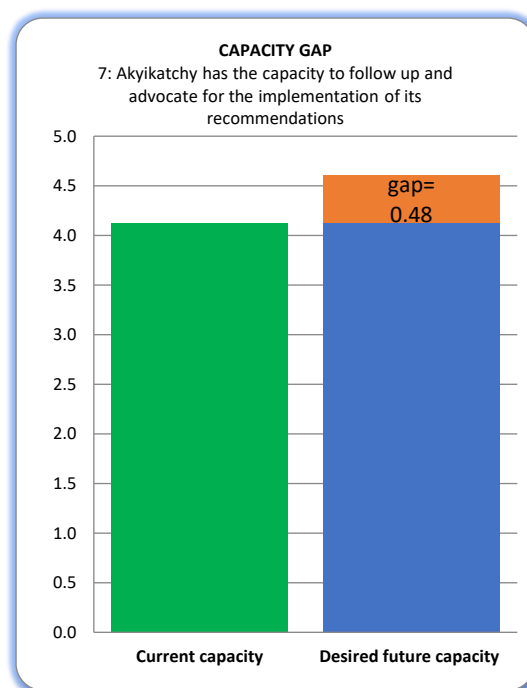
Issue 7

The Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations on systemic human rights situations and issues.

5.10. Overview

- 5.10.1. The Akyikatchy has formal and informal mechanisms at its disposal to follow up on their own recommendations to the Government and those of the regional and international human rights mechanisms; and to promote their implementation. Many of these mechanisms are embedded in national legislation and are broadly aligned with international standards for national human rights institutions, including the Paris Principles. However, significant challenges persist in practice, limiting the effectiveness of these tools in ensuring compliance and meaningful change.

5.10.2. The Akyikatchy submits annual and special reports to the Jogorku Kenesh (Parliament), outlining key human rights concerns and systemic issues. These reports may also assess the status of implementation of previous recommendations. They serve as a formal accountability mechanism, aiming to prompt legislative or policy responses from public authorities. Presentations by the Akyikatchy can trigger parliamentary debate or further inquiries by relevant committees. Parliament has the authority to formally request that state bodies act on the Ombudsman's recommendations. Ultimately, the impact of these reports depends largely on Parliament's decisions and its political will to follow up.



5.10.3. Under national law, public authorities are obliged to facilitate the work of the Akyikatchy. Failure to do so may result in liability for obstructing its activities. Specifically, state agencies are required to respond to the Ombudsman's requests for access to information, documents, and facilities. However, implementation of recommendations remains a more complex issue. There are no formal enforcement mechanisms to ensure compliance by state bodies. In practice, when authorities fail to act, the Ombudsman can publicly report the lack of cooperation through official publications, public statements, or direct communication with higher-level institutions.

5.10.4. To encourage compliance with its recommendations, the Ombudsman may rely on public reporting and media engagement to highlight cases of non-implementation or ongoing systemic human rights violations. This form of informal pressure can be particularly effective in mobilising public opinion and garnering support from civil society. Non-cooperative institutions may be named in public reports or press statements issued by the Akyikatchy. However, due to limited access to reliable data, it remains difficult to assess how frequently and strategically the Ombudsman uses this tool to hold agencies or officials accountable.

5.10.5. The Ombudsman also has the authority to conduct follow-up investigations or issue special thematic reports on priority issues where recommendations have not been implemented. These reports serve as a means to re-engage state institutions and advocate for necessary policy changes. While follow-up reporting is not always systematic, it has been employed in critical areas such as detention conditions, child rights, and discrimination.

5.10.6. In cases involving potential criminal conduct or abuse of authority, the Ombudsman can refer matters to the Prosecutor General's Office or other oversight bodies for investigation or disciplinary measures. While these referral powers exist in law, their practical use depends on the cooperation of prosecutorial authorities and the broader political environment.

- 5.10.7. To further support implementation, the Ombudsman has the authority to provide opinions on draft legislation. This enables the institution to influence legal reforms and institutional practices with the aim of strengthening human rights protections. Nonetheless, the effectiveness of such efforts ultimately hinges on political will and the commitment of relevant state bodies and the broader public.
- 5.10.8. Additionally, the Ombudsman can leverage partnerships with international human rights bodies, including the United Nations, OSCE, and regional organisations. Participation in mechanisms such as the Universal Periodic Review (UPR) provides an opportunity to raise concerns about non-implementation at the international level, thereby increasing pressure on national authorities to comply with human rights obligations.
- 5.10.9. Respondents noted that public authorities are becoming increasingly responsive to the Ombudsman's requests and recommendations. It was reported that approximately 68% of the Akyikatchy's recommendations submitted to government agencies have been implemented. Efforts are ongoing to improve monitoring frameworks and expand cooperation with civil society organisations and other institutions—an encouraging development.
- 5.10.10. Nevertheless, significant challenges persist. Despite the availability of formal and informal mechanisms, the Ombudsman's ability to ensure full implementation of its recommendations remains constrained by several factors: the non-binding nature of its recommendations, occasional lack of political will among duty-bearers, insufficient resources for systematic follow-up, and limited public awareness of the institution's role.
- 5.10.11. Currently, there is no institutionalised practice or mechanism for the systematic follow-up of recommendations. Data on implementation is not collected in a consistent or comprehensive manner, making it difficult to obtain an accurate picture of compliance. The Ombudsman's influence is further weakened by the failure of some state authorities to act on its recommendations. It remains unclear whether the prior professional background of senior staff—particularly in law enforcement—has positively influenced institutional effectiveness or collaboration.
- 5.10.12. To fully realise its potential as a driver of human rights reform in Kyrgyzstan, the Akyikatchy requires further institutional reform, strengthened enforcement mechanisms, and targeted capacity development. Enhanced strategic engagement with both state and non-state actors, as well as with international human rights monitoring bodies, is also essential. Moreover, reinforcing institutional cooperation, improving public accountability, and ensuring adequate and sustainable funding would significantly enhance the Ombudsman's impact and credibility.

5.11. Areas for improvement

- 5.11.1. CA participants emphasised the need to strengthen the legal and regulatory framework governing the Akyikatchy to enhance its operational capacity. The potential adoption and effective enforcement of a Constitutional Law that guarantees

the Ombudsman's independence and a broad human rights mandate will be a critical test of the institution's long-term effectiveness.

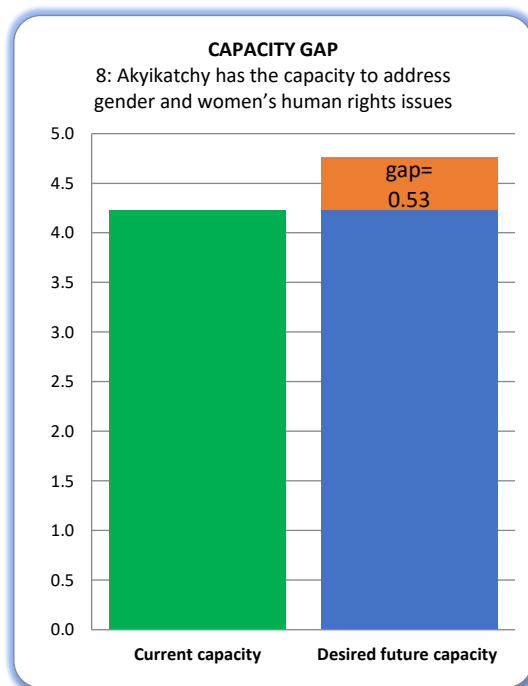
- 5.11.2. To further reinforce the authority and impact of the Akyikatchy, it is recommended to establish stronger incentives and mechanisms to promote compliance with its recommendations. Introducing a robust and systematic monitoring mechanism would also enhance both public and governmental accountability in responding to the Ombudsman's findings.
- 5.11.3. While Ombudsman's recommendations are generally not legally binding in international practice, in many countries public authorities are required to respond—and, in cases of non-compliance, to justify their refusal. Instituting a duty for public bodies to formally explain and defend their positions, particularly before Parliament, could significantly improve transparency, increase accountability, and strengthen the overall effectiveness of the Ombudsman's work.
- 5.11.4. At the same time, requiring formal responses from public bodies would help build public confidence in the capacity and effectiveness of the Ombudsman. To that end, regulations should be introduced mandating timely responses from state institutions within a fixed timeframe. Clear consequences for non-compliance must also be established to ensure accountability.
- 5.11.5. It is further recommended to introduce a transparent, publicly accessible system for tracking and reporting the implementation status of recommendations. Such a system would enable real-time monitoring, strengthen institutional accountability, and enhance both public and governmental oversight.
- 5.11.6. The capacity of the Akyikatchy's staff should also be developed to support more effective follow-up. This includes improving professionalism and building skills in key areas such as advocacy and strategic communication to more effectively promote the Ombudsman's recommendations and engage relevant institutions.
- 5.11.7. Strengthening cooperation with civil society, the media, and international human rights bodies is equally important. These partnerships can amplify the visibility of the Ombudsman's work, mobilise public support, and place additional pressure on government institutions to act on recommendations.
- 5.11.8. Finally, adequate and independent financial and human resources must be allocated to ensure the Ombudsman can conduct high-quality, timely, and impactful monitoring. This includes recruiting subject-matter experts in critical areas.
- 5.11.9. Regular public reporting on the progress of implementation will further enhance transparency, reinforce credibility, and solidify the Akyikatchy's role as a key actor in the protection and promotion of human rights in Kyrgyzstan.

Issue 8

The Akyikatchy has the capacity to address gender and women's human rights issues in its external programs for the promotion and protection of human rights and in its internal policies, procedures and staff management.

5.12.Overview

- 5.12.1. The current capacity of the Akyikatchy to address gender and women's human rights rates near the middle of the 18 issues with a capacity of 4.23 and a gap of 0.53. This rating reflected what the CA team was told in interviews and focus groups.
- 5.12.2. The questionnaire participant group consisted of 81 individuals, with distinctive roles at the Akyikatchy: 18 participants (22%) hold leadership positions, such as Ombudsman, Deputies, or Department Heads, while the remaining 63 (78%) are other staff members. Gender representation among participants was nearly balanced, with 38 females (47%), 39 males (48%), and 4 individuals (5%) preferring not to disclose their gender. This close gender parity indicates a diverse workforce in terms of gender.
- 5.12.3. NGOs who participated in the CA interviews commended the Akyikatchy for its handling of gender-related human rights cases, including domestic violence, inequality in access to justice and health services, and broader gender equality concerns.
- 5.12.4. They also noted its active cooperation with international bodies such as UN Women and UNFPA, as well as local NGOs, and participation in thematic conferences and projects that emphasize women's rights.
- 5.12.5. The presence of a specialized department dedicated to women's, children's, and families' human rights was provided as evidence that gender issues are integrated into the organizational structure and resource allocation, indicating institutional prioritization.
- 5.12.6. The current Ombudsman's personal commitment and leadership have positively influenced gender sensitivity and responsiveness in the Institute's work, as reflected in increased attention to women's rights and active monitoring of laws related to domestic violence and gender equality. The CA team was told by NGOs and some government agencies as well as staff that the Institute responds promptly to incidents affecting women and children, providing legal advice and cooperating with government agencies to implement recommendations.



- 5.12.7. The Institute maintains a gender-balanced workforce, with over half of its staff being women. It acknowledged difficulty, however, in recruiting women to some regional offices. Personnel selection and evaluation practices are fair and objective. In focus groups women staff members frequently commented that they liked working at the Akyikatchy. Most said their team managers and colleagues were supportive. A few mentioned having experienced some sexist behaviour.
- 5.12.8. A review of the disaggregated questionnaire data on the basis of gender (Appendix)

5.13. Areas for improvement

- 5.13.1. Several respondents indicated that while the Institute addresses gender and women's rights externally, its approach tends to be declarative and lacks systematic implementation, especially in internal policies and staff management. Clear procedures, equal opportunity policies, mechanisms to combat discrimination, and formal reporting systems on gender issues remained underdeveloped or absent. This gap indicates that although there is a legal and institutional mandate, practical integration of gender perspectives into routine program design, impact assessment, and organizational culture is limited.
- 5.13.2. The need for a more systematic, strategic approach to gender—moving beyond ad hoc or symbolic actions—was emphasized by observers who saw room for developing specific gender policies with measurable goals and performance indicators.
- 5.13.3. Limitations remain in ensuring that gender equality principles are fully embedded in internal procedures, training, and culture. Calls for strengthening employee capacity through targeted training on gender equality and violence prevention underscored the need for continual professional development to enhance staff understanding and advocacy skills in this critical area.
- 5.13.4. Overall, the Akyikatchy exhibits a solid foundation and promising capacity to address gender and women's human rights issues, especially through its external programs and partnerships. Its institutional structure supports gender focus, but there is a clear need to move towards a more comprehensive and systematic integration of gender equality into internal policies, procedures, and staff management. Establishing formal gender policies, conducting regular gender analyses of programs, expanding collaboration with specialized NGOs, and incorporating gender issues into strategic planning and reporting are essential next steps. By addressing these gaps, the Institute can better leverage its existing strengths and leadership to promote a robust, consistent, and institutionalized gender perspective in all aspects of its mandate.

5.14. Recommendations

- *Proactively encourage qualified women to apply for positions in the regions; consider developing policy settings to institutionalise gender inclusive recruitment processes; and for the recruitment of people from ethnic, linguistic and other minorities.*

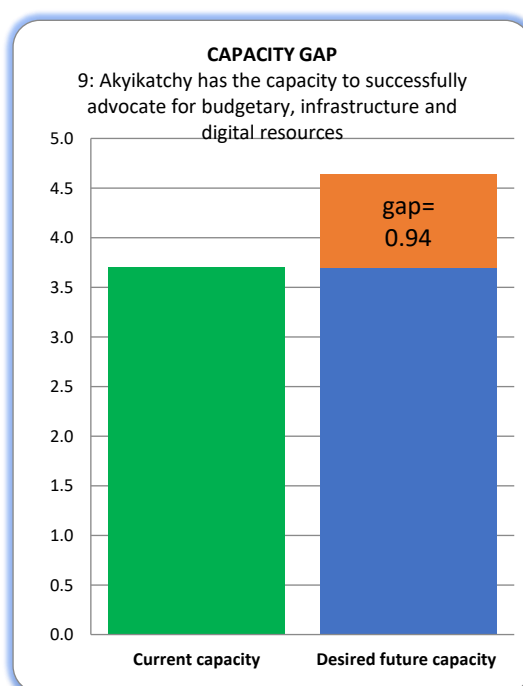
CHAPTER 6: INFRASTRUCTURE, TECHNOLOGY AND RESOURCES

Issue 9

The Akyikatchy has the capacity to successfully advocate for the necessary budgetary resources, adequate and accessible office buildings, digital infrastructure and technology, vehicles and equipment.

6.1. Overview

- 6.1.1. Of the 18 issues, the capacity to successfully advocate for the necessary budgetary resources was rated in questionnaire responses with the largest capacity gap of 0.94. Lack of adequate resources was also raised by external participants as well as by the Akyikatchy's leadership and staff in relation to almost all the other issues.
- 6.1.2. The Institute's advocacy has, in very recent years, had some positive results. Its central office building in Bishkek underwent the first major renovation in over a decade. That greatly improved working conditions and overall office functionality. That project provided evidence of the Akyikatchy's capacity to secure funding and successfully manage infrastructure development.
- 6.1.3. The upgrade did not, however, incorporate accessibility standards. One explanation provided was insufficient space on the ground floor for an accessible restroom. Another was the expense and structural problems involved in adding elevators to an old building.
- 6.1.4. The presence of basic digital infrastructure and periodic updates to office equipment indicated an ability to meet some operational needs. However, challenges persist. Securing adequate transportation and modernizing equipment remain difficult for central and regional offices. Regional offices, it was acknowledged, fall behind the central office in both the working environment and connectivity.



- 6.1.5. Two technical upgrades frequently mentioned were that of the hotline and the need for Kyrgyz language software. The hotline is a critical element in improving the Akyikatchy's accessibility to people across Kyrgyzstan. The hotline software is over a decade old and overdue to be replaced. In addition to software the hotline should be staffed so it can operate 24 hours a day. The staffing should provide for access by callers in the main languages spoken in Kyrgyzstan. Kyrgyz language software for report writing is vital for both accessibility for Kyrgyz users, especially as the government is prioritising it over Russian; and for greater efficiency and accuracy as translations are time-consuming and, the CA team was told, Kyrgyz is a grammatically complex language.
- 6.1.6. The regional offices have insufficient human and financial resources. Most are based in rental premises that are inaccessible for people with mobility issues, visually impaired or experience another disability. Some lack a private space for confidential interviews with people who come to the Akyikatchy for assistance.
- 6.1.7. A questionnaire respondent noted that the regional offices must manage some 30,000 appeals, and that while regional team members are academically and professionally competent and mostly well-versed in local human rights issues, staffing is stretched thin. Their situation is further aggravated by the absence of official vehicles. Currently, the offices rely on personal cars with just the fuel funded.
- 6.1.8. Concerns were also raised about the Institute's current reliance on manual work processes rather than digital systems. Modernizing digital infrastructure was viewed as critical. This included equipping staff with laptops, tablets, and other up-to-date technologies for both office and fieldwork.



"Kyrgyz national legislation mandates that women should comprise at least 30% of government staffs. The Ombudsman's office should, therefore, have at least one female staff designated in Naryn region immediately."

~ Government CA participant ~

- 6.1.9. Additional staffing, balancing gender and minority representation, was seen as essential, as was the provision of office cars. Both are important given the remote nature of parts of the regions, where travel to some areas takes a whole day to reach vulnerable populations or urgent cases such as abused children and orphans.
- 6.1.10. A government agency respondent highlighted that Kyrgyz national legislation mandates that women should comprise at least 30% of government staff. The Ombudsman's office should, she advocated, have at least one female staff member appointed to the Naryn region immediately and ensure the required gender representation in all regional offices. Adequate staffing aligned with such regulations would enable regional offices to fulfil their mandates more effectively.

- 6.1.11. Other government officials emphasized the need for Akyikatchy personnel to engage actively with grassroots communities to identify human rights issues and raise awareness through direct interaction with them.
- 6.1.12. There was general agreement about why the Akyikatchy required increased funding. Contrasting views, however, were expressed about the Institute's capacity for effective Budget advocacy. Although the Akyikatchy has prepared reasoned Budget proposals and engaged in lobbying and government funding had been incrementally increased, it was still not seen as adequate for the Institute's basic financial requirements, for productive office environments, technology, transportation and staffing and competitive salaries. This underfunding impacted the Institute's ability to attract and retain qualified staff, contributing to high turnover and reduced motivation.
- 6.1.13. As with NHRIs elsewhere, the Institute's influence over government Budget decisions was limited, particularly when resources required approval from multiple government agencies, revealing structural and political barriers that reduced advocacy effectiveness. Considering these challenges, there was recognition that a more strategic and systemic approach to resource mobilization could be advantageous.
- 6.1.14. To enhance its capacity, the Akyikatchy adopted the Strategic Plan 2023-2028, which aims to improve institutional effectiveness in public service delivery. This plan involves strengthening control over staff work, clarifying functional responsibilities, and ensuring contributions towards the Strategy's goals by 2028.
- 6.1.15. The Strategic Plan anticipated that funding support would be sourced from the state budget as well as donor organizations, including foreign governments, international bodies, and technical assistance grants. The Institute has partnered with the OHCHR Central Asia Regional Office and UNDP, the OSCE to strengthen the capacity to develop digital/online data base system, and to respond to the human rights issues of Kyrgyz Republic.

6.2. Areas of Improvement

- 6.2.1. Stakeholder recommendations highlighted the need to develop a long-term infrastructure development and modernization plan. This plan should involve phased renovations and updated equipment upgrades that consider staff comfort, accessibility, and safety.
- 6.2.2. There was also a strong call to create a comprehensive digital transformation strategy. This strategy would plan the automation of workflows and improve data security, enhancing the Institute's operational efficiency and transparency.
- 6.2.3. Suggestions for more successful advocacy for increased resources included stronger detailed social and economic analytical justifications for Budget proposals;

highlighting competitive salaries and material resources compared to other state agencies; active participation in parliamentary commissions and expanding international partnerships. Equally important was the recognition that the effectiveness of current funding could be increased by optimizing the use of existing resources through rigorous accounting, monitoring, reallocations and scheduled maintenance.

- 6.2.4. To sustain and grow its effectiveness in human rights work, the Institute must persist in strategic engagement with Parliament, government authorities and international development partners.

6.3. Recommendations

- *Build capacity for a more fully inclusive Office by commissioning a comprehensive accessibility audit by people with disabilities, including buildings, technology and other equipment, participation in meetings, recruitment and employment of staff.*

Issue 10

The Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources to activities, programmes and priorities of the institution, in accordance with relevant public finance regulations.

6.4. Overview

- 6.4.1. The current status of Akyikatchy's financial autonomy presents a complex and somewhat contradictory picture. Formally, the Institute has the right to independently plan and reallocate its budget within the limits approved by the state. Yet it was rated by the questionnaire respondents as the fourth highest capacity gap at 0.71.
- 6.4.2. Many respondents emphasized that the Institute has a skilled financial and economic department that aids compliance with public finance laws, making certain that funds are allocated according to the Institute's strategic goals and priorities. There are regular financial analyses, reporting processes, and mechanisms to ensure transparency and maintain control over expenditures.
- 6.4.3. However, this formal autonomy is limited in practice. The Institute's budget is entirely funded by the state and remains constrained by strict rules set by the Ministry of Finance and parliamentary approvals, which restrict flexibility in how resources are managed. Multiple comments highlighted that even though the Institute has

theoretical independence, discretion over budget sizes or adjustments was limited and required lengthy negotiations and approvals from other government bodies.

6.4.4. The Institute operates with a relatively small budget of which fixed costs, especially salaries consume about 80%. This severely restricted its ability to reallocate resources across different programs and initiatives.

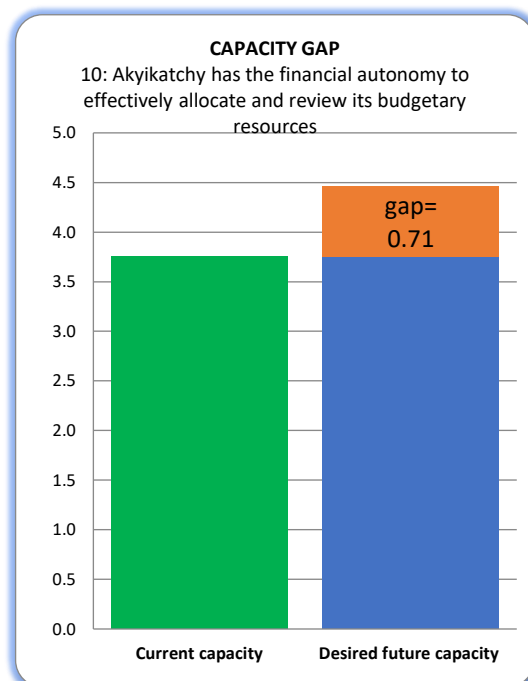
6.4.5. Opinions varied regarding the adequacy of the funds allocated. Some stakeholders noted that the Institute received its budget on time, free from interference, while others stressed that the overall funding was insufficient to effectively meet

operational demands. This funding shortfall negatively impacts the Institute's ability to fully deliver on its mandate, limiting its capacity to invest in infrastructure, technological upgrades, and other vital areas.

6.4.6. Some development partners actively engaged with the Ombudsman's office, providing technical and financial support. The Akyikatchy has the capacity to develop formal collaboration frameworks with international organisations.

6.4.7. Capacity building in financial management was recognized as an area for further development. While the Institute has strong procedural controls in place, there was a consensus that improving the skills and professionalism of staff in budget planning and financial analysis would increase both efficiency and impact in resource utilization. Enhancing internal financial expertise and developing more advanced budgeting and financial strategies could help the Institute better navigate governmental constraints and maximize its existing funds.

6.4.8. While the Akyikatchy has the financial autonomy and the capacity to manage its budget to some extent, practical restrictions and limited funding reduce its ability to fully exercise this autonomy in a manner aligned with its institutional priorities.



6.5. Areas of Improvement

6.5.1. Achieving greater financial autonomy from the Ministry of Economy and Finance would allow reasonable flexibility for reallocation of funds in line with strategic priorities—an essential factor for improving operational efficiency.

- 6.5.2. Another critical set of recommendations centred on institutionalizing strategic financial planning and strengthening internal financial management. The Akyikatchy should develop multi-year financial plans that are fully integrated with its strategic objectives and programs. These should be supported by enhanced internal audit and control systems to improve financial transparency and accountability.
- 6.5.3. Capacity building for financial personnel was seen as vital including specialized training in modern budgeting techniques, financial analysis, and digital reporting tools to optimize budget allocation and ensure the effective use of resources.
- 6.5.4. Improving public financial reporting and actively engaging with government to negotiate for extended financial autonomy and reasonable budget increases will further help secure sustainable funding.
- 6.5.5. Moreover, exploring international partnerships to diversify funding sources, while maintaining compliance with legal standards and transparency requirements, can augment the Institute's financial base. It is recommended to identify potential development partners and formalize collaboration with them, strategically engaging these stakeholders to garner resources addressing various human rights issues throughout the country. Such international cooperation encourages shared responsibility and ownership of human rights challenges, while demonstrating a broader commitment to human rights protection and promotion at the global level.

6.6. Recommendations

- *Conduct an audit of budget and staffing and consider how to meet increasing demands especially in the regions, including by*
 - [i] rationalising resources on individual complaints*
 - [ii] reallocating some resources from the centre to the regions.*
- *Explore ways to expand activities despite resource constraints by increasing*
 - joint collaborative initiatives with CSOs at regional level to get information and human rights issues from the remote and marginalized grass root communities;*
 - human rights programme partnerships with local, district and regional government;*
 - partnerships with community radios, TV and journalist associations for enhancing human rights promotions, the Institute's mandate and its visibility.*

CHAPTER 7: STAFF CAPACITY DEVELOPMENT

Issue 11

The Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity, by providing adequate incentives, and work conditions.

7.1. Overview

- 7.1.1. Attracting professionals with the necessary expertise, experience, and strong ethical standards requires a deliberate strategy that emphasises competitive recruitment, working conditions including salaries and career opportunities.
- 7.1.2. CA questionnaire respondents agreed a supportive and enabling work environment was crucial. Providing adequate salaries, benefits, and opportunities for career advancement was required to reduce staff turnover and foster institutional stability. There was general agreement that Investment in physical infrastructure, equipment, and modern digital tools was necessary to enable staff to perform their duties efficiently, especially in regional offices where resources were limited.
- 7.1.3. Creating a culture that values teamwork, well-being, and continuous learning enhances staff motivation and morale. A well-supported and professionally competent workforce strengthens the institution's legitimacy, improves the quality of its interventions, and contributes to the long-term sustainability and independence of the Akyikatchy. Professional integrity must be reinforced through a culture of accountability, regular performance evaluation, and internal codes of conduct.
- 7.1.4. The Akyikatchy demonstrated a generally positive but a lower-level capacity to attract staff with the necessary expertise, experience, and professional integrity, largely due to its structured hiring processes and the institution's high social status. With a current capacity score of 3.95, this area has the 6th lowest current capacity out of all 18 areas. The capacity gap of 0.63 also shows that this area has the 7th biggest capacity gap. Of note is that in the questionnaire table disaggregated by male and female, women rate the capacity gap as much bigger at 0.74 than the men at 0.51.
- 7.1.5. The most commonly identified capacity issues in this area related to recruiting candidates with the right qualification and experience in human rights, staff motivation and working conditions. CA respondents acknowledged that while the



Akyikatchy has made notable improvements in staff motivation and working conditions in recent years, challenges persist in attracting and retaining professionals with the necessary expertise and integrity.

- 7.1.6. Several respondents noted the positive work environment, increased bonuses for good performance introduced recently, and training opportunities, including language courses, as steps in the right direction. The weekly departmental meetings and clear work planning mechanisms reflect a degree of internal discipline and oversight.
- 7.1.7. However, human resource shortages, particularly in regional offices, remained a significant barrier as identified by all participants. Offices in regions like Naryn and Talas are severely understaffed, limiting the Institute's reach and effectiveness. The CA team was told that the high staff turnover in the early days of the current Ombudsman's leadership led to some loss of institutional memory, and some staff reportedly lack the right qualifications or understanding of human rights principles.



"The Akyikatchy institute successfully forms a team of competent specialists with the necessary knowledge in the field of human rights, jurisprudence, monitoring and analytics. Competitive hiring procedures, as well as constant practice of advanced training help maintain a high professional level of personnel."

~ CA respondent ~

- 7.1.8. In terms of incentives and working conditions, CA participants highlighted low salaries, inadequate equipment, and a lack of vehicles, particularly in regional offices, as major constraints to staff performance and morale.
- 7.1.9. The physical infrastructure has improved in the Bishkek office, as a result of the building renovations. The working conditions in many regions, however, remain difficult undermining recruitment and retention of quality staff.
- 7.1.10. Respondents also mentioned that the Akyikatchy does not yet have a structured system for mentoring new staff, continuous professional growth, or succession planning, which weakens its ability to develop and retain high-quality staff. The need for targeted, practical training in legal and human rights issues, especially for regional staff, was emphasised as critical to improving institutional performance and credibility. To effectively build a capable and committed workforce, CA participants urged the Akyikatchy to invest further in competitive compensation, professional development pathways, and a supportive internal culture rooted in integrity and accountability.
- 7.1.11. Many CA participants also asserted that while recruitment is carried out through open and competitive process, ensuring transparency and a baseline quality of candidates is necessary. While the institute has started investing in professional development, including annual sessions conducted by invited experts, several constraints undermine the full realisation of the Akyikatchy's staff capacity. Chief among these is the issue of low wages, which is consistently highlighted as a significant barrier to attracting and retaining highly qualified professionals. The CA team was told that staff in the

Prosecutor General's Office were paid at rates three times higher than those in the Ombudsman's Office.

- 7.1.12. While salaries were reportedly increased in September 2022, the cancellation and delayed resumption of bonuses created instability and dissatisfaction among some staff. Salary levels in regional offices were reported to be notably lower than in the capital, contributing to challenges in attracting talent outside Bishkek. This wage gap, coupled with limited career growth opportunities and the absence of comprehensive motivation and reward systems, contributed to a high turnover rate and a shortage of experts in certain specialised areas.
- 7.1.13. The Akyikatchy was reported to comply with general labour standards and offer 'adequate' incentives. The working conditions and incentive structures at the Akyikatchy were described as satisfactory by most but could benefit from further enhancement to improve staff retention and motivation. Enhancements proposed included expansion and diversification of non-monetary benefits, such as flexible working hours, recognition programmes, and career development pathways.
- 7.1.14. There was also room for strengthening the corporate culture by promoting institutionalised ethical standards, open communication, and employee support mechanisms. Modernising office infrastructure in the regions and ensuring access to necessary technical resources could further improve the workplace environment and staff satisfaction.
- 7.1.15. Overall, CA participants reported that while the Akyikatchy has the capacity to attract and maintain professional staff, it was tempered by financial limitations and the absence of a robust talent management strategy.

7.2. Recommendations

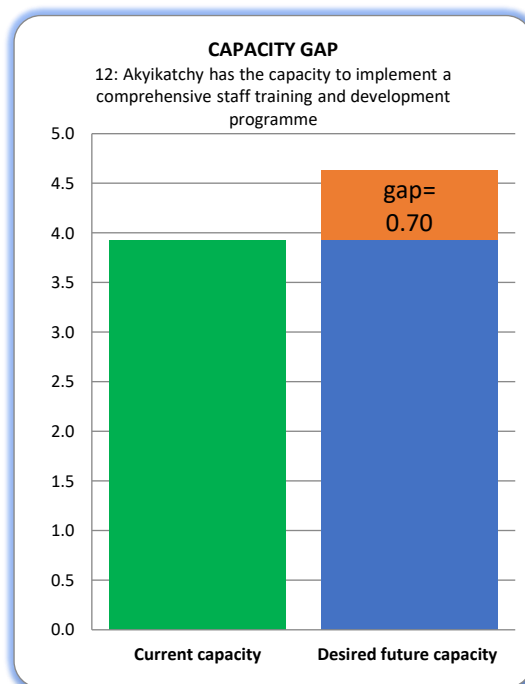
- *To attract and retain qualified professionals, the Akyikatchy should progressively raise salaries to levels comparable with top government institutions, and introduce a comprehensive benefits package—including performance bonuses, recognition schemes, flexible working arrangements, and family-friendly policies which will help improve staff motivation and job satisfaction.*

Issue 12

The Akyikatchy has the capacity to implement a comprehensive staff training and development programme, including induction of new staff and ongoing staff training and capacity development, with career progression.

7.3. Overview

- 7.3.1. Staff capacity development was identified by all CA participants as crucial for the effectiveness and credibility of the Akyikatchy in fulfilling its mandate to protect and promote human rights. Ensuring that staff are well-versed in national and international human rights standards, legal frameworks, and NHRI functions and procedures was viewed as essential for delivering quality services and engaging meaningfully with duty-bearers, rights-holders and international partners.
- 7.3.2. The Akyikatchy CA participants held mixed views about its capacity to implement staff training and development programmes, including induction and career progression. This issue was given a current capacity score of 3.93, placing it as the 5th lowest current capacity area. With a calculated capacity gap of 0.70, the capacity of the Akyikatchy to implement a comprehensive staff training and development programme is also ranked as the 5th largest capacity gap out of all 18 capacity areas.
- 7.3.3. Interestingly while it has the 5th lowest capacity gap overall, women questionnaire respondents rated it as much bigger at 0.87. The men rated it at 0.56. This difference could suggest that women do not experience equal or sufficient access to the professional capacity development opportunities available at the Akyikatchy.
- 7.3.4. CA participants acknowledged that the Akyikatchy has made important strides in building a foundation for staff training and development, particularly through departmental induction processes, mandatory probation periods, and access to domestic legal training. The CA team was informed that each department was responsible for providing induction training to new staff, and staff performance is monitored through departmental reports. Staff also benefited from language training and occasional online courses.





“A career growth plan is drawn up for each employee, indicating what he needs in terms of promotion (training, mastering any skills, etc.). The system of recruiting personnel in all government agencies in accordance with current legislation is not transparent.”

~ CA respondent ~

- 7.3.5. However, many respondents noted that current training programmes are basic, fragmented, and primarily focused on domestic law, lacking consistent engagement with international human rights standards and good practices. Online training modalities were also criticised as being mostly ineffective, highlighting the need for more interactive, in-person, and practical capacity-building approaches.
- 7.3.6. Some employees participated in international and regional seminars, trainings, and forums organised often with the support of partners such as OHCHR, OSCE, UNDP, and UNICEF. These external events helped maintain baseline professional development on current human rights topics. A career development plan exists for each employee, with individualised training and growth objectives, which is viewed by some as fair and adequate, reflecting a structured approach to employee advancement.

7.4. Areas for improvement

- 7.4.1. Despite these strengths, several critical gaps remain in the comprehensiveness and systematisation of the professional development programmes. Induction for new staff was often described as a mere formality, lacking robust onboarding processes and mentoring that cover the full spectrum of competencies needed for effective performance. Internal training was irregular and lacked a cohesive, institution-wide curriculum. This deficiency was compounded by the absence of a dedicated training department or academy within the Institute, unlike other government bodies such as the Prosecutor’s Office or police, limiting systematic preparation of new specialists for human rights work. Consequently, career growth and ongoing professional development opportunities were not viewed as accessible to all or well-coordinated.
- 7.4.2. Regional staff, who face the bulk of human rights complaints, worked with limited access to advanced training or support, and there was no unified mechanism for staff development or structured career progression. CA participants emphasised the need for a comprehensive, institutionalised training and development strategy, including mentorship schemes, professional exchanges with other NHRIs and specialised training in international mechanisms.
- 7.4.3. In terms of monitoring and evaluation, feedback mechanisms and regular assessments of training effectiveness remain underdeveloped, which limits the ability to adapt programmes to evolving needs. Although the Institute leverages support from international partners and state programmes for professional development, this external reliance highlights the need for greater internal capacity-building to institutionalise continuous learning.

7.5. Recommendations

- *Develop and implement a formalised staff training and capacity development programme, beginning with a standardised onboarding process that includes mandatory induction modules on ethics, human rights, and professional standards. Continuous professional development should be institutionalised through regular training sessions, seminars, and master classes led by qualified internal and external experts.*
- *Explore cooperation with Universities in Bishkek and regional centres especially those with respected Human Rights and Law Faculties to develop programmes for Akyikatchy staff on human rights law at national and international level; also consider cooperation in other areas such as research and policy development.*

CHAPTER 8: EMPOWERMENT OF THE REGIONAL OFFICE

Issue 13

The Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office, through participation in planning and transparency in decision making.

8.1. Overview

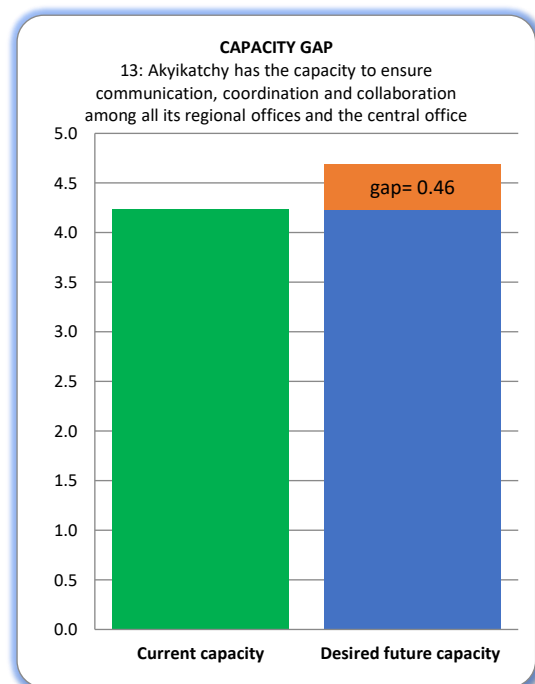
8.1.1. The current capacity of the Akyikatchy Institute to ensure communication, coordination, and collaboration between its central office and regional branches presented a mixed picture, reflecting both strengths and notable challenges. With a current capacity of 4.23 and a gap of just 0.46, this issue had the fourth lowest capacity gap. There was some difference in the assessments of the central (0.50) and regional office (0.33) respondents.

8.1.2. Many CA participants emphasized that the Institute had established basic infrastructure with representation across all seven regions, facilitating exchange of information and a measure of accessibility for people throughout Kyrgyzstan.

8.1.3. The existence of regional offices and appointed representatives was considered a significant asset, supported by regular working meetings, methodological assistance, and on-site visits from the central office. Several respondents highlighted effective communication and a culture of teamwork, with coordination often managed by a Deputy Ombudsman who supervised regional activities.

8.1.4. These connections were said to indicate a generally positive capacity for inter-office collaboration.

8.1.5. However, this positive assessment was counterbalanced by critical observations about the quality, consistency, and strategic nature of communication and decision-making processes. Some described communication as irregular and reactive rather than proactive or strategically structured, with regional representatives insufficiently involved in planning and decision-making.



- 8.1.6. The lack of a unified system for case management, document flow, and real-time information analysis further impeded smooth coordination. Technical limitations, such as weak equipment and absence of effective digital tools, also constrained interaction, undermining timely information exchange and transparency. Several responses pointed to a transparency deficit in decision-making, with some regional offices feeling excluded from the planning process, resulting in misunderstandings and fragmented efforts.

8.2. Areas for improvement

- 8.1.7 The analysis of recommendations provided alongside these observations suggested pathways to address these shortcomings and better harness existing potential. Proposed measures included the introduction of standardized communication protocols and regular, structured meetings—such as quarterly video conferences and joint strategic sessions—to foster dialogue and inclusivity.
- 8.1.8 The adoption of modern digital platforms for messaging, document sharing, and collaboration was emphasized as necessary to improve responsiveness and transparency. Involving regional offices actively in strategic planning, feedback mechanisms, and decision-making was recommended to create a culture of open, transparent interaction and shared ownership of institutional goals. The importance of upskilling in communication and project management was also stressed to enhance staff capacity and teamwork.
- 8.1.9 While the Akyikatchy possessed a solid structural foundation and considerable potential to ensure effective communication and coordination between its central and regional offices, implementation gaps remained. The current system benefited from regular interactions and supervisory mechanisms but lacked strategic, transparent, and technologically supported processes that fully engaged all regional actors. Addressing these challenges by standardizing protocols, leveraging digital tools, and fostering inclusive planning will be crucial to strengthening the Institute’s coherence and effectiveness in serving its mandate across all regions.

Issue 14

The regional offices of the Akyikatchy have the capacity to address key human rights issues in their region, with adequate staff and resources to engage with the authorities, civil society and the public.

8.3. Overview

- 8.3.1. The current capacity of the Akyikatchy’s regional offices to address key human rights issues in their respective regions was assessed as 3.68 with the second largest capacity gap of 0.90.

8.3.2. When disaggregated, the leadership’s assessed capacity gap was 1.17, with that of the central office staff at staff at 0.95 and that of regional office staff at 0.76. Despite the differences in these scores, as a whole they indicated a recognition that the regional offices urgently needed strengthening.

8.3.3. These offices received and processed complaints, provided assistance, and maintained cooperation with local authorities, civil society, and the public.

8.3.4. In interviews with external participants, they almost all advocated for increased resourcing of the regional offices.

8.3.5. A representative of one government agency pointed out that the law required 30% of employees to be women. While expressing appreciation for the commitment of the Akyikatchy regional representative and the support for their cases that he had provided to some individual women, she explained how lacking any female staff in a region undermined the Akyikatchy’s capacity to respond effectively to all situations of human rights abuses involving women, particularly those in more traditional communities.

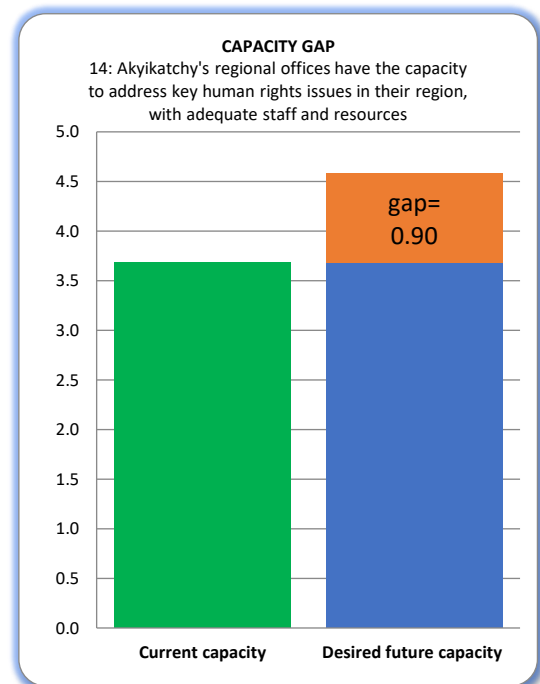
8.3.6. NGOs frequently raised the issue of staffing levels preventing the Akyikatchy from monitoring all the human rights related Court cases. They were also concerned about the lack of the Office’s permanent presence outside of the regional centers.

8.3.7. Other issues raised by external participants included the observation that some regional offices did not respond to or monitor the more serious human rights issues where they involved challenging government policies and practices.

8.3.8. External participants and regional staff commented on the fact that in central office most employees had responsibility for one or two thematic or demographic areas of work, those in the regions had to cover all aspects of the Akyikatchy’s mandate. In addition, the regional offices lacked staff who were specialists in communications, awareness raising, human rights education and capacity building and outreach to remote and traditional communities.

8.3.9. Despite lacking sufficient personnel with specialist expertise, regional staff generally were seen as enjoying a degree of trust from those they engaged with. Coordinated plans with executive authorities and activities with non-governmental organizations were identified as positive examples of how, with constrained resources, the Akyikatchy could fulfill its mandate at the local level.

8.3.10. They were further hampered by lack of official vehicles—particularly affecting access to remote areas—weak office infrastructure, and inadequate technical equipment



such as reliable internet and office resources. These shortcomings hampered not only the effectiveness of the offices in responding promptly but also restricted their ability to maintain sustained interaction and cooperation with local government bodies, civil society actors, and the public.

- 8.3.11. Consequently, the work was often described as fragmented, reactive and lacking a systematic and strategic approach.
- 8.3.12. While the Akyikatchy's regional offices are strategic assets and have demonstrated basic capacities to address human rights issues in their areas, their full potential remained underutilized due to critical gaps in staffing, resources, and infrastructure.

8.4. Areas for improvement

- 8.4.1. The capacity challenges extended to institutional arrangements, where the regional offices operated primarily as extensions of the central office rather than as empowered entities. While coordination mechanisms existed, there is a need for clearer systems to optimize staffing, resource allocation, and operational autonomy in line with regional specificities.
- 8.4.2. The existing efforts for cooperation and joint activities with authorities and civil society were commended but limited by the lack of sufficient human and financial resources. There was general agreement that the scale of current engagement may not be enough to build the visibility and public trust required for the offices to become fully effective local human rights defenders, especially in more underserved or geographically remote regions.
- 8.4.3. To strengthen the capacity of the Akyikatchy, it is essential to increase both the number and the qualifications of staff in regional offices. Conducting a thorough audit of current personnel to identify gaps would assist in identifying priorities and develop targeted recruitment strategies that emphasize professional skills aligned with regional human rights challenges.
- 8.4.4. Implementing a rotation or exchange system among regional offices can help equalize professional levels and facilitate the dissemination of best practices. Alongside this, regular ongoing training and advanced professional development are critical to ensure that employees remain knowledgeable about current human rights topics and methodologies.
- 8.4.5. Strengthening these offices requires addressing these deficiencies by expanding personnel, improving logistical support, and enhancing technical capabilities. Simultaneously, fostering stronger collaboration frameworks with local authorities and civil society, along with establishing robust monitoring and feedback systems, would enhance responsiveness and impact. Only through such comprehensive improvements can the regional offices become sufficiently equipped to effectively engage with all stakeholders and meet the complex human rights challenges in their regions.

8.5. Recommendations

Strengthen regional offices by

- [i] undertaking an audit to identify personnel priorities emphasizing professional skills aligned with regional human rights challenges*
- [ii] appointing an outreach officer, as a core member of the team, to each office*
- [iii] progressively appointing an Akyikatchy representative in every district*
- [iii] providing office vehicles*
- [iv] ensuring disability accessibility of all offices*
- [v] upgrading technological connectedness.*

See also recommendations for Issue 10.

CHAPTER 9: ACCESSIBILITY, PUBLIC AWARENESS & OUTREACH

Issue 15

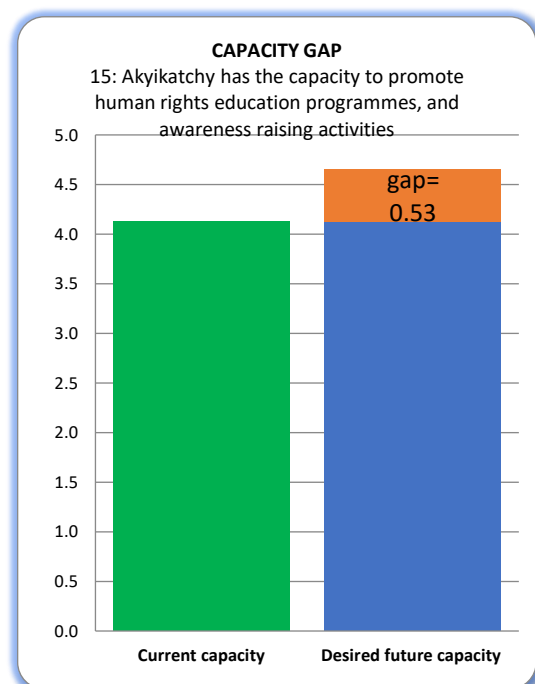
The Akyikatchy has the capacity to promote human rights education programmes, and undertake awareness raising activities targeting the public and state officials.

9.1. Overview

9.1.1. The current capacity of the Akyikatchy to promote human rights education and undertake awareness-raising activities has both strengths and limitations, as reflected in the varying perspectives expressed by questionnaire respondents. The capacity gap of 0.53 is in the middle of those listed for the 18 key issues.

9.1.2. On one hand, they pointed to the Institute actively conducting educational campaigns, using diverse communication channels such as mass media, social networks, and printed analytical materials. There was, they said, regular engagement through thematic meetings, lectures, participation in media programs, and publications aimed at both the public and state officials. These efforts, they claimed, have contributed to raising legal literacy and increasing public awareness of human rights issues, with positive cooperation established with educational institutions and government bodies. The management and staff demonstrated commitment through continuous outreach, including visits to regions, public consultations, and consultations with civil servants, thus fostering trust and dialogue.

9.1.3. Despite these achievements, several constraints challenged the effectiveness and scale of the educational work. The initiatives were often described as episodic and fragmented, lacking a comprehensive and systematic strategy for large-scale human rights promotion. Coverage was limited, especially in remote areas, and there is insufficient emphasis on training civil servants, particularly at the local level, which restricts the full realization of the Institute's educational potential. Most representatives of the government agencies who contributed to the CA were clear



that their agencies would welcome further human rights professional development for their staff.

- 9.1.4. Financial resources were noted as inadequate, curtailing the scope of information campaigns and reducing the frequency and depth of outreach activities. The public's awareness of the Institute's range of activities was limited, indicating gaps in communication and visibility, especially outside major urban centers.
- 9.1.5. An important underlying factor identified as affecting the Institute's educational capacity related to its limited formal authority and political leverage. The Ombudsman's recommendations lacked binding force, weakening the practical impact of educational efforts aimed at law enforcement and public officials. Several voices emphasized the need for legislative reforms—such as constitutional law amendments and obtaining a status that would make the Ombudsman's decisions mandatory—to enhance the Institute's authority and effectiveness. Such reforms, combined with strong political will, could significantly boost trust in the Akyikatchy, empower it to enforce human rights protections more effectively, and thereby reinforce the value and reach of its educational programs. Without these changes, the capacity for education and awareness-raising may remain constrained by structural and political limitations.
- 9.1.6. Overall, while the Akyikatchy demonstrated a solid foundation and promising potential for human rights education and awareness-raising, there is a clear need for greater strategic planning, resource allocation, and institutional empowerment. Expanding and systematizing outreach, especially to remote regions and civil servants, modernizing communication formats, and ensuring stable funding would strengthen its impact. Moreover, enhancing legislative authority and political support are critical for translating educational activities into tangible human rights improvements. Addressing these challenges would enable the Akyikatchy to fulfill its mandate more effectively and increase the public's understanding and protection of human rights throughout the country.

9.2. Areas for Improvement

- 9.2.1. To strengthen the capacity of the Akyikatchy in promoting human rights education and awareness, it is essential to develop and implement a comprehensive, long-term information and educational strategy that targets diverse audiences, including the general public, youth, civil servants, and local communities. This strategy should incorporate modern and interactive communication tools such as multimedia materials, animated videos, podcasts, webinars, and online platforms to expand reach and engagement, especially in remote and linguistically diverse regions. The strategy should also promote regular educational seminars and professional development tailored for civil servants to enhance their understanding of human rights and their responsibilities.

9.2.2. Additionally, increasing cooperation with educational institutions, local media, CSOs, and international organizations would enable broader dissemination of educational content and foster a more collaborative environment for human rights promotion.

9.2.3. Addressing structural and resource constraints is critical. These include:

- increased and stable funding to ensure sustainable implementation of its educational programs
- enhanced human resource capacity by involving specialists in human rights, education, communications, and digital technologies
- strengthening the legal and institutional framework, including ensuring full independence from the executive branch, expanding investigative powers, and achieving a constitutional status that would increase acceptance of the Ombudsman's decisions.
- establishing robust monitoring and evaluation mechanisms, along with accessible feedback channels such as hotlines and online platforms, enabling continuous improvement and responsiveness of the Akyikatchy's educational efforts.

9.3. Recommendations

See Issue 16 recommendations.

Issue 16

The Akyikatchy has the capacity to be accessible to people with disabilities, ethnic, linguistic and other minorities, and people in remote and marginalised communities.

9.4. Overview

9.4.1. The capacity of the Akyikatchy to be accessible to people with disabilities, ethnic, linguistic and other minorities, and residents of remote or marginalized communities was recognized as an important and prioritized aspect of its mandate. Many responses highlighted the Institute's principle of equal access for all citizens, without discrimination based on status, ethnicity, religion, or disability. The CA questionnaire respondents rated the Akyikatchy accessibility as having the second lowest capacity gap.

9.4.2. Practical measures such as physical accessibility features—including ramps and limited accommodations for people with disabilities—were in place in some offices, the CA team was told. Other offices were completely inaccessible for people with disabilities. Additionally, the presence of a voluntary adviser with a disability and a visually impaired employee staffing the 115 hotline reflected, they said, efforts to

address specific needs of vulnerable groups directly. In fact, only one respondent out of 81 to the CA questionnaire identified as disabled.

9.4.3. The Ombudsman and staff conducted mobile visits and regional trips to ensure outreach beyond urban centers, which strengthened accessibility for those in remote areas. Reference to Issue b14, the regional offices capacity to address key human rights issues in their regions was rated with the second highest capacity gap, which suggests that for those in the Oblests, especially in remote areas and from ethnic, linguistic and other minorities, accessibility to the Akyikatchy remains very limited.

9.4.4. While accessibility is a clear institutional priority, respondents revealed some limitations and gaps in full implementation.

Physical infrastructure accessibility, such as tactile signage, Braille materials, and sign language interpretation, remained underdeveloped, restricting comprehensive access for visually and hearing-impaired people.

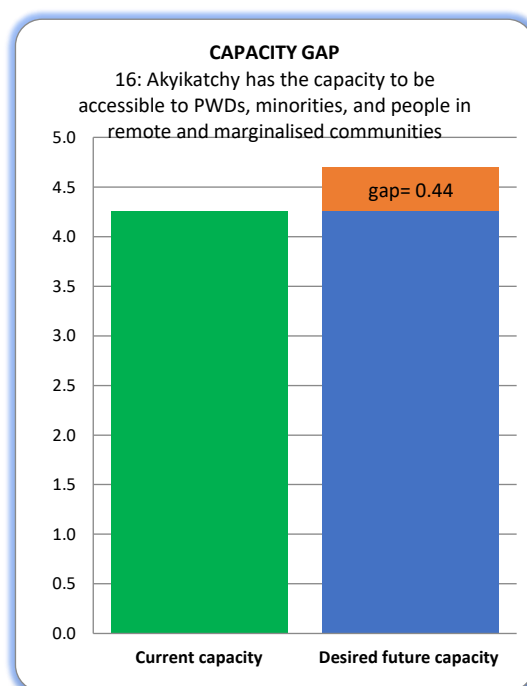
9.4.5. Language accessibility requires further enhancement, with recommendations to provide services in multiple official and regional languages and to use translators and culturally adapted materials. The digital dimension, including online applications and platforms accessible to people with disabilities, was noted as partially developed but requiring significant improvement to ensure full remote access.

9.4.6. The gap between the Institute's intentions and the follow-through by relevant authorities, was explained as sometimes hindered by resource and financial constraints.

9.4.7. The Institute's collaboration with civil society and minority organizations was highlighted as a strength, helping to raise awareness and address the human rights issues of marginalized populations. The Akyikatchy has engaged in targeted initiatives aimed at ethnic minorities and vulnerable groups, demonstrating an openness to dialogue and practical problem-solving.

9.4.8. Training for staff on cultural sensitivity and inclusion was recommended to further improve service quality and responsiveness.

9.4.9. There was an implicit recognition that these efforts were uneven and that there remained room for expansion and systematization of educational campaigns, outreach methods, and feedback mechanisms tailored to vulnerable communities.



9.5. Areas for Improvement

- 9.5.1. The Akyikatchy exhibited a solid foundation and sound commitment to accessibility for diverse populations, supported by its non-discriminatory principles, outreach activities, and some infrastructure adaptations. Yet, challenges persist in fully realizing this accessibility, especially regarding physical, linguistic, and digital inclusiveness, as well as ensuring that all state bodies cooperate effectively to implement recommendations. Strengthening partnerships, expanding resources, and advancing inclusive communication and infrastructure will be essential to transform existing commitments into comprehensive, sustainable accessibility for all vulnerable groups across Kyrgyzstan.
- 9.5.2. Proposals to strengthen the capacity of the Akyikatchy to ensure accessibility and inclusiveness, included:
- legislative reforms that formally consolidate the principles of equal access for all, including people with disabilities, ethnic minorities, and linguistic groups
 - amending existing legal frameworks to explicitly mandate the Institute's responsibility for inclusiveness
 - establishing a dedicated unit or appointing a specialist responsible for coordinating programs focused on vulnerable groups to enhance targeted efforts and systematic monitoring of implementation
 - crucial infrastructure improvements: conducting thorough accessibility audits of all premises and eliminating barriers by installing ramps, elevators, tactile paths, and accessible signage
 - expanding mobile receptions and consultations in remote and marginalized areas.
- 9.5.3. Complementing physical improvements, the development and dissemination of multilingual and accessible information materials should be prioritized. This includes brochures, videos, and digital content adapted for various disabilities, using Braille, audio versions, subtitles, and applying plain language standards to improve comprehension. The Akyikatchy must also enhance its digital accessibility by creating user-friendly, assistive-technology-compatible online platforms for filing complaints and receiving advice in multiple languages.
- 9.5.4. Staff capacity building through regular training on inclusion, cultural sensitivity, and ethical interaction with vulnerable groups is vital to foster a respectful and supportive environment
- 9.5.5. Building sustained partnerships with CSOs/NGOs and community organizations representing minorities and people with disabilities will improve program relevance and trust.
- 9.5.6. Finally, instituting systematic monitoring and transparent reporting mechanisms, supported by user feedback, will enable continuous improvement of accessibility efforts, ensuring the Institute's services remain responsive and inclusive.

9.6. Recommendations

- *Build capacity to engage with remote and marginalised communities by requesting an APF Human Rights Community-Led Development (HRCLD) program (communities at the centre of human rights work, supporting them to identify issues, strengthen resilience, and find locally grounded solutions).*
- *See recommendations for Issue 9*

CHAPTER 10: NATIONAL RELATIONSHIPS

Issue 17

The Akyikatchy has the capacity to ensure communication, coordination and collaboration with the parliament, government agencies, and the judiciary, other national human rights mechanisms, civil society and human rights defenders.

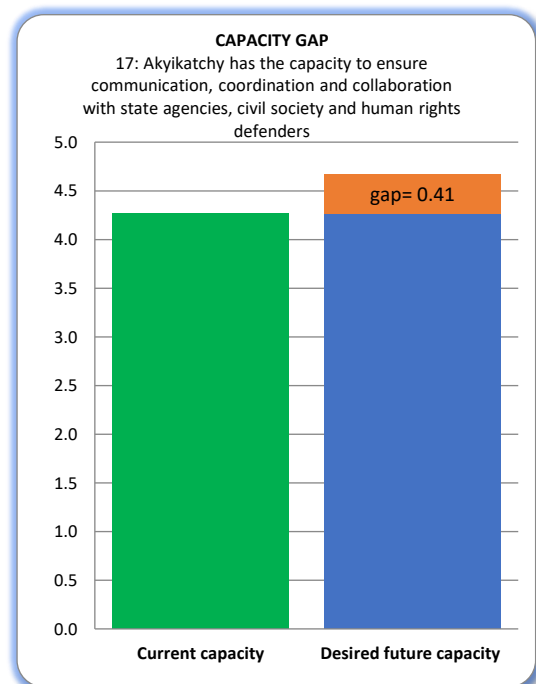
10.1. Overview

10.1.1. In interviews and focus groups CA participants emphasised the importance of communication, collaboration and coordination with national relationships. They provided examples of how effective the Akyikatchy was in engaging with the Government and its agencies and with civil society organisations and groups. And they gave credit to the Ombudsman and the Deputies for what they had experienced as improvements in communications and coordination. Relations with the Jogorku Kenesh were regarded as more constrained.

10.1.2. Responses to the questionnaire confirmed those views, rating the relationships with national institutions, organisations and agencies with the second highest current capacity at 4.37 and with the lowest capacity gap, of just 0.41.

10.1.3. The Office maintains regular interaction with key state institutions, including the Parliament, government departments, and courts. Leadership and staff were proud of the Akyikatchy's ability to freely meet with decision-makers, participate in parliamentary sessions, and join Cabinet working groups demonstrating a high level of institutional access. The Akyikatchy actively submits annual reports, provides expert opinions on draft laws, and participates in parliamentary hearings, reflecting a significant role in legislative processes and policy dialogues.

10.1.4. CSOs working on social issues, particularly those relating to women and children, and people with disabilities, were emphatic about the improvement in relations and their access to the Office under the current leadership. Examples were provided to the CA team of the cooperation between the Akyikatchy and CSOs on thematic reports. Appreciation was also expressed about the specialist staff and units within the central office.





“Currently we are in direct contact with the Akyikatchy. In the past it was difficult to get appointments with the Ombudsman.”

~ CSO interview ~

- 10.1.5. There was general agreement that the Office was under-resourced and lacked the required legal authority to effectively monitor all the most serious human rights issues, including the rights of women and children in Court, in detention, in schools or in private institutions.
- 10.1.6. The CSOs that met with the CA team explained that recent Government initiatives had reduced civic space for their activities and limited their access to international support. Some reported that working through the Ombudsman’s Office was now their only option. Those focusing on civil and political rights were somewhat critical at what they experienced as the Akyikatchy’s lack of engagement on those issues and advocated for a much more active role, including cooperating with CSOs and supporting them on relevant Court cases.
- 10.1.7. Respondents to the questionnaire summarised the Institute’s engagement with civil society as characterized by open dialogue, consultations, and support for initiatives aimed at improving legal literacy and protecting vulnerable groups. They recognized that collaboration with CSOs helps amplify the Institute’s influence and responsiveness to diverse human rights concerns across society, potentially providing a multi-stakeholder framework conducive to comprehensive human rights protection.

10.2. Areas for improvement

- 10.2.1. Questionnaire responses also revealed some limitations in the effectiveness and sustainability of these relationships. While communication channels exist and are regularly used, there is a lack of clear and consistent mechanisms for monitoring the implementation of the Akyikatchy’s recommendations by state bodies. Several comments noted that interaction often depends on specific initiatives rather than continuous, strategic coordination, which risks weakening the impact of collaboration over time.
- 10.2.2. The political will of government actors was noted as a variable factor influencing cooperation, and in some cases, a perception of mistrust or fear toward the Institute from government agencies is mentioned, which may impede more open dialogue. Thus, while the structural capacity for coordination exists, strengthening the quality and continuity of cooperation remains an area for development.
- 10.2.3. Some observations suggested that ongoing coordination required a more consistent and strategic approach, which could include formalized frameworks for partnership and improved resource allocation.
- 10.2.4. Despite these challenges, the overall assessment indicates that the Akyikatchy possesses a strong foundation and considerable potential to coordinate effectively with all relevant actors in the human rights ecosystem, while continuing to refine its

strategies for ensuring lasting and impactful collaboration across the legislative, executive, judicial, and civil society sectors.

10.3. Recommendations

- *Strengthen cooperation with the legal community including legal NGOs, legal association, bar association to discuss strategic engagement on the monitoring of cases before the court*
- *Strengthen cooperation with universities and academics in the field of international human rights, law, social services and humanitarian fields*
- *Increase regular dialogues and when appropriate develop formal engagement mechanisms and protocols with civil society advocates including those promoting civil and political rights to develop relationships and share information*

CHAPTER 11: REGIONAL & INTERNATIONAL RELATIONSHIPS & ENGAGEMENTS

Issue 18

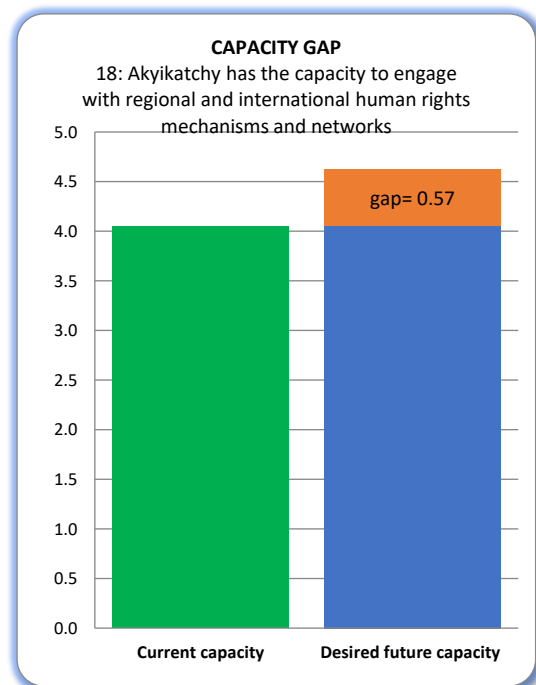
The Akyikatchy has the capacity to engage with relevant regional and international human rights mechanisms and networks, including by contributing to the UPR, Treaty Bodies, and Special Procedures mechanisms.

11.1. Overview

11.1.1. The current capacity of the Akyikatchy to engage with relevant regional and international human rights mechanisms and networks, including by contributing to the Universal Periodic Review (UPR) of the Human Rights Council, Human Rights Treaty Bodies, and Special Procedures mechanisms was given the 8th largest capacity gap, out of 18 issues. The comments received show a spectrum of views on this issue ranging from positive assessments to critical concerns.

11.1.2. Staff indicated that the Akyikatchy has shown good potential in contributing meaningfully to regional and international networks. They noted that it participates in regional platforms like the APF, facilitates exchanges of best practices, supports coordination with human rights bodies in other countries, and participates in international conferences and trainings.

11.1.3. It was also noted that the Akyikatchy is on the government council on human rights that submits information to international mechanisms, such as the UPR. However, the Akyikatchy has not submitted independent reports to the UPR.



11.2. Areas for Improvement

11.2.1. Some staff noted that there are many regional and international human rights mechanisms that the Institute hardly interacts with and expressed concern about isolation from the broader international human rights community. The fact that the Akyikatchy has only submitted one report to a human rights Treaty Body is indicative of this.

GANHRI Sub-Committee on Accreditation in General Observation 1.4:

The SCA wishes to clarify that an NHRI's contribution to the reporting process through the submission of stakeholder or shadow reports under relevant international instruments should be done independently of the state, and may draw attention to problems, issues and challenges that may have been omitted or dealt with inadequately in the state report.

- 11.2.2. It was noted that this lack of independent engagement with international mechanisms was linked to insufficient human resources, a lack of knowledge on such mechanisms, and absent communication channels with key institutions such as UN treaty bodies and special procedures.
- 11.2.3. It was pointed out that there is a need for strategic planning and enhanced human resource capacity to support sustained interaction with international human rights mechanisms. This could include professional development on international human rights standards and how to apply these to draft national laws and policies, and the establishment of a specialized unit or designation of dedicated personnel responsible for coordinating international cooperation.
- 11.2.4. Strengthening these areas would allow the Akyikatchy not only to fulfill its reporting and cooperation obligations more consistently but also to elevate its influence in regional and global human rights fora, thereby enhancing the promotion and protection of human rights within Kyrgyzstan.
- 11.2.5. Professional capacity should also ensure that Akyikatchy staff have the capacity to strategically use recommendations from the international human rights system to lobby and advocate for change at the national level. The SCA encourages NHRIs to monitor states' reporting obligations under the Universal Periodic Review and the human rights treaty bodies, including through dialogue with the relevant treaty body committees.
- 11.2.6. It was also noted in responses by staff that the Institute should develop a clear calendar and action plan for timely contributions to international mechanisms, alongside mechanisms for regular monitoring and public reporting on the implementation of international recommendations.
- 11.2.7. Some CSOs suggested that the Akyikatchy could inform and train them more about regional and international mechanisms and opportunities for interaction with them. The Akyikatchy could also play a key role in raising awareness of international developments in human rights through reporting on the proceedings and recommendations of treaty-monitoring bodies, special procedures mandate holders and the Universal Periodic Review.
- 11.2.8. It was noted that the Akyikatchy should be on the Coordination Council of Persons with Disabilities in Kyrgyzstan as this would allow it to more effectively monitor implementation of the provisions of the CRPD.
- 11.2.9. Provisions of the Law on the Akyikatchy about international cooperation do not sufficiently emphasize the independence of the Akyikatchy. For example, Article 8-3 (2) provides that the Akyikatchy has the right to represent the state as an expert in

international relations in the field of human rights. Amendments to the Law should emphasize the importance of the NHRI engaging with international mechanisms independently from the State, rather than representing it.

11.3.Recommendations

- *Upgrade the capacity of staff on how to prepare submissions for and engage with regional and international human rights mechanisms as well as on international human rights standards, including on applying these to laws and policies at the national level.*
- *Submit Independent reports to UN bodies and mechanisms, to the UPR and treaty body reporting processes.*

CHAPTER 12: CONCLUSIONS AND NEXT STEPS

12.1. Conclusions

- 12.1.1. The Akyikatchy is crucial to the identification and addressing of systemic barriers to the full enjoyment of human rights for everyone in the Republic of Kyrgyzstan. It is also critical to equitable development for all the people of Kyrgyzstan.
- 12.1.2. The Capacity Assessment was constrained by limited time and financial resources. Only two of the seven regional offices were able to be visited. Yet the CA team received rich, thoughtful information and analyses from the leadership and staff we met in person and on-line. Eighty-one of the Akyikatchy's people also filled out the questionnaire. The questionnaires confirmed much that we had heard in the interviews and surmised from the background documents; and they added first-hand detail and experiences that provided valuable insights.
- 12.1.3. Staff were proud to be working for the Akyikatchy, proud of what it had achieved. They were keen to build their human rights knowledge and understanding as well as their professional and technical capacity in their specific work areas. There was a strong consensus on the importance of a strengthened legal mandate and an improved level of resourcing.
- 12.1.4. The CA team is immensely appreciative of the contributions of external participants, but especially of those of the Ombudsman, the Deputy Ombudsperson, the Chief of Staff, the managers, and staff. Chapters 3 to 11 of this report record in some detail what we heard and what we learned from documentation and the responses to the questionnaire. There is much in those chapters about ways to enhance day to day working conditions and the Akyikatchy's effectiveness.
- 12.1.5. The Ombudsman, the Deputies, the Chief of Staff and senior managers have the opportunity to review a first draft of the Capacity Assessment report. The CA team welcome corrections of fact and comments.
- 12.1.6. Translation of the report was arranged by the OHCHR Regional Office for Central Asia.
- 12.1.7. The CA Team recommends that the finalised report should be distributed to all staff members. It is recommended that the report, or at least Executive Summary, should also be given to external participants who contributed to the process, as well as presented to the President, the Chair of the Cabinet of Ministers, the Parliament, the government agencies and CSOs who engage with the Akyikatchy and development partners. The decision, however, remains with the Ombudsman. Publishing it on the Institute's website would be an important sign of the Akyikatchy's openness and transparency and willingness to be held accountable to the public.
- 12.1.8. The Akyikatchy is required to inform the APF, OHCHR and UNDP of the recommendations it has accepted, its priorities and the timetable proposed for their implementation.

12.1.9. The APF, OHCHR and UNDP are committed to continuing their support to the Akyikatchy.

12.2. Recommendations

- *Strategic Priority 1: Strengthen the Akyikatchy's legal mandate, strategic leadership and advocacy capacity.*
- *Strategic Priority 2: Invigorate the Regional Offices of the Akyikatchy.*
- *Strategic Priority 3: Better balance resources between individual cases, systemic issues, and other functions.*
- *Strategic Priority 4: Focus on the recruitment and retention of qualified staff and strengthening their functional capacities to effectively and systematically promote and protect all human rights within Kyrgyzstan's national context.*
- *Strategic Priority 5: Continue to build capacity to cooperate and engage nationally, regionally and internationally.*

Strategic priority 1: Strengthen the Akyikatchy's legal mandate, strategic leadership and advocacy capacity

(1) While acknowledging that changes to legislation must be accepted, the Akyikatchy Institute should

- *formally record identified issues in the amended legislation that may not meet Paris Principles compliance;*
- *convey to the President, Parliament, Political Parties, Government and other sectors the importance of the institution's independence and the case for the enabling legislation to be in full compliance with the UN Paris Principles;*
- *emphasise the negative impact of Parliament's dismissal power on the Akyikatchy's stability, effectiveness, authority and international standing. [The APF and the OHCHR are available to assist]*

(2) With the abolition of the National Center of the Kyrgyz Republic for the Prevention of Torture. (National Preventive Mechanism NPM), and the Akyikatchy assigned with the mandate for the prevention of torture as provided for in the Optional Protocol to the Convention against Torture (OPCAT), the Akyikatchy should

- *seek advice from the UN Sub-Committee on the Prevention of Torture and consult with former NPM members, relevant government agencies, civil society organisations and staff, on the policies, processes, structure, staffing and other resources required to meet the OPCAT requirements*
- *prepare a Budget identifying all the costs involved in effective preventive monitoring places of detention*

- (3) *Further raise profile and build community trust with an increase in public statements on human rights issues and discrimination issues that relate to civil, political, economic, social and cultural rights.*
- (4) *Build senior managers' effectiveness by ensuring all undertake professional management capacity building programmes; reflect positive management-staff relations in their responsibilities; and foster a culture of accountability through mentorship and team building.*
- (5) *Consider undertaking a mid-term review of the Strategic Plan in 2025-26 and consult with Government agencies, NGOs and international partners in this process.*

Strategic priority 2: Invigorate the Regional Offices

- (6) *Strengthen regional offices by*
 - i. *undertaking an audit to identify personnel priorities emphasizing professional skills aligned with regional human rights challenges*
 - ii. *appointing an outreach officer, as a core member of the team, to each office*
 - iii. *progressively appointing an Akyikatchy representative in every district*
 - iv. *providing office vehicles*
 - v. *ensuring disability accessibility of all offices*
 - vi. *upgrading technological connectedness.*

Strategic priority 3: Better balance resources between individual cases, systemic issues, and other functions.

- (7) *Conduct an audit of budget and staffing and consider how to meet increasing demands especially in the regions, including by*
 - i. *rationalising resources on individual complaints*
 - ii. *reallocating some resources from the centre to the regions.*
- (8) *Explore ways to expand activities despite resource constraints by increasing*
 - i. *joint collaborative initiatives with CSOs at regional level to get information and human rights issues from the remote and marginalized grass root communities;*
 - ii. *human rights programme partnerships with local, district and regional government;*
 - iii. *partnerships with community radios, TV and journalist associations for enhancing human rights promotions, the Institute's mandate and its visibility.*

Strategic priority 4: Focus on the recruitment and retention of qualified staff and strengthening their functional capacities to effectively and systematically promote and protect all human rights within Kyrgyzstan's national context.

- (9) *To attract and retain qualified professionals, the Akyikatchy should strongly advocate for the progressive increase of salaries to levels comparable with top government institutions, and introduce a comprehensive benefits package—including performance bonuses, recognition schemes, flexible working arrangements, and family-friendly policies which will help improve staff motivation and job satisfaction.*
- (10) *Proactively encourage qualified women to apply for positions in the regions; consider developing policy settings to institutionalise gender inclusive recruitment processes; and for the recruitment of people from ethnic, linguistic and other minorities.*
- (11) *Build capacity for a more fully inclusive Office by commissioning a comprehensive accessibility audit by people with disabilities, including buildings, technology and other equipment, participation in meetings, recruitment and employment of staff.*
- (12) *Develop and implement a formalised staff training and capacity development programme, beginning with a standardised onboarding process that includes mandatory induction modules on ethics, human rights, and professional standards. Continuous professional development should be institutionalised through regular training sessions, seminars, and master classes led by qualified internal and external experts.*
- (13) *In developing the professional capacity development programme include as priorities the following*
- *train all staff on international human rights law and standards*
 - *build staff capability in research skills, analysis and report-writing skills*
 - *strengthen capacity to engage with remote and marginalised communities by requesting an APF Human Rights Community-Led Development (HRCLD) program (communities at the centre of human rights work, supporting them to identify issues, strengthen resilience, and find locally grounded solution).*
- (14) *Explore cooperation with Universities in Bishkek and regional centres especially those with respected Human Rights and Law Faculties to develop training for Ombuds Institute staff on human rights law at national and international level; also consider cooperation in other areas such as research and policy development.*
- (15) *Further strengthen complaints handling by*
- *providing staff with capacity development programmes incorporating international best practice*
 - *improving the electronic complaints/case management system*
 - *upgrading the hotline system to improve the accessibility and responsiveness of the Institute*
 - *reviewing the structure of the Akyikatchy with the aim of streamlining the central office for greater efficiency and effectiveness and to increase resources to the regional offices.*

(16) *To strengthen the Akyikatchy monitoring capacity*

- *Akyikatchy reports should include a more systematic analysis of underlying human rights issues and their root causes, as well as relevant regulatory frameworks that may not align with international standards.*

Strategic Priority 5: Continue to build capacity to cooperate and engage nationally, regionally and internationally.

- (17) Strengthen cooperation with the legal community including legal NGOs, legal association, bar association to discuss strategic engagement on the monitoring of cases before the court.
- (18) Strengthen cooperation with universities and academics in the field of international human rights, law, social services and humanitarian fields.
- (19) Increase regular dialogues and when appropriate develop formal engagement mechanisms and protocols with civil society advocates including those promoting civil and political rights to develop relationships and share information
- (20) Submit Independent reports to UN bodies and mechanisms, to the UPR and treaty body reporting processes.

12.3. Next Steps

- [1] The Akyikatchy is crucial to the identification and addressing of systemic barriers to the full enjoyment of human rights for everyone in the Kyrgyz Republic. It is also critical to equitable development for all the people of Kyrgyzstan.
- [2] The Capacity Assessment was constrained by limited time and financial resources. Only two of the seven regional offices were able to be visited. Yet the CA team received rich, thoughtful information and analyses from the leadership and staff we met in person and on-line. Eighty-one of Akykatchy's leadership and staff also filled out the questionnaire. The questionnaires confirmed much that we had heard in the interviews and surmised from the background documents; and they added first-hand detail and experiences that provided valuable insights.
- [3] Staff were proud to be working for the Akyikatchy, proud of what it had achieved,
- [4] Staff were keen to build their human rights knowledge and understanding as well as their professional and technical capacity in their specific work areas.
- [5] The CA team is immensely appreciative of the contributions of external participants, but especially of those of the Ombudsman, the Deputies, the Chief of Staff, the managers, and staff. Chapters 3 to 11 of this report record in some detail what we heard and what we learned from documentation and the responses to the questionnaire. There is much in those chapters about ways to enhance day to day working conditions and the Akyikatchy's effectiveness.

- [6] The Ombudsman, the Deputies, the Chief of Staff and senior managers have the opportunity to review a first draft of the Capacity Assessment report. The CA team welcome corrections of fact and comments.
- [7] Translation of the report was arranged by the OHCHR Regional Office for Central Asia .
- [8] The CA Team recommends that the finalised report should be distributed to all staff members. It is recommended that the report, or at least Executive Summary, should also be given to external participants who contributed to the process, as well as presented to the President, the Chair of the Cabinet of Ministers, the Parliament, the government agencies and CSOs who engage with the Akyikatchy and development partners. The decision, however, remains with the Ombudsman. Publishing it on the Institute's website would be an important sign of the Akyikatchy's openness and transparency and willingness to be held accountable to the public.
- [9] The Akyikatchy is required to inform the APF, OHCHR and UNDP of the recommendations it has accepted, its priorities and the timetable proposed for their implementation.
- [10] The APF, OHCHR and UNDP are committed to continuing their support to the Akyikatchy.

Appendices

- Appendix 1: Capacity Assessment Concept Note
- Appendix 2: MOU between the Akyikatchy and APF
- Appendix 3: Capacity Assessment Programme
- Appendix 4: Self-assessment questionnaire
- Appendix 5: Aggregated responses
- Appendix 6: Disaggregated responses (graphs)
- Appendix 7: Disaggregated responses (tables)
- Appendix 8: Implementation Template

Appendix 1: Capacity assessment concept note

Capacity Assessment for National Human Rights Institutions in the Asia Pacific

Proposed Capacity Assessment of the Akyikatchy of the Kyrgyz Republic

Introduction

Since 2008 the Asia Pacific Forum of National Human Rights Institutions (APF), the United Nations Development Programme (UNDP) and the National Institutions and Regional Mechanisms Section (NIRMS) of the Office of the High Commissioner for Human Rights (OHCHR) have undertaken a project to support the institutional capacity development of National Human Rights Institutions (NHRIs) in the Asia Pacific region through Capacity Assessments (CAs). Since 2008 they have facilitated 26 CAs for 20 APF member NHRIs and 4 prospective members in the region⁷. The Akyikatchy will be the 29th NHRI Capacity Assessment in the region.

CAs assist NHRIs to generate an understanding of their capacity strengths and needs and to develop strategies to fill capacity gaps. They are one of the first steps of the capacity development process. They use a self-assessment process, facilitated by a team, to identify capacity strengths and needs of the individual NHRI and to develop capacity development strategies and actions to address those needs. In close consultation with the NHRC, the CA team produces an analytical report of the self-assessment, measuring required future capacities of the NHRI against its current capacities and proposing capacity development strategies and actions. This report is presented to the NHRI in draft form for discussion and joint finalisation.

The benefits for NHRIs in developing and implementing capacity development strategies that result from CAs are immense. The approach is a systematic approach to the capacity assets and needs of the NHRI. It fosters engagement of all NHRI members and staff and key external stakeholders, often across sectors. It leads to capacity development initiatives that are strategic, longer term and integrated, rather than ad hoc and fragmented.

Since 2008 the following APF members and prospective members have undertaken a CA:

- Human Rights Commission of Malaysia (SUHAKAM) 2008-9 (x1)
- Human Rights Commission of the Maldives 2009
- Jordan National Centre for Human Rights 2010
- National Human Rights Commission of Thailand 2010
- Palestinian Independent Human Rights Commission 2011
- Afghanistan Independent Human Rights Commission 2011
- Mongolian Human Rights Commission 2011
- Sri Lankan Human Rights Commission 2012
- Australian Human Rights Commission 2012
- New Zealand Human Rights Commission 2012
- Philippines Commission on Human Rights 2012 (x 1)

⁷ The NHRCs of Malaysia and Philippines have two capacity assessments each.

- Nepal National Human Rights Commission 2013
- Bangladesh National Human Rights Commission 2013
- Ombudsman's Office of Samoa 2014
- National Human Rights Commission of Oman 2014
- National Commission on Human Rights of Indonesia (Komnas HAM) 2014
- Provedoria for Human Rights and Justice of Timor Leste 2015
- National Institution for Human Rights of Bahrain 2017
- Human Rights Commission of Malaysia (SUHAKAM) 2017 (x2)
- National Human Rights Commission of Pakistan 2018
- Uzbekistan Ombudsman for Human Rights 2018
- Philippines Commission on Human Rights 2018 (x 2)
- National Human Rights Commission of Myanmar 2018
- National Human Rights Commission of India 2018.
- National Human Rights Commission of Fiji 2020
- Ombudsman of Turkmenistan 2022
- National Centre for Human Rights 2023
- National Human Rights Commission of Nepal (2024)

Project overview

Objective

To develop strategies to address the most important capacity needs of the NHRI.

Approach

- To enable the NHRI to assess its current capacities against the capacities it requires to implement its mandate and its strategic plan.
- To identify the capacity gaps, or deficits, that are the most important and most urgent to be addressed.
- To develop strategies and actions to address the identified capacity gaps in a long-term manner.

Participants

The process is a self-assessment approach in which:

- **all** NHRI leaders, managers and staff (including all regional staff) are the most important participants.
- a small number of key external stakeholders are also invited to contribute their perspectives.
- a CA team facilitates the process, in consultation with an NHRI liaison person.

Methodology

Information is collected through:

- individual and group discussions with NHRI leaders, managers, and staff
- completion of an analytical questionnaire by NHRI leaders, managers, and staff
- background material shared by the NHRI.
- individual and group interviews with key external stakeholders.

Product

An analytical report of

- the self-assessment, with both qualitative and quantitative components, and
- proposed strategies and actions to address identified priority needs for capacity development, prepared jointly by the NHRI and the CA team.

Result

A capacity development program for the NHRI to implement the strategies and actions, with support if required from the APF and others.

Project implementation

The project will be implemented by the CA team, appointed by the APF, UNDP and OHCHR, in close consultation with the NHRI's Liaison Officer. The team will request the appointment of the Liaison Officer when the project proposal is approved by the NHRI. Implementation involves five principal stages.

1. Preparation

The NHRI and the CA team prepare for the CA. The NHRI is briefed on the process and decides whether to proceed. If it decides to undertake the CA, a Memorandum of Understanding is entered between the APF and the Ombudsman. A Preparatory visit is made on behalf of the CA team for the briefing and the preparation.

The membership of the CA team is finalised. The NHRI appoints its Liaison Officer to work with the CA team. Together they identify the key documents and the small number of external stakeholders to assist the CA. The external stakeholders should be people who know NHRI and its work well and can comment from experience and knowledge on the NHRI capacities. They can be drawn from government, civil society, the judiciary, academia, and any other area of relevance. The CA team and the Liaison Officer also agree on the logistics – when the CA will take place, how the focus discussion groups will be organised, whether interpretation and translation will be required and so on.

2. Capacity assessment by the NHRI leaders and staff

All leaders, senior managers and staff are given the opportunity to participate in small discussion groups to express their views on

- what the NHRI does well (present capacity)
- what the NHRI needs to do better (required capacity)
- what can be done to increase the capacity from the present level to the required level.

These discussion groups enable exchange among participants and identify the key capacity issues for the NHRI. The issues can concern the current and required capacities in relation to

- the external environment in which the NHRI works.
- organisational issues for the NHRI
- NHRI members and staff.

Issues might include:

- institutional development: mission and strategy, business processes, human resource management, information and communications technology
- institutional management: ability to foster independence of the NHRI, ensure plural representation and strengthen relationships with external stakeholders, develop, communicate and give direction on vision, NHRI staff and rights holders
- mutual accountability: capacity to ensure accountability through prevention and enforcement, strengthen national integrity of the NHRI, increase public participation and build collations; increase mobilisation, access to and use of information, work with the international community including the GANHRC and the APF.

The discussions also enable all leaders, managers, and staff to contribute their own ideas on how to build the NHRI's capacity to do its work more effectively.

After the conclusion of the group discussions the NHRI's leaders, managers and staff undertake their individual assessments of the NHRI's current capacities and required capacities, using a simple questionnaire on the core capacity issues identified in the discussion groups. By providing their ratings for present and required capacities, they reveal the capacity gaps in the organisation and the extent of the gap to be met. The data produced by the questionnaire is both qualitative (what kinds of gaps? how important are they?) and quantitative (how many people see this as a gap? what is the extent of the gap that they see? what can be done to address the gaps?).

The questionnaires are completed individually and anonymously.

3. Interviews with key external stakeholders

A small number of key external stakeholders are also interviewed, individually or in groups, by the CA team to provide an external perspective on the capacities of the NHRI. These interviews are directed towards an external validation of the internal perspectives on the NHRI's capacities, current and required. The persons interviewed will not be given or asked to complete the questionnaire but participate in a short interview to provide their overall perceptions and comments. The information collected during the interviews will be shared with the NHRI.

4. Data analysis and development of strategies

Following the completion of the discussion groups and questionnaires by the NHRI's leaders and staff and the interviews with external stakeholders, the CA team collates and analyses the data and other information. It begins to develop possible strategies and actions to address the most important capacity gaps identified. The strategies and actions should be practical and able to be implemented. They should address the most important capacity gaps within a comprehensive framework that reflects the needs and priorities of the NHRI.

5. The report

The CA culminates in a report that analyses the information provided by NHRI leaders, managers, and staff, identifies the capacity gaps, indicates priorities, and offers strategies and actions to address the gaps. The CA team will produce a draft report for presentation to and discussion with NHRI leaders and senior managers at the end of the visit. The draft is discussed at some length between NHRI leaders and the team so that the recommended strategies and actions are understood, prioritised, and agreed. It will then be finalised and presented to the NHRI. It will include an implementation plan.

The report is a report to the NHRI. The CA team members and their organisations will have a copy of the report. Otherwise, any distribution of the report is in the hands of the NHRI. The NHRI should distribute the report to all staff, as agreed in the Memorandum of Understanding. It may also decide to make it public or to give it limited distribution as desirable. APF and the CA team hope that it receives wide distribution, as that is the best way to use it to broaden the understanding of and support for the NHRI and its work and to ensure implementation of the report's strategies, but that is a matter for the NHRI alone. It can be decided after the final report is received.

Implementation of the strategies and actions

The production of the report is not the principal objective of the CA project. The principal objective is strengthening the capacity of the NHRI to do what it wants and needs to do, including through implementation of the report's proposed strategies and actions. That is why the report contains an implementation plan. The APF will be available after the CA to support the NHRI in its endeavours to implement the strategies. The UNDP Country Office can play an important role at this stage. The report will also encourage other UN agencies and organisations to plan future targeted assistance tailored to the needs of the NHRI.

Benefits to the NHRI

NHRIs that have undertaken CAs have said that they benefit greatly from the process. They have ranked their participation in the CA process:

relevance	very high
effectiveness	high
efficiency	high

impact very high.

They have listed the benefits of participation in a CA:

- better understanding of current organisational and programming capacities
- rigorous assessment of capacity needs
- sound strategies and clear priorities for capacity building
- more effective and evidence-based strategic planning
- better understanding of the link between internal processes and externally oriented activities
- better identification of the similarities and differences in perceptions of capacities and functioning across different units and levels of the NHRI
- a focus on leadership and management, precipitating a review of decision-making processes and on internal relationships
- a new focus on training programmes
- the development or review of standard operating procedures, manuals, and guidelines
- changes in human resources policies, including revisiting and clarifying roles and responsibilities
- a strong analytical report that can assist in securing the support needed to implement the strategies
- a baseline assessment of capacity that can be used to measure improvement and achievement over time
- an additional means to improve its effectiveness
- training for key NHRI personnel in CA and CD
- A strategic document useful to advocate for NHRI legislative change or budget increase
- the opportunity to lead CD for other NHRCs in the Asia Pacific region.

Appendix 2: MOU between the Akyikatchy and APF

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is made between the Asia Pacific Forum of National Human Rights Institutions (APF) and the Ombudsman (Akyikatchy) of the Kyrgyz Republic to provide for the conduct of a Capacity Assessment (CA) of the institution.

RECITALS

- A. In 2008 the APF, together with the United Nations Development Programme (UNDP) and the Office of the High Commissioner for Human Rights (OHCHR), commenced a project to provide CAs for APF Members. Between 2008 and 2022 the project was responsible for the conduct of CAs for 26 APF members and prospective members. CAs are conducted according to the procedure set out in a manual for CAs published by the APF with the support of the UNDP Asia Pacific Regional Centre (APRC).
- B. The APF and the Ombudsman have agreed to enter this MOU as the basis for the conduct of the CA.

AGREEMENT

- 1. The Ombudsman agrees to conduct a CA and the APF agrees to assist the Ombudsman in the conduct of the CA, generally in accordance with the procedure set out in the latest edition of the CA manual.
- 2. **The APF agrees to**
 - a. consult and agree with the Ombudsman on the timetable for undertaking the CA
 - b. dedicate a senior staff member to the CA organisation and management
 - c. commission an expert and experienced Team Leader
 - d. provide a CA team, at least two of whose members are appointed by the APF (including from the staff of APF members) and, if possible, one of whose members is appointed by each of UNDP and the OHCHR
 - e. ensure that members of the CA team
 - i. are not based in the Kyrgyz Republic
 - ii. are independent in participating in the CA
 - iii. come to the CA open to learning about the Ombudsman willing to listen and to question, and able to conduct the CA in a fully professional manner
 - iv. have expertise that is relevant to the CA, either in the nature and work of NHRIs or in the CA process itself
 - v. understand the responsibilities of members of the CA team
 - f. direct the CA team to assist in the conduct of the CA generally in accordance with the procedure set out in the latest edition of the CA manual, subject to

such modifications as the context and circumstances of the Ombudsman may require

- g. meet the travel, accommodation, and sustenance costs of the APF CA team members either itself or with the assistance of other organisations or donors.
- h. provide the Ombudsman with a final report of the CA, prepared by the CA team members in consultation with the Ombudsman, that accurately reflects and analyses the diversity of views and perspectives provided during the CA by the Ombudsman leaders and staff, in both English and Russian languages
- i. consult with the Ombudsman on the implementation of such proposed actions from the CA report as the Ombudsman may accept and wish to implement, including consulting on what assistance the Ombudsman may require with implementation
- j. keep the final report of the CA strictly confidential, releasing it outside the CA team and the APF only with the specific consent of the Ombudsman.

3. **The OMBUDSMAN agrees to**

- a. consult and agree with the APF on the timetable for undertaking the CA
- b. work closely with the CA team on the conduct of the CA generally in accordance with the procedures set out in the latest edition of the CA manual, subject to such modifications as the context and circumstances of the Ombudsman may require
- c. nominate a liaison officer or group to work closely with the CA team in the conduct of the CA
- d. provide the CA team with such documents and other information it might require for the purposes of the CA
- e. enable all its staff (including any regional staff) to participate in the CA's discussion groups and to complete the CA questionnaires as and when required, generally in accordance with the procedures set out in the latest edition of the CA manual
- f. cover its own costs of its participation in the CA, including any costs of travel for its leaders and staff if required
- g. comment on drafts of the recommendations and report, including providing formal comments on the 'second draft' immediately prior to its being finalised
- h. give consideration to the final report's proposals for action to build capacity
- i. consider the public release of the full report on its website
- j. annually notify to the APF on implementation of the recommendation that are accepted by the NCHR.

SIGNATORIES

SIGNED by

Director

Asia Pacific Forum of National Human Rights
Institutions



_____ K. Fitzpatrick

Ombudsman

Ombudsman of the Kyrgyz Republic



DATED

/ /

/ /

Appendix 3: Capacity Assessment Programme

1 (as 17 June 2025)						
KYRGYZSTAN CAPACITY ASSESSMENT PROGRAMME OF MEETINGS: 9-20 JUNE 2025						
Week 1						
Sunday 8 th	Monday 9 th	Tuesday 10 th	Wednesday 11 th	Thursday 12 th	Friday 13 th	Saturday 14 th
Time TBA: CA team meeting with Nursultan at Park Hotel	9:00-10:00 Ombudsman and deputies 10:00-11:00 NHRI staff group 8 (8 staff) 11:00-12:00 NHRI staff group 2 (8 staff) 12:00-13:00 NHRI staff – group 3 (8 staff) 13:00-14:00 <i>Lunch</i> 14:00-15:00 NHRI staff – group 4 (8 staff)	9:00-10:00 NHRI staff – group 7 (8 staff) 10:00-11:00 Baktygul Israilova Helping HIV-positive people 11:00-12:00 NHRI staff group 8 (8 staff) 12:00-13:00 NHRI staff – group 9 (9 staff) 13:00-14:00 <i>Lunch</i> 14:00-15:00 Meeting with	9:00-10:00 Meeting with Masuma Ilyasovna “AROK” 10:00-11:00 Meeting with Omokeev Aibek Talgatbekovich “Head of Department of Ministry of International Affairs” 11:00-12:00 Meeting with Aibar Turdubekovich “Healthcare Partnership Network” 12:00-13:00 UN OHCHR 13:00-14:00	CA Team 1 fly to Osh CA Team 2 drive to Naryn	REGIONAL VISITS 09:00-18:00 All day: Osh and Karakol regional meetings with NHRI staff and select government, and CSO representatives	CA Team (2 groups) fly or drive back to Bishkek.

	15:00-16:00 NHRI staff – group 5 (8 staff) 16:00-17:00 NHRI staff group 6 (8 staff)	Lira Dzhuraeva SOS-Village 15:00-16:00 NHRI staff – group 10 <u>online</u> (8 staff) 16:00-17:00 NHRI staff group 11 <u>online</u> (7 staff)	<i>Lunch</i> 14:00-15:00 Meeting with Cholpon Idinovna “Legal Clinic Adilet” 15:00-16:00 Meeting with Oscar Rice “New Age” 16:00-17:00 Meeting with Tamara Jumabekova “ARDI”			
			Wednesday evening CA team identify the core capacity issues up to this consultation Questionnaire completed for translation.	Overnight stay in regions	Overnight stay in regions	

Week 2						
Sunday 15th	Monday 16 th	Tuesday 17 th	Wednesday 18 th	Thursday 19 th	Friday 20 th	Saturday 21 st
Questionnaire distributed to all	10:00-11:00				Report-back day	Team departures

NHRCN staff by early morning	Meeting with Kazybek Usenkulovich Head of Department of Ministry Internal Affairs (Ombudsman Office)	09:30-10:30 Meeting with OSCE – online meeting. No interpretation required.	09:45 OHCHR car pick up at hotel. 10:00-10:30 Meeting with Ombudsman (Rosslyn and Pip). Interpreter required.	09:45 OHCHR car pick up? 10:00-10:30 Meeting with Deputy Ombudsman OHCHR car back to hotel.	OHCHR car pick up? 10:00-11:00 Share key CA findings with Senior Management staff (Interpretation Required) 11:00-12:00 Share key CA findings with Ombudsman, and Deputy Ombudsman (Interpretation required). (Coffee and Photo with Ombudsman and CA team) Interpretation required.	CA Team will need to arrange their own transport to the airport for departures. Rosslyn, Pip Shahid and Kamal can go together. Mindia and Matthias you will need to arrange with hotel.
	11:00-12:00 - Office of the Prosecutor General 12:30-13:30 Lunch 14:00 - 15:00 Federation of Trade Unions 15:00-16:00 Ministry of Justice (their office) 16:30-17:30 Meeting with Deputy Ombudsman	15:15 OHCHR car pick up at hotel. 15:30—16:30 NPM – confirmed - interpretation required – NPM Office. OHCHR car to UNDP meeting. 17:00-18:00 Zhenishbek Arzymatov, the acting Team Leader for	Rest of CA team (Kamal, Mindia, Matthias, Shahid) may wish to walk rather than get car to OO? Please confirm. 12:00-13:00: Meeting with 2 journalists (Ombudsman’s office) interpreters required 13:00-13:45 Lunch (shorter lunch due to need to go to Deputy	OHCHR car pick up? 15:30-16:30 Meeting with EU at their office (confirmed) OHCHR car back to hotel. CA team members meet to discuss		

		<p>Governance and Social Cohesion, Nurlan Bakirov and probably some team members working with the NHRI will be there. Venue: UN House, Chui Ave. 160. (No interpretation required)</p> <p>OHCHR car back to hotel.</p>	<p>PM and consider traffic?</p> <p>Time? OHCHR car to Deputy PM</p> <p>14:00-14:30 Meeting with Edil Joldubaevich Deputy Prime Minister of the Kyrgyz Republic</p> <p>OHCHR car to Ombudsman Office.</p> <p>15:00-15:30 Meeting with Chief of Staff (confirmed). Interpretation required.</p> <p>OHCHR car to hotel?</p> <p>16:30-17:30 Meeting with Toleskan Ismailova and Timur Arykov from Bir Duina (longstanding</p>	<p>preliminary CA Findings and prepare for meeting with Ombudsman for Friday morning.</p>	<p>16:45 Briefing with UN Regional Coordinator (no interpretation required).</p> <p>OHCHR car back to hotel.</p> <p>18:00-20:00 Team dinner with Ilima (TBC)</p>	
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			NGO on civil and political rights) Interpreter required. 17:30-19:00 CA team meet in hotel to receive questionnaire results and begin discussing CA recommendation.			
	Questionnaires to be completed by NHRI staff the end of the day	Questionnaire translation and analysis	Questionnaire translation and analysis			

Notes:

Region Program x 2 – Osh and Naryn (meetings with NHRI staff and external stakeholders for one day)

Working day is 9am-6pm with lunch from 1-2pm.

Appendix 4: Self-assessment questionnaire

Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic
Институт Акыйкатчы (Омбудсмена) Кыргызской Республики

Capacity Assessment Survey Questionnaire Анкета для оценки потенциала

ABOUT THIS QUESTIONNAIRE

This questionnaire follows up on the discussions held with the Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic as part of its Capacity Assessment process. The issues in it have been identified from the information given and the issues raised during the discussion groups. They are identified as the key capacity development issues for the Akyikatchy Institute of the Kyrgyz Republic.

ОБ АНКЕТЕ

Данная анкета разработана по итогам обсуждений с Институтом Акыйкатчы в рамках процесса оценки потенциала. В ней отражены ключевые вопросы, требующие развития потенциала, на основе предоставленной информации и дискуссий.

WHAT THE QUESTIONNAIRE ASKS

There are 18 core capacity issues covered in the questionnaire and there are four questions for each issue. The following questions are asked about to each issue.

1. What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy Institute in relation to this issue (how well it is doing in this area now)?
2. Please provide any comments to justify and/or explain the above rating (*optional*).
3. What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy Institute that it should achieve in the next 3 to 5 years' time in relation to this issue?
4. What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?

Что содержит данная анкета

Анкета охватывает 20 ключевых направлений. По каждому направлению задаются 4 вопроса.

1. Какую оценку (от 0 до 5) Вы бы дали текущему уровню потенциала Института по данному направлению?
2. Поясните/обоснуйте данную оценку (по желанию).
3. Какую оценку (от 0 до 5) Вы бы дали желаемому уровню потенциала Института через 3–5 лет?
4. Какие рекомендации по улучшению Вы могли бы дать?

The ratings that are applied are: Шкала оценки

0	1	2	3	4	5
little or no capacity	very low capacity	basic or low-level capacity	partially developed capacity	well-developed capacity	fully developed relevant capacity
отсутствие потенциала	очень низкий уровень	низкий или базовый уровень	частично развитый потенциал	хорошо развитый потенциал	полностью развитый потенциал

DIRECTIONS FOR COMPLETING THE QUESTIONNAIRE

- The Ombudsman and all staff of the Akyikatchy Institute is to complete this questionnaire individually.
- Please **do not** indicate your name on the questionnaire as the questionnaire data has to be confidential and anonymous.
- Please provide responses to all questions if possible. However, if you do not feel able to provide a response to a specific question, leave it blank and move on to the next question.
- It is estimated that the questionnaire will take approximately 60 minutes to complete. It is important that the questionnaire is completed in one attempt.
- If you require support or advice in completing the questionnaire, please contact Nursultan Maamytaliev.

ИНСТРУКЦИИ ПО ЗАПОЛНЕНИЮ

- Анкета заполняется Омбудсменом и сотрудниками института индивидуально
- Не указывайте свое имя, анкета является анонимной и конфиденциальной.
- Постарайтесь ответить на все вопросы. Если на какой-либо вопрос сложно ответить — переходите к следующему.
- На заполнение анкеты потребуется около 60 минут. Желательно завершить за один раз.
- По вопросам заполнения анкеты обращайтесь к Нурсултану Маамыталиеву.

***THIS QUESTIONNAIRE IS CONFIDENTIAL AND ANONYMOUS AND ONLY AVAILABLE TO THE
CAPACITY ASSESSMENT TEAM***

АНКЕТА КОНФИДЕНЦИАЛЬНА И ДОСТУПНА ТОЛЬКО КОМАНДЕ ОЦЕНКИ ПОТЕНЦИАЛА

Personal profile [Личная информация]

To enable the results of the survey to be disaggregated to allow comparisons among the various groups within the Akyikatchy Institute, you are kindly asked to provide some information about yourself. As a reminder, please **do not** add your name. *Please tick one box.* [Для того чтобы результаты опроса можно было разделить по категориям и провести сравнение между различными группами сотрудников Института Акыйкатчы, просим Вас указать некоторую информацию о себе. Напоминаем — не указывайте своё имя. Пожалуйста, отметьте один вариант].

Q1. Position [Должность]

- ☐ Leadership (Ombudsman, Deputies, Department heads) [Руководство (Омбудсмен, Заместитель, Руководитель Аппарата/ Руководитель отделов/управлений)]
- ☐ Other Staff [Сотрудник]

Q2. Gender [Гендер]

- ☐ Male [Мужской]
- ☐ Female [Женский]
- ☐ Other [Другой]
- ☐ Prefer not to say [Предпочитаю не говорить]

Q3. Age bracket [Возраст]

- ☐ Under 30 [Меньше 30]
- ☐ 30 to 50 [От 30 до 50]
- ☐ Over 50 [Больше 50]

Q4. Highest educational qualification [Образование]

- ☐ Primary education [Начальное]
- ☐ Secondary education [Среднее]
- ☐ Undergraduate degree [Высшее (неоконченное)]
- ☐ Postgraduate degree [Высшее (оконченное)]

Q5. Length of service at the Akyikatchy Institute [Стаж работы в Институте]

- ☐ Under 1 year [Меньше 1 года]
- ☐ 1-3 years [1-3 года]
- ☐ 3-5 years [3-5 лет]
- ☐ 5-10 years [5-10 лет]
- ☐ More than 10 years [Более 10 лет]

Q6. Location of work [Место работы]

- ☐ Central office (Bishkek) [Центральный Аппарат (Бишкек)]
- ☐ Regional offices [Региональное представительство]

Q7. Disability [Ограничения по здоровью]

- ☐ Yes [Да]
- ☐ No [Нет]

Q8. Ethnicity [Этническая принадлежность]

- ☐ Kyrgyz [Кыргыз]
- ☐ Uzbek [Узбек]
- ☐ Russian [Русский]
- ☐ Other (*please specify*) [Другое (указать)]

Core Capacity Questions

Issue 1: The Law on the Akyikatchy provides for a broad mandate and enables it to function as a fully independent NHRI in accordance with the Paris Principles [Закон об Акыйкатчы предусматривает широкие полномочия и позволяет ему функционировать как полностью независимому НПЗУ в соответствии с Парижскими принципами].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 2: The Akyikatchy's leadership (Ombudsman, Deputies and Department Heads) members, have the capacity to provide vision, strategy and direction for the institution, including guidance for staff at all levels [Руководство Акыйкатчы (Омбудсмен, заместители и руководители отделов) обладает потенциалом для формирования видения, стратегии и направления развития института, включая руководство для сотрудников на всех уровнях].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

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- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 3: The Akyikatchy has the capacity to develop and implement a 3 to 5 year strategic plan and annual work plans, with adequate resources for their implementation [Акыйкатчы обладает потенциалом для разработки и реализации стратегического плана на 3–5 лет, а также ежегодных рабочих планов, с наличием достаточных ресурсов для их выполнения].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

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- c) **What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue?** [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 4: The Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions and complaints received from the public in a timely manner, including with an adequate case management system and analysis tools [Акыйкатчы обладает потенциалом для эффективного анализа, расследования и разрешения обращений и жалоб, поступающих от населения, своевременно, в том числе с помощью адекватной системы управления делами и инструментов анализа].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

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- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются)]

по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 5: The Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic, covering all state obligations arising out of its constitution and the international human rights standards [Акыйкатчы обладает потенциалом для мониторинга ситуации с правами человека в Кыргызской Республике, охватывая все обязательства государства, вытекающие из Конституции и международных стандартов в области прав человека].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 6: The Akyikatchy has the capacity to identify systemic human rights issues, conduct human rights research and publish reports with recommendations and disseminate them widely

[Акыйкатчы обладает потенциалом для выявления системных проблем в области прав человека, проведения исследований в этой сфере, подготовки и публикации докладов с рекомендациями, а также их широкого распространения].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) **What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue?** [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

					релевантный потенциал]
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- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 7: The Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations on systemic human rights situations and issues [Акыйкатчы обладает потенциалом для последующего контроля и продвижения реализации своих рекомендаций по системным вопросам и ситуациям в сфере прав человека].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) **What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue?** [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5

no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]
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- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 8: The Akyikatchy has the capacity to address gender and women's human rights issues in its external programs for the promotion and protection of human rights and in its internal policies, procedures and staff management [Акыйкатчы имеет возможность решать вопросы гендера и прав женщин в своих внешних программах по поощрению и защите прав человека, а также в своей внутренней политике, процедурах и управлении персоналом].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) **What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue?** [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 9: The Akyikatchy has the capacity to successfully advocate for the necessary budgetary resources, adequate and accessible office buildings, digital infrastructure and technology, vehicles and equipment [Акыйкатчы имеет возможность успешно отстаивать необходимость выделения необходимых бюджетных ресурсов, строительства адекватных и доступных офисных зданий, цифровой инфраструктуры и технологий, транспортных средств и оборудования].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) **What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue?** [Какую

оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
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- d) **What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity?** [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 10: The Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources to activities, programmes and priorities of the institution, in accordance with relevant public finance regulations [Акыйкатчы обладает финансовой автономией для эффективного распределения и анализа своих бюджетных ресурсов на мероприятия, программы и приоритеты учреждения в соответствии с действующими правилами государственных финансов].

- a) **What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)?** [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) **Please provide any comments to justify and/or explain the above rating (optional)** [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

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- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 11: The Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity, by providing adequate incentives, and work conditions [Акыйкатчы располагает возможностями для привлечения профессиональных кадров с необходимой экспертизой, опытом и этическими стандартами, предоставляя адекватные стимулы и условия труда].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

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- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 12: The Akyikatchy has the capacity to implement a comprehensive staff training and development programme, including induction of new staff and ongoing staff training and capacity development, with career progression [Акыйкатчы имеет возможность реализовать комплексную программу обучения и развития персонала, включая введение в должность новых сотрудников и постоянное обучение и развитие потенциала персонала с возможностью карьерного роста].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 13: The Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office, through participation in planning and transparency in decision making [Акыйкатчы обладает потенциалом для обеспечения эффективной коммуникации, координации и взаимодействия между всеми региональными офисами и центральным офисом через участие в планировании и прозрачность в процессе принятия решений].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5

no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]
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- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 14: The regional offices of the Akyikatchy have the capacity to address key human rights issues in their region, with adequate staff and resources to engage with the authorities, civil society and the public [Региональные офисы Акыйкатчы обладают потенциалом для решения ключевых проблем в области прав человека в своем регионе, имея достаточный персонал и ресурсы для взаимодействия с органами власти, гражданским обществом и общественностью].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
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b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 15: The Akyikatchy has the capacity to promote human rights education programmes, and undertake awareness raising activities targeting the public and state officials [Акыйкатчы обладает потенциалом для продвижения программ по правам человека и проведения информационно-просветительской работы, ориентированной на общественность и государственных служащих].

a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по

данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 16: The Akyikatchy has the capacity to be accessible to people with disabilities, ethnic, linguistic and other minorities, and people in remote and marginalised communities [Акыйкатчы имеет возможность быть доступным для людей с ограниченными возможностями, этнических, языковых и других меньшинств, а также людей из отдаленных и маргинализированных сообществ].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

Issue 17: The Akyikatchy has the capacity to ensure communication, coordination and collaboration with the parliament, government agencies, and the judiciary, other national human rights mechanisms, civil society and human rights defenders [Акыйкатчы обладает потенциалом для обеспечения связи, координации и сотрудничества с парламентом, государственными учреждениями и судебной системой, другими национальными механизмами по правам человека, гражданским обществом и правозащитниками].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются) по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

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Issue 18: The Akyikatchy has the capacity to engage with relevant regional and international human rights mechanisms and networks, including by contributing to the UPR, Treaty Bodies, and Special Procedures mechanisms [Акыйкатчы обладает потенциалом для взаимодействия с соответствующими региональными и международными механизмами и сетями по правам человека, в том числе путем внесения вклада в механизмы УПО, договорных органов и специальных процедур].

- a) What score, between 0 and 5, reflects your assessment of the current capacity of the Akyikatchy in relation to this issue (how well it is doing in this area now)? [Какую оценку по шкале от 0 до 5 Вы бы дали текущему уровню потенциала Института Акыйкатчы по данному направлению (насколько эффективно Институт работает в этой области на данный момент)?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- b) Please provide any comments to justify and/or explain the above rating (*optional*) [Пожалуйста, при желании поясните или обоснуйте указанную оценку]

--

- c) What score, between 0 and 5, reflects your assessment for the desired future capacity the Akyikatchy that it should achieve in the next 3 to 5 years' time in relation to this issue? [Какую оценку по шкале от 0 до 5 Вы бы дали желаемому уровню потенциала Института Акыйкатчы, которого следует достичь в течение ближайших 3–5 лет по данному направлению?]

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5
no capacity [отсутствие потенциала]	very low capacity [очень низкий уровень]	basic or low-level capacity [базовый или низкий уровень]	partially developed capacity [частично развитый потенциал]	well-developed capacity [хорошо развитый потенциал]	fully developed relevant capacity [полностью развитый, релевантный потенциал]

- d) What are your specific recommendations, if any, for changes and improvements to reach that higher level of capacity? [Укажите, пожалуйста, конкретные рекомендации (если имеются)]

по изменениям и улучшениям, которые помогут достичь более высокого уровня потенциала?]

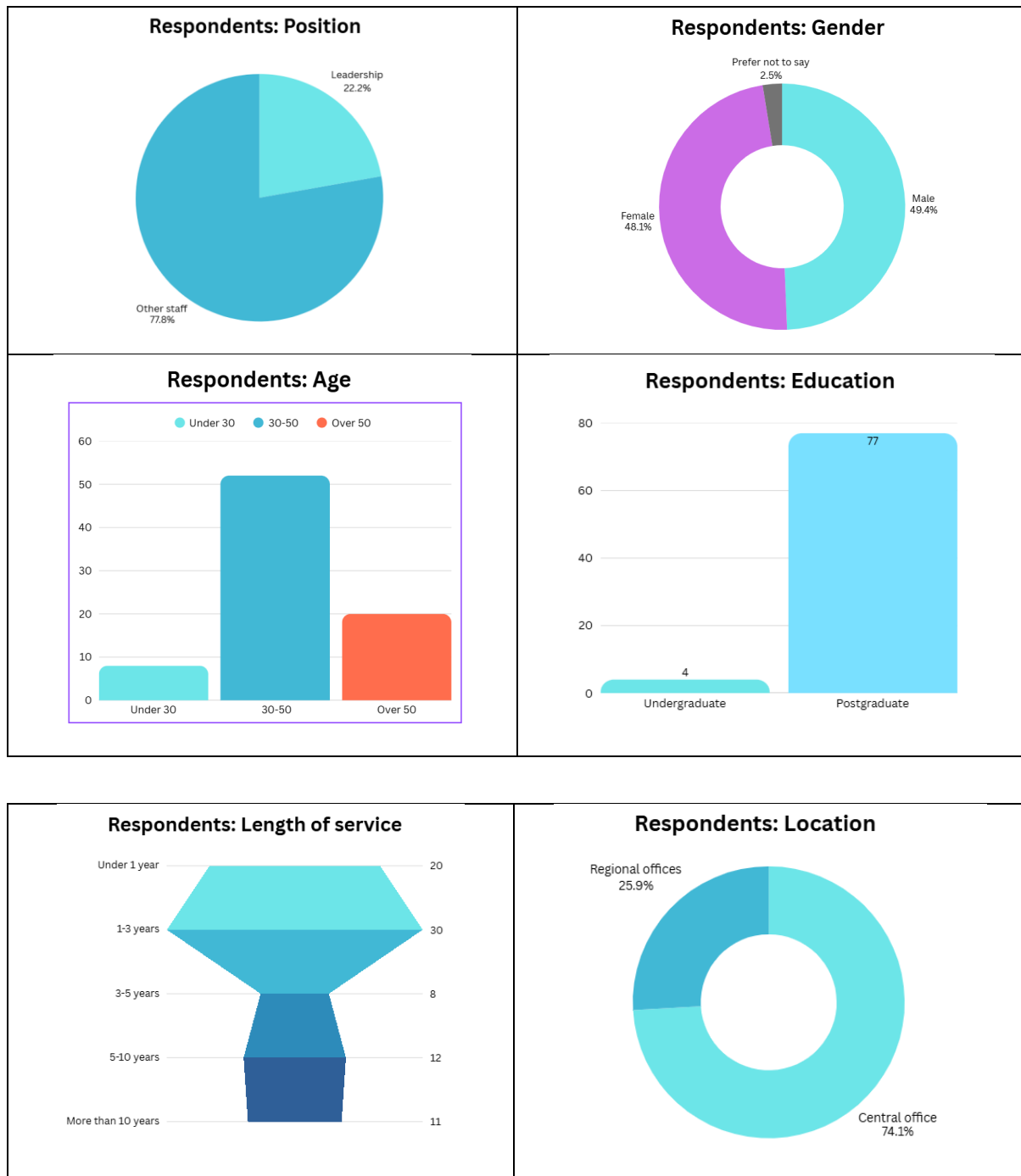
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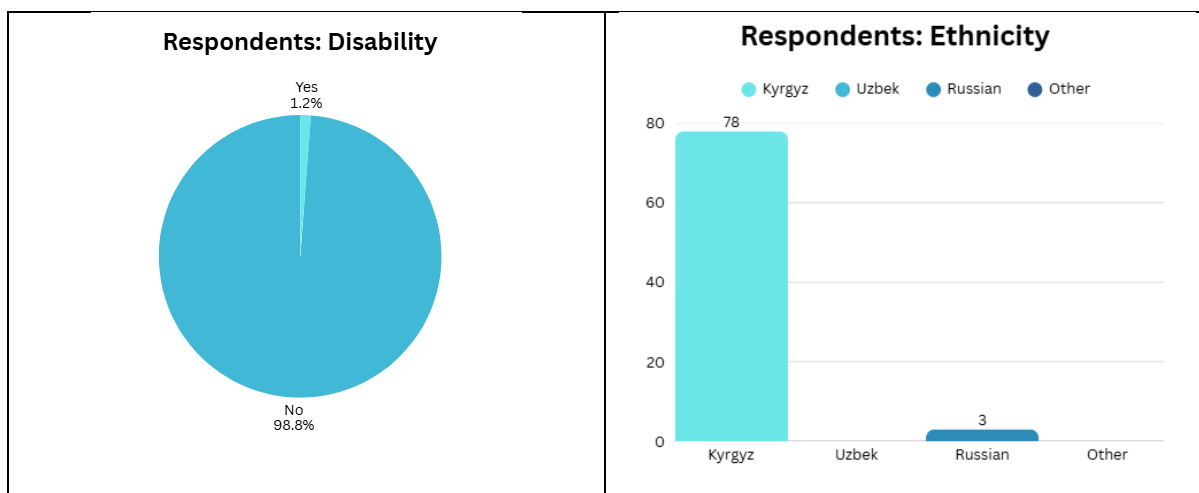
Thank you for your time in completing this questionnaire - Благодарим Вас за участие в заполнении данной анкеты.

Appendix 5: Aggregated responses

Respondent profiles

Following graphs illustrates the respondents profile based on position, gender, highest level of education, tenure length, disability.





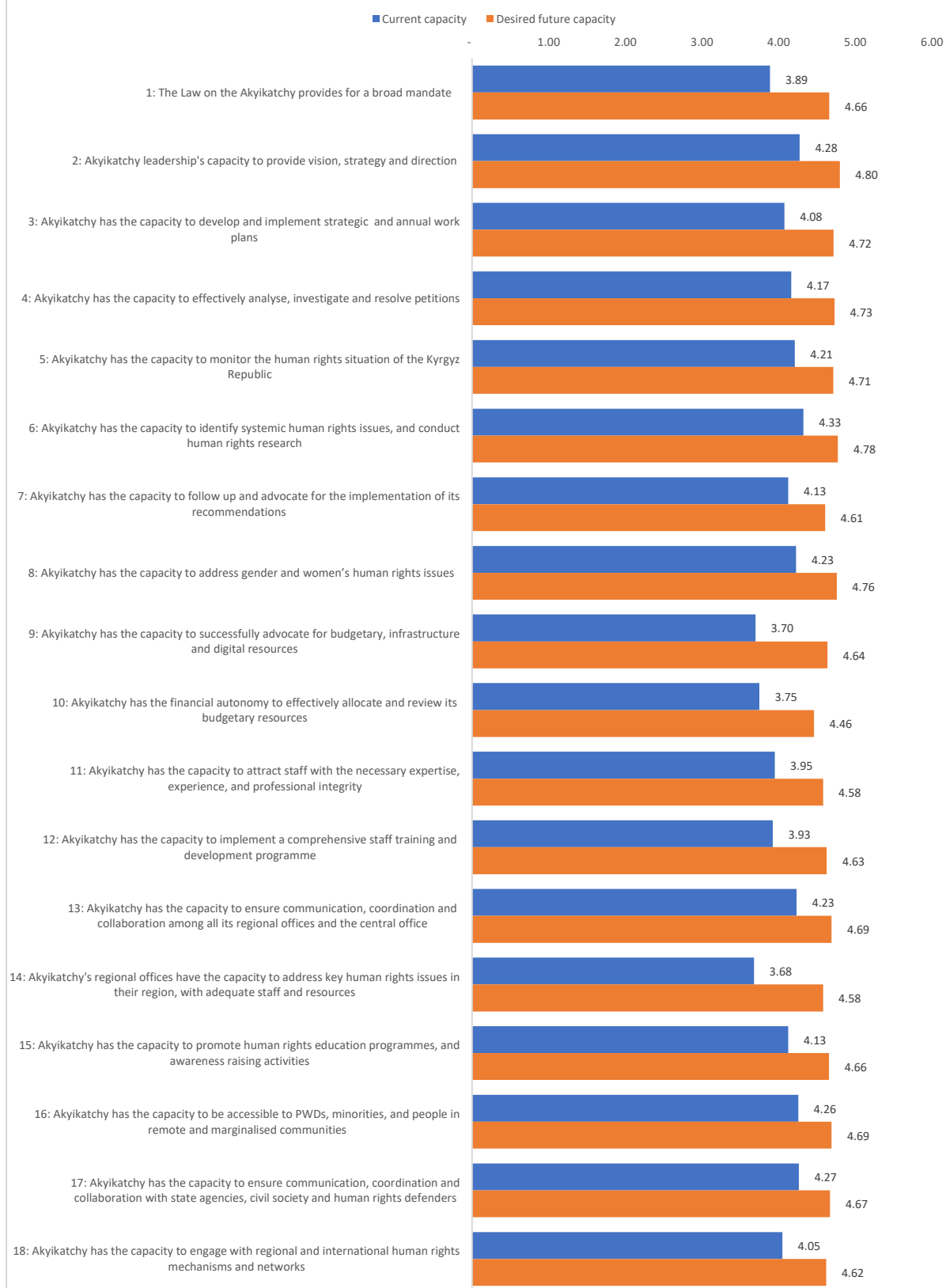
The survey participant group consists of 81 individuals, with distinctive roles at the Akyikatchy: 18 participants (22%) hold leadership positions, such as Ombudsman, Deputies, or Department Heads, while the remaining 63 (78%) are other staff members. Gender representation among participants is nearly balanced, with 38 females (47%), 39 males (48%), and 4 individuals (5%) preferring not to disclose their gender. This close gender parity indicates a diverse workforce in terms of gender.

Age demographics show a predominantly middle-aged participant pool, with 52 individuals (64%) aged 30 to 50, 20 (25%) over 50, and only 9 (11%) under 30. This distribution points to a mature workforce, likely bringing substantial experience to their roles. On the other hand, limited representation of younger participants (under 30) may indicate lower recruitment of early-career professionals or a preference for experienced staff, potentially affecting perspectives on innovation or adaptability within the institution.

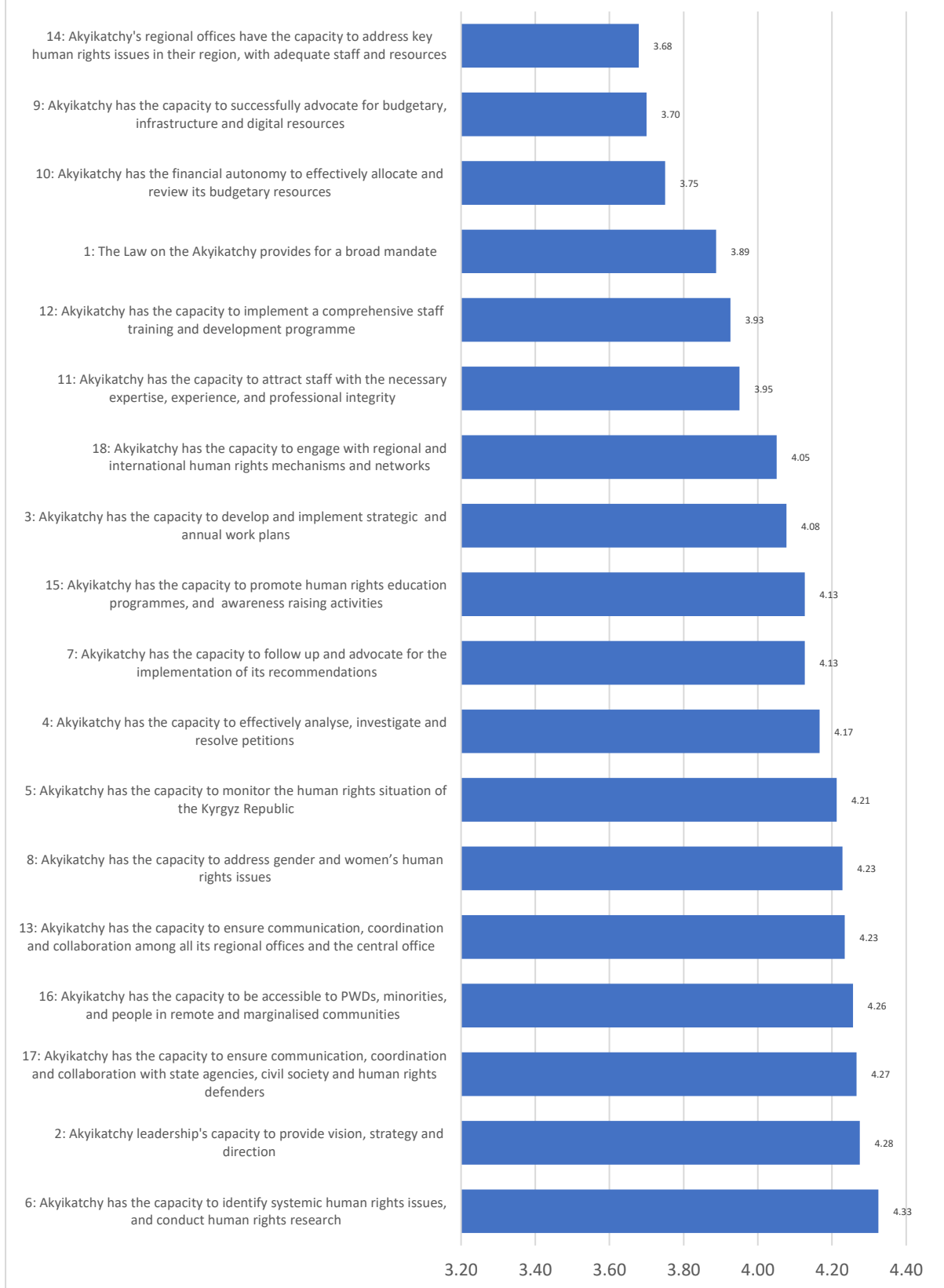
Educational attainment illustrates that 77 participants (95%) holding postgraduate degrees and only 4 (5%) with undergraduate degrees. This high level of academic qualification suggests a highly skilled and specialized workforce. Work experience among participants varies, with 30 (37%) having 1-3 years, 20 (25%) under 1 year, 12 (15%) with 5-10 years, 11 (14%) with more than 10 years, and 8 (10%) with 3-5 years. This spread indicates a mix of newer and seasoned employees, with a significant portion being relatively new (under 3 years). The presence of both short- and long-term employees suggests a dynamic workforce.

The majority of participants, 60 (74%), are based in the central office in Bishkek, while 21 (26%) work in regional offices. Ethnically, 78 participants (96%) identify as Kyrgyz, with only 3 (4%) identifying as Russian. Additionally, only 1 participant (1%) indicated that they have a disability.

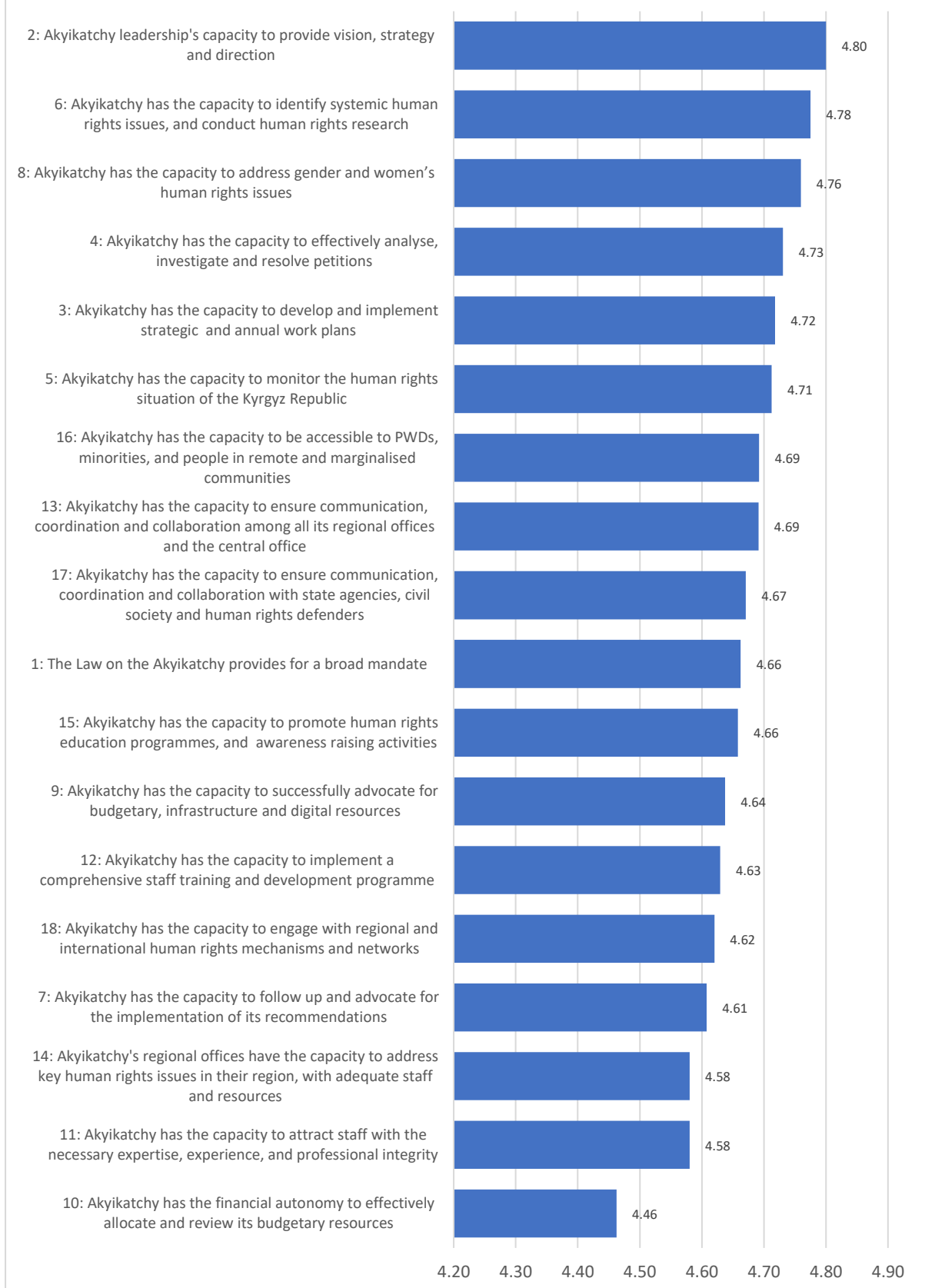
Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic: Current and Desired Future Capacity



Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic: Current capacity

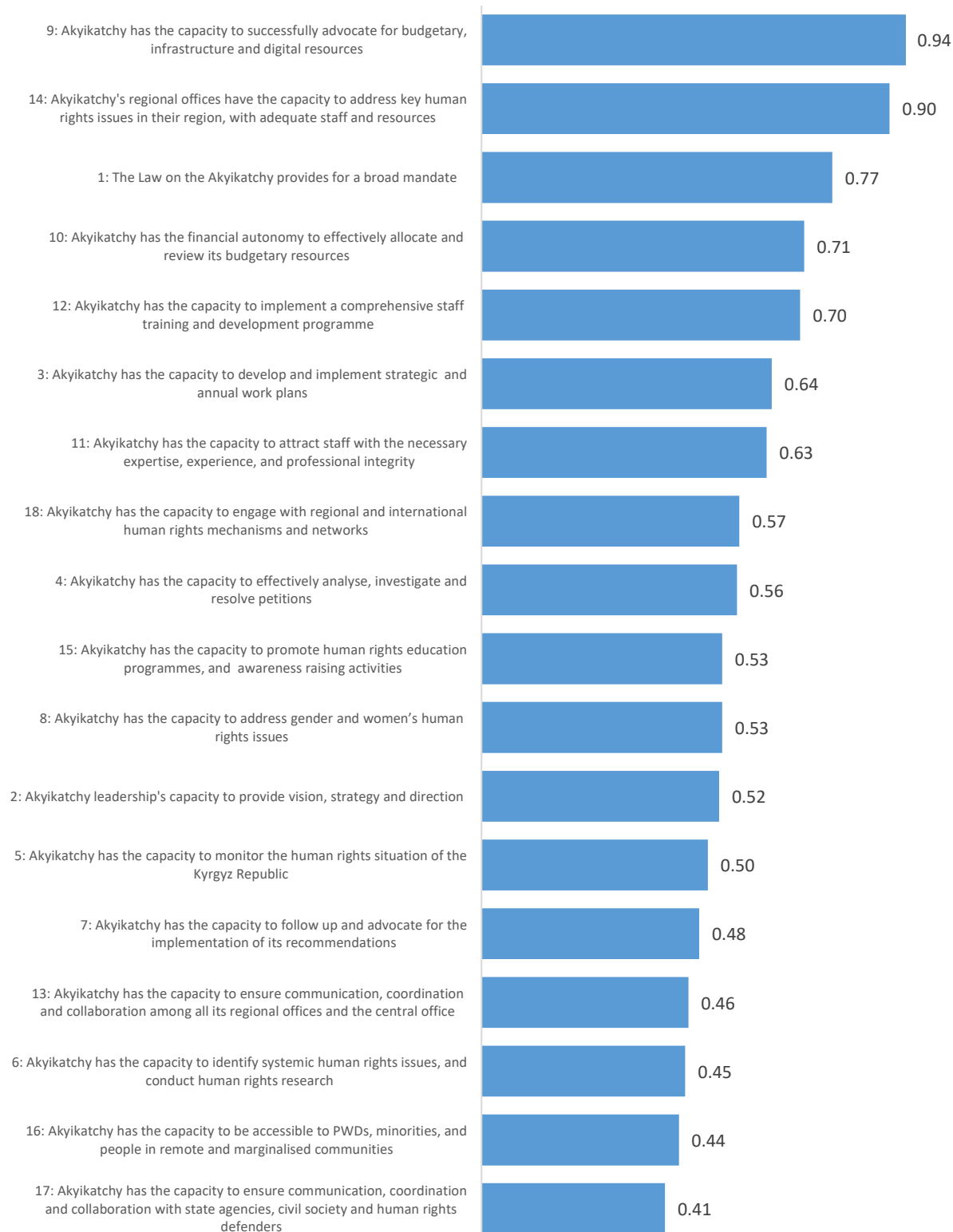


Akyikatchy (Ombudsman) Institute of the Kyrgyz Republic: Desired future capacity

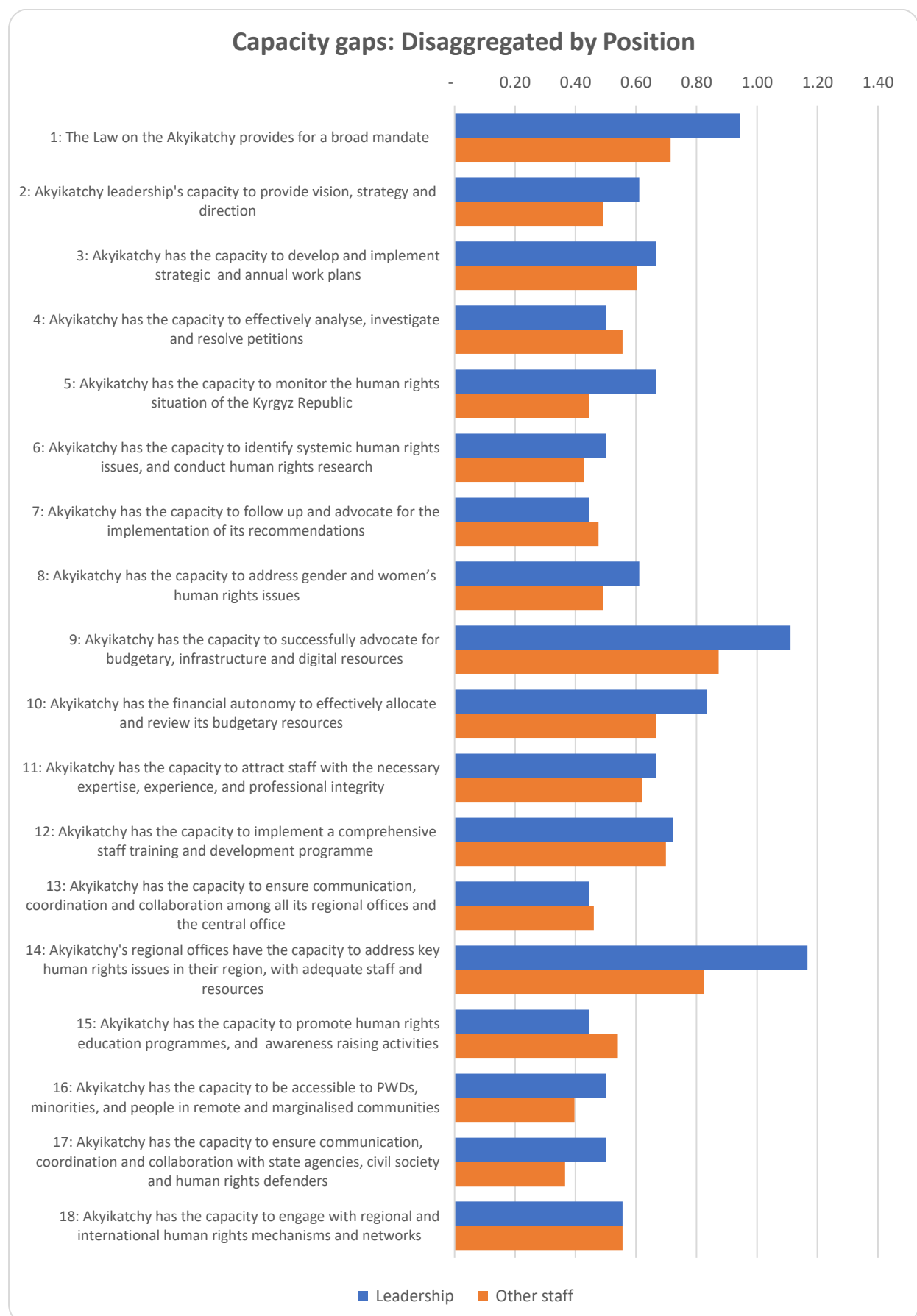




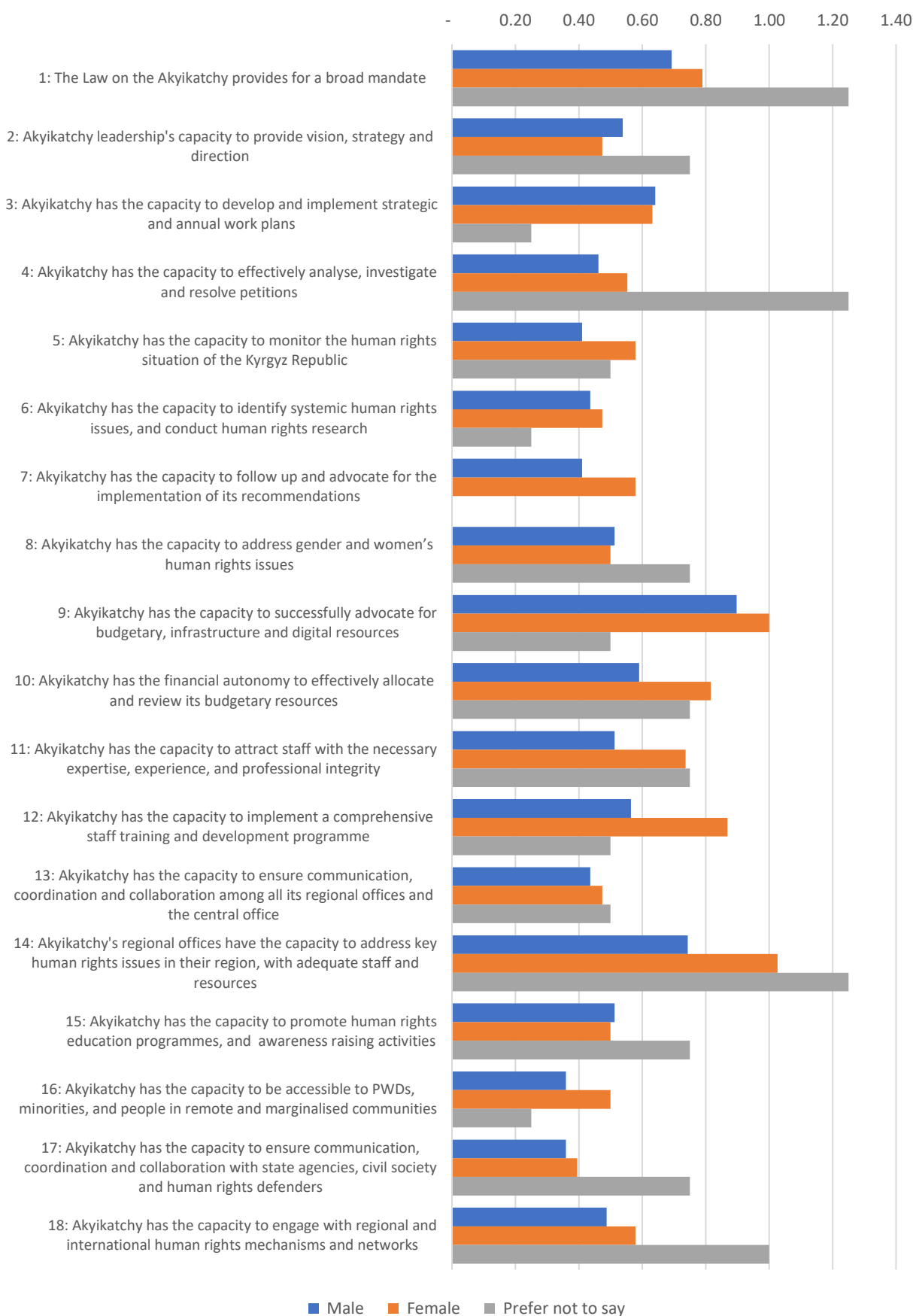
Capacity Gaps (sorted)



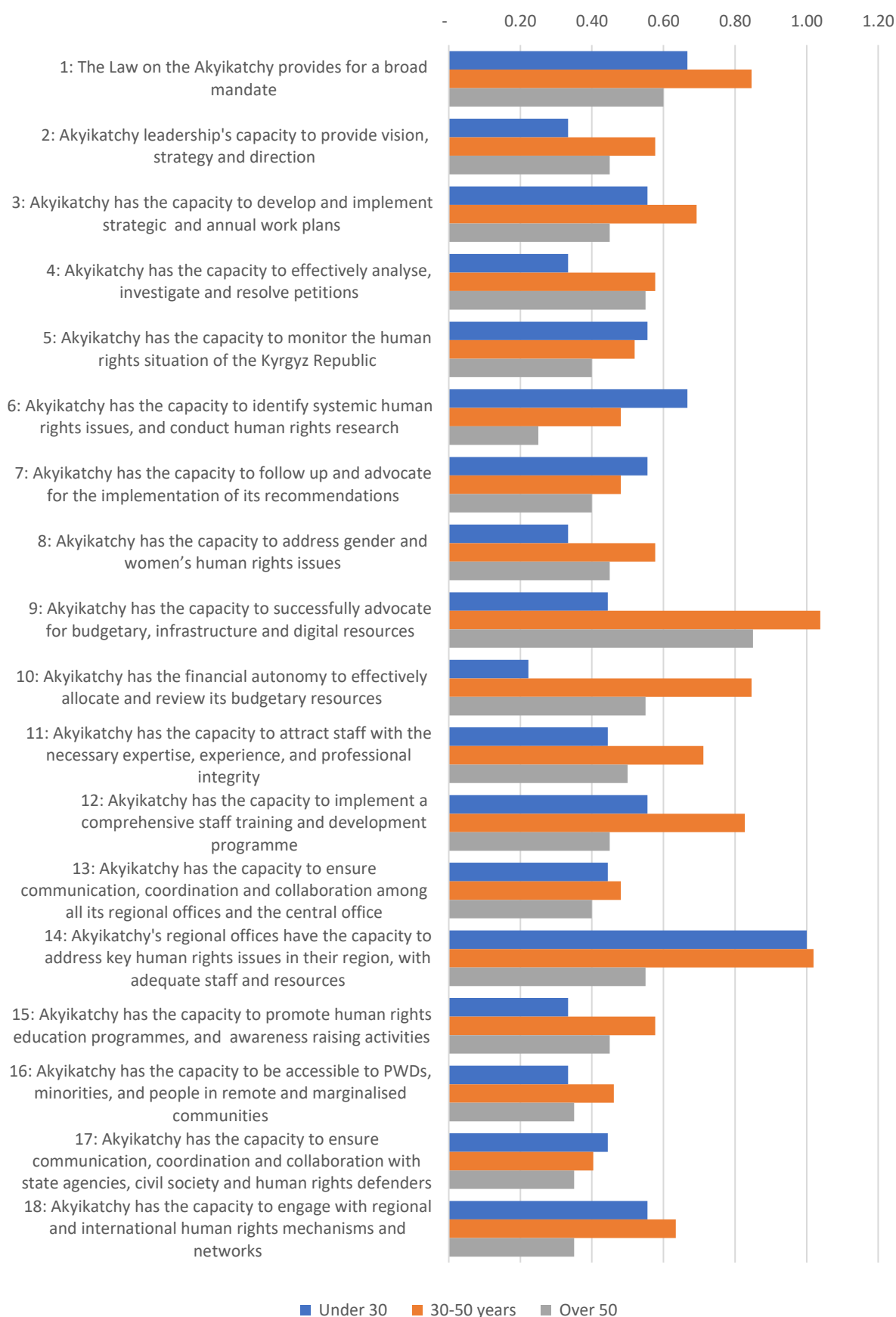
Appendix 6: Disaggregated responses (graphs)



Capacity gaps: Disaggregated by Gender



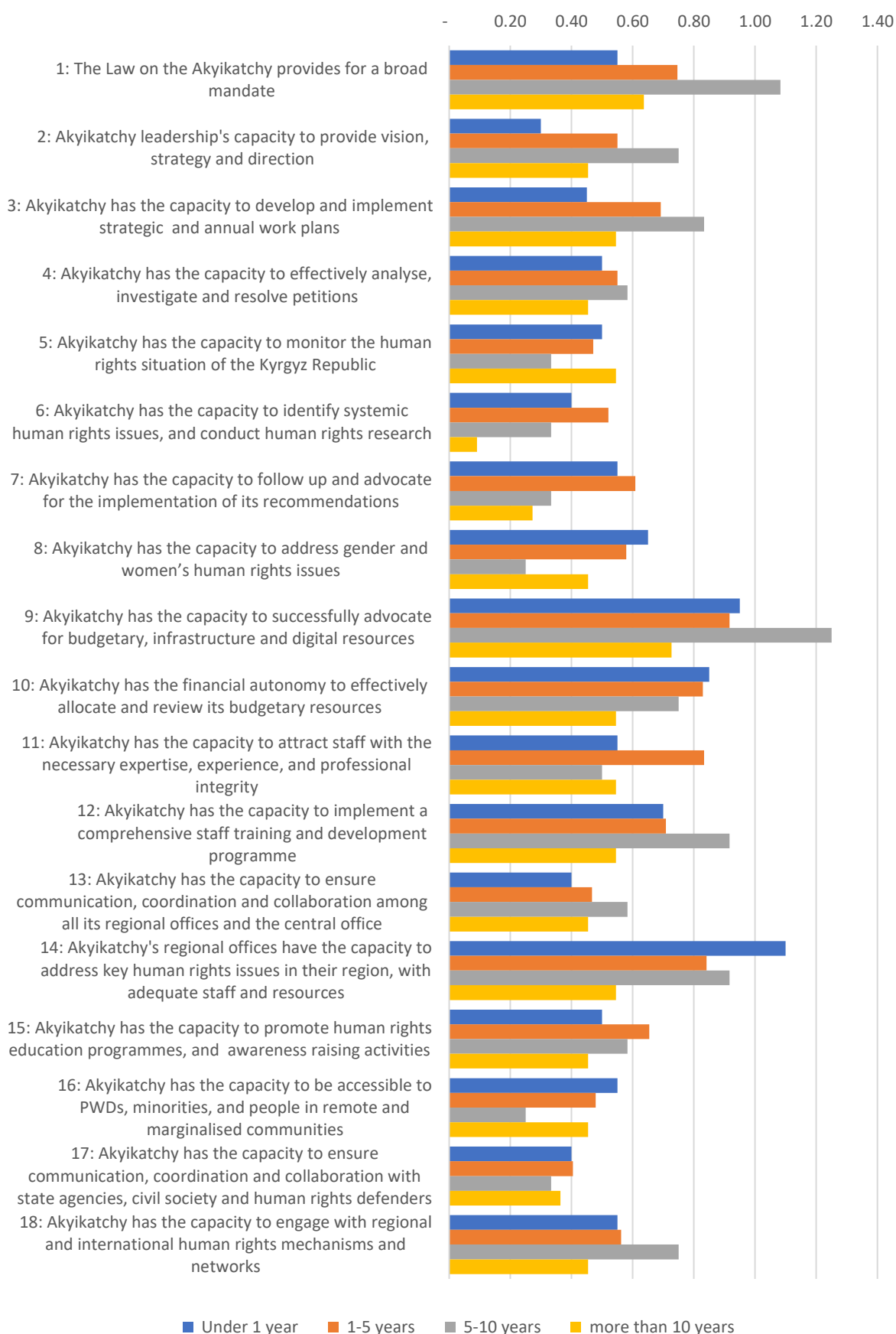
Capacity gaps: Disaggregated by Age



Capacity gaps: Disaggregated by Education



Capacity gaps: Disaggregated by Length of Service



Capacity gaps: Disaggregated by Location



Capacity gaps: Disaggregated by Disability



Appendix 7: Disaggregated responses (tables)

Responses by: Position		Capacity ratings by: Position					
Issues	Current Capacity		Future Capacity		Capacity gap		
	Leadership	other staff	Leadership	other staff	Leadership	Other staff	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	3.94	3.81	4.89	4.52	0.94	0.71	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.33	4.19	4.94	4.68	0.61	0.49	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	4.17	3.86	4.83	4.46	0.67	0.60	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.22	3.95	4.72	4.51	0.50	0.56	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.06	4.19	4.72	4.63	0.67	0.44	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.33	4.25	4.83	4.68	0.50	0.43	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.17	3.98	4.61	4.46	0.44	0.48	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.17	4.11	4.78	4.60	0.61	0.49	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.72	3.63	4.83	4.51	1.11	0.87	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.72	3.70	4.56	4.37	0.83	0.67	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	4.00	3.94	4.67	4.56	0.67	0.62	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	4.06	3.89	4.78	4.59	0.72	0.70	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.22	4.24	4.67	4.70	0.44	0.46	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.44	3.75	4.61	4.57	1.17	0.83	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.28	3.95	4.72	4.49	0.44	0.54	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.11	4.10	4.61	4.49	0.50	0.40	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.28	4.13	4.78	4.49	0.50	0.37	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	4.17	3.89	4.72	4.44	0.56	0.56	0.57

Responses by: Gender		Capacity ratings by: Gender								
Issues	Current Capacity			Future Capacity			Capacity gap			
	Male	Female	Prefer not to say	Male	Female	Prefer not to say	Male	Female	Prefer not to say	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	3.74	3.97	3.50	4.44	4.76	4.75	0.69	0.79	1.25	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.08	4.37	4.25	4.62	4.84	5.00	0.54	0.47	0.75	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	3.97	3.92	3.50	4.62	4.55	3.75	0.64	0.63	0.25	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	3.90	4.29	2.50	4.36	4.84	3.75	0.46	0.55	1.25	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.05	4.26	4.25	4.46	4.84	4.75	0.41	0.58	0.50	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.15	4.37	4.50	4.59	4.84	4.75	0.44	0.47	0.25	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	3.82	4.18	4.50	4.23	4.76	4.50	0.41	0.58	-	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.05	4.21	4.00	4.56	4.71	4.75	0.51	0.50	0.75	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.59	3.68	4.00	4.49	4.68	4.50	0.90	1.00	0.50	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.62	3.82	3.50	4.21	4.63	4.25	0.59	0.82	0.75	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	3.92	4.03	3.50	4.44	4.76	4.25	0.51	0.74	0.75	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	3.97	3.89	3.75	4.54	4.76	4.25	0.56	0.87	0.50	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.21	4.29	4.00	4.64	4.76	4.50	0.44	0.47	0.50	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.74	3.68	3.00	4.49	4.71	4.25	0.74	1.03	1.25	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	3.92	4.18	3.50	4.44	4.68	4.25	0.51	0.50	0.75	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	3.95	4.21	4.50	4.31	4.71	4.75	0.36	0.50	0.25	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.13	4.29	3.25	4.49	4.68	4.00	0.36	0.39	0.75	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	3.92	4.03	3.50	4.41	4.61	4.50	0.49	0.58	1.00	0.57

Responses by: Age		Capacity ratings by: Age								
Issues	Current Capacity			Future Capacity			Capacity gap			
	Under 30	30-50 years	Over 50	Under 30	30-50 years	Over 50	Under 30	30-50 years	Over 50	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	4.11	3.85	3.70	4.78	4.69	4.30	0.67	0.85	0.60	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.44	4.19	4.20	4.78	4.77	4.65	0.33	0.58	0.45	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	4.22	3.90	3.85	4.78	4.60	4.30	0.56	0.69	0.45	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.44	3.92	4.05	4.78	4.50	4.60	0.33	0.58	0.55	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.33	4.13	4.15	4.89	4.65	4.55	0.56	0.52	0.40	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.22	4.35	4.10	4.89	4.83	4.35	0.67	0.48	0.25	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.33	3.96	4.05	4.89	4.44	4.45	0.56	0.48	0.40	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.56	4.21	3.70	4.89	4.79	4.15	0.33	0.58	0.45	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	4.44	3.65	3.30	4.89	4.69	4.15	0.44	1.04	0.85	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	4.11	3.67	3.60	4.33	4.52	4.15	0.22	0.85	0.55	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	4.44	3.88	3.90	4.89	4.60	4.40	0.44	0.71	0.50	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	4.33	3.83	4.00	4.89	4.65	4.45	0.56	0.83	0.45	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.22	4.29	4.10	4.67	4.77	4.50	0.44	0.48	0.40	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.33	3.67	3.85	4.33	4.69	4.40	1.00	1.02	0.55	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.33	4.04	3.85	4.67	4.62	4.30	0.33	0.58	0.45	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.44	4.25	3.55	4.78	4.71	3.90	0.33	0.46	0.35	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.44	4.21	3.90	4.89	4.62	4.25	0.44	0.40	0.35	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	3.56	4.10	3.75	4.11	4.73	4.10	0.56	0.63	0.35	0.57

Responses by: Education		Capacity ratings by: Education					
Issues	Current Capacity		Future Capacity		Capacity gap		
	Undergraduate	Postgraduate	Undergraduate	Postgraduate	Undergraduate	Postgraduate	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	4.00	3.83	4.75	4.60	0.75	0.77	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.75	4.19	4.75	4.74	-	0.55	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	4.00	3.92	4.75	4.53	0.75	0.61	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.00	4.01	4.75	4.55	0.75	0.53	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.50	4.14	5.00	4.64	0.50	0.49	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.50	4.26	5.00	4.70	0.50	0.44	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.25	4.01	5.00	4.47	0.75	0.45	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	5.00	4.08	5.00	4.62	-	0.55	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	4.75	3.60	5.00	4.56	0.25	0.96	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	4.75	3.65	5.00	4.38	0.25	0.73	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	4.00	3.95	4.75	4.57	0.75	0.62	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	4.50	3.90	5.00	4.61	0.50	0.71	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.50	4.22	5.00	4.68	0.50	0.45	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	4.00	3.66	4.75	4.57	0.75	0.91	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.25	4.01	5.00	4.52	0.75	0.51	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.50	4.08	4.75	4.51	0.25	0.43	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.50	4.14	5.00	4.53	0.50	0.39	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	4.25	3.94	4.75	4.49	0.50	0.56	0.57

Responses by: Length of Service		Capacity ratings by: Length of Service												
		Current Capacity				Future Capacity				Capacity gap				
Issues		Under 1 year	1-5 years	5-10 years	more than 10 years	Under 1 year	1-5 years	5-10 years	more than 10 years	Under 1 year	1-5 years	5-10 years	more than 10 years	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate		4.05	3.93	3.75	3.64	4.60	4.68	4.83	4.27	0.55	0.75	1.08	0.64	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction		4.45	4.28	4.00	4.27	4.75	4.83	4.75	4.73	0.30	0.55	0.75	0.45	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans		4.25	3.65	3.33	4.36	4.70	4.35	4.17	4.91	0.45	0.69	0.83	0.55	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions		4.25	4.09	3.58	4.36	4.75	4.64	4.17	4.82	0.50	0.55	0.58	0.45	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic		4.10	4.32	4.08	4.18	4.60	4.79	4.42	4.73	0.50	0.47	0.33	0.55	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research		4.40	4.28	4.33	4.64	4.80	4.80	4.67	4.73	0.40	0.52	0.33	0.09	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations		3.90	4.05	3.92	4.45	4.45	4.65	4.25	4.73	0.55	0.61	0.33	0.27	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues		4.15	4.32	4.08	3.55	4.80	4.90	4.33	4.00	0.65	0.58	0.25	0.45	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources		3.70	3.92	3.25	3.27	4.65	4.83	4.50	4.00	0.95	0.92	1.25	0.73	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources		3.55	3.90	3.33	3.64	4.40	4.73	4.08	4.18	0.85	0.83	0.75	0.55	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity		4.05	3.89	3.75	4.18	4.60	4.72	4.25	4.73	0.55	0.83	0.50	0.55	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme		4.00	4.00	3.67	4.09	4.70	4.70	4.58	4.64	0.70	0.71	0.92	0.55	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office		4.35	4.25	4.17	4.27	4.75	4.72	4.75	4.73	0.40	0.47	0.58	0.45	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources		3.55	3.80	3.75	4.09	4.65	4.64	4.67	4.64	1.10	0.84	0.92	0.55	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities		4.15	3.75	4.00	4.27	4.65	4.40	4.58	4.73	0.50	0.65	0.58	0.45	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities		4.20	4.13	3.92	4.27	4.75	4.60	4.17	4.73	0.55	0.48	0.25	0.45	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders		4.35	4.02	4.08	4.36	4.75	4.42	4.42	4.73	0.40	0.40	0.33	0.36	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks		4.20	4.04	3.42	4.18	4.75	4.60	4.17	4.64	0.55	0.56	0.75	0.45	0.57

Responses by: Location		Capacity ratings by: Location					
Issues	Current Capacity		Future Capacity		Capacity gap		
	Central office	Regional office	Central office	Regional office	Central office	Regional office	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	3.87	3.76	4.63	4.52	0.77	0.76	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.20	4.29	4.70	4.86	0.50	0.57	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	4.02	3.67	4.63	4.29	0.62	0.62	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.03	3.95	4.57	4.52	0.53	0.57	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.15	4.19	4.60	4.81	0.45	0.62	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.37	4.00	4.75	4.62	0.38	0.62	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.08	3.86	4.53	4.38	0.45	0.52	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.17	4.00	4.60	4.76	0.43	0.76	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.77	3.33	4.60	4.52	0.83	1.19	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.70	3.71	4.33	4.62	0.63	0.90	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	3.92	4.05	4.55	4.67	0.63	0.62	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	3.93	3.90	4.63	4.62	0.70	0.71	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.15	4.48	4.65	4.81	0.50	0.33	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.60	3.90	4.55	4.67	0.95	0.76	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.07	3.90	4.55	4.52	0.48	0.62	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.22	3.76	4.67	4.10	0.45	0.33	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.18	4.10	4.58	4.48	0.40	0.38	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	3.98	3.86	4.53	4.43	0.55	0.57	0.57

Responses by: Disability		Capacity ratings by: Disability					
Issues	Current Capacity		Future Capacity		Capacity gap		
	No disability	with disability	No disability	with disability	No disability	with disability	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	3.85	3.00	4.61	4.00	0.76	1.00	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.23	4.00	4.74	5.00	0.51	1.00	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	3.93	4.00	4.54	5.00	0.61	1.00	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.01	4.00	4.55	5.00	0.54	1.00	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.16	4.00	4.65	5.00	0.49	1.00	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.28	4.00	4.71	5.00	0.44	1.00	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.04	3.00	4.50	4.00	0.46	1.00	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.14	3.00	4.65	4.00	0.51	1.00	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.68	2.00	4.59	4.00	0.91	2.00	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.73	2.00	4.41	4.00	0.69	2.00	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	3.96	3.00	4.59	4.00	0.63	1.00	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	3.94	3.00	4.64	4.00	0.70	1.00	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.24	4.00	4.69	5.00	0.45	1.00	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.69	3.00	4.58	5.00	0.89	2.00	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.03	4.00	4.54	5.00	0.51	1.00	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.10	4.00	4.51	5.00	0.41	1.00	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.18	3.00	4.56	4.00	0.39	1.00	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	3.96	3.00	4.51	4.00	0.55	1.00	0.57

Responses by: Ethnicity		Capacity ratings by: Ethnicity					
Issues	Current Capacity		Future Capacity		Capacity gap		
	Kyrgyz	Russian	Kyrgyz	Russian	Kyrgyz	Russian	Aggregate
1: The Law on the Akyikatchy provides for a broad mandate	3.82	4.33	4.59	5.00	0.77	0.67	0.77
2: Akyikatchy leadership's capacity to provide vision, strategy and direction	4.21	4.67	4.73	5.00	0.53	0.33	0.52
3: Akyikatchy has the capacity to develop and implement strategic and annual work plans	3.91	4.33	4.53	5.00	0.62	0.67	0.64
4: Akyikatchy has the capacity to effectively analyse, investigate and resolve petitions	4.00	4.33	4.54	5.00	0.54	0.67	0.56
5: Akyikatchy has the capacity to monitor the human rights situation of the Kyrgyz Republic	4.15	4.33	4.64	5.00	0.49	0.67	0.50
6: Akyikatchy has the capacity to identify systemic human rights issues, and conduct human rights research	4.26	4.67	4.71	5.00	0.45	0.33	0.45
7: Akyikatchy has the capacity to follow up and advocate for the implementation of its recommendations	4.01	4.33	4.47	5.00	0.46	0.67	0.48
8: Akyikatchy has the capacity to address gender and women's human rights issues	4.10	4.67	4.63	5.00	0.53	0.33	0.53
9: Akyikatchy has the capacity to successfully advocate for budgetary, infrastructure and digital resources	3.63	4.33	4.56	5.00	0.94	0.67	0.94
10: Akyikatchy has the financial autonomy to effectively allocate and review its budgetary resources	3.72	3.33	4.42	4.00	0.71	0.67	0.71
11: Akyikatchy has the capacity to attract staff with the necessary expertise, experience, and professional integrity	3.94	4.33	4.56	5.00	0.63	0.67	0.63
12: Akyikatchy has the capacity to implement a comprehensive staff training and development programme	3.91	4.33	4.62	5.00	0.71	0.67	0.70
13: Akyikatchy has the capacity to ensure communication, coordination and collaboration among all its regional offices and the central office	4.24	4.00	4.69	4.67	0.45	0.67	0.46
14: Akyikatchy's regional offices have the capacity to address key human rights issues in their region, with adequate staff and resources	3.68	3.67	4.59	4.33	0.91	0.67	0.90
15: Akyikatchy has the capacity to promote human rights education programmes, and awareness raising activities	4.03	4.00	4.54	4.67	0.51	0.67	0.53
16: Akyikatchy has the capacity to be accessible to PWDs, minorities, and people in remote and marginalised communities	4.09	4.33	4.50	5.00	0.41	0.67	0.44
17: Akyikatchy has the capacity to ensure communication, coordination and collaboration with state agencies, civil society and human rights defenders	4.15	4.33	4.54	5.00	0.38	0.67	0.41
18: Akyikatchy has the capacity to engage with regional and international human rights mechanisms and networks	3.94	4.33	4.49	5.00	0.55	0.67	0.57

Appendix 8: Implementation Template

NHRI recommendation implementation plan

Capacity Assessment of the Akyikatchy (Ombudsman) of the Kyrgyz Republic 2025

Guidance: please add extra rows required for all recommended actions under each strategic priority.

Strategic priority 1: Strengthen the Akyikatchy's legal mandate, strategic leadership and advocacy capacity

No.	Recommendation	Responsibility for implementation	Remarks	Timeline	Progress
1.					
2.					
3.					

Strategic priority 2: Invigorate the Regional Offices

No.	Recommendation	Responsibility for implementation	Remarks	Timeline	Progress
1.					
2.					

3.					
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Strategic priority 3: Better balance resources between individual cases, systemic issues, and other functions.

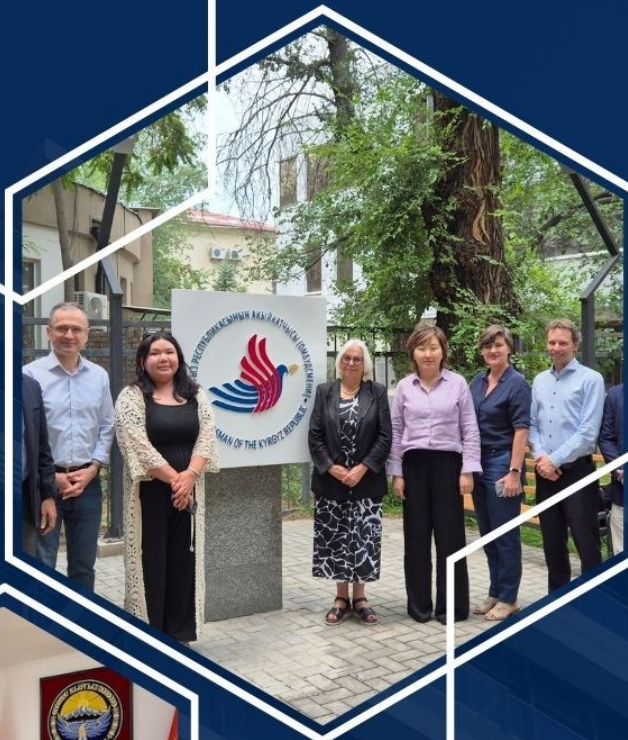
No.	Recommendation	Responsibility for implementation	Remarks	Timeline	Progress
1.					
2.					
3.					

Strategic priority 4: Focus on the recruitment and retention of qualified staff and strengthening their functional capacities to effectively and systematically promote and protect all human rights within Kyrgyzstan's national context.

No.	Recommendation	Responsibility for implementation	Remarks	Timeline	Progress
1.					
2.					
3.					

Strategic Priority 5: Continue to build capacity to cooperate and engage nationally, regionally and internationally.

No.	Recommendation	Responsibility for implementation	Remarks	Timeline	Progress
1.					
2.					
3.					



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