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CITIES**

Bishkek Co-creation Workshop Report

Leverage and Action Workshop



February 2024



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Acronyms

ARC	Asia Resilient Cities
EBRD	European Bank for Reconstruction and Development
JSI	JSI Research & Training Institute, Inc.
MERL	monitoring, evaluation, research, and learning
NGO	nongovernmental organization
USAID	U.S. Agency for International Development

Asia Resilient Cities

Asia Resilient Cities (ARC) is a five-year cooperative agreement funded by the U.S. Agency for International Development (USAID) under Agreement No. 7200AA22CA00011, beginning September 23, 2022. ARC is implemented by JSI Research & Training Institute, Inc. (JSI) with partners BRAC, DevTech Systems, Inc., and ICF. This report is made possible by the generous support of the American people through USAID. The contents are the responsibility of ARC and do not necessarily reflect the views of USAID or the U.S. Government.

Recommended Citation

Asia Resilient Cities. 2024. *Bishkek Co-creation Workshop Report: Leverage and Action Workshop*. Arlington, VA: Asia Resilient Cities.

Cover photo: JSI, 2024



Introduction

The U.S. Agency for International Development (USAID) funded Asia Resilient Cities (ARC) Project addresses cross-cutting urban development challenges in secondary cities in Asia by promoting sustainable urban growth; supporting resilient, low-carbon urban infrastructure; and integrating climate change and environmentally conscious approaches. ARC partners with cities to create more resilient and livable environments in the face of shocks. ARC will collaborate with residents to set the city agenda, strengthen the economy, and advocate for community needs. In addition, ARC will cultivate human resources in city government, the business community, other donor projects, and civil society.

In Bishkek, Kyrgyz Republic, ARC is implemented by JSI and works with the Bishkek City Mayor's Office to support the city's resilience goals.

ARC uses systems thinking approaches to understand the various complex challenges and opportunities in Bishkek. The project engages a diverse group of city stakeholders and government officials to become systems thinkers in order to jointly create potential activities for system strengthening and resilience building. One tool ARC uses is a [system map](#), which serves as a visual backbone of the project because it depicts connections between different perspectives, behaviors, and structures that form the city system. ARC facilitates a series of workshops to jointly develop, or "co-create," the system map. The first Context Workshop identifies the issues and opportunities on the way to achieving city goals. Next, a series of community activities and expert discussions ensure that voices from marginalized communities and expert entities are incorporated into the system map. Additional workshops further build the system map by identifying the areas with the greatest potential for improvement. The completed system map then guides ARC and city stakeholders to define a road map for Bishkek to promote resilient and sustainable urban development.

This report summarizes the content and outcomes of the second Bishkek co-creation workshop, the Leverage and Action Workshop. It was held on February 15-16, 2024 and brought together a diverse range of stakeholders from the Bishkek Mayor's Office, government offices, non-governmental organizations (NGOs), and international donor organizations.

Workshop Design

In this workshop, participants identified areas in the system map with the greatest potential for improvement, known as leverage points, and developed a practical plan to maximize the impact of the most promising ones. The workshop functioned as a collaborative platform where key stakeholders came together to analyze Bishkek's system map. They worked towards gaining a comprehensive understanding of the map, identifying opportunities for change within the existing system, and creating a work plan to implement these changes.

Objectives

The objectives of the workshop were to:

- Build the second layer of the system map and identify its leverage points.
- Prepare a work plan for Bishkek and ARC to maximize the impact of these leverage points.

Expected Outputs

The expected outputs were that participants would be able to use a systems thinking approach to find areas for growth and plan practical steps toward building a more resilient city. In addition, stakeholders would be empowered to contribute ideas toward a sustainable and resilient work plan for Bishkek.

Workshop Summary

The detailed workshop agenda is provided in Annex 1. There were 69 participants from various sectors. Participant details are available in Annex 2.

Day 1 Sessions & Outcomes

Welcome and Introduction

Kanybek Konokbaev (City Manager, ARC) delivered the welcome speech. He welcomed Ms. Tynaliev, Head of the Mayor's Office Apparatus of Bishkek, Mr. James G. Lykos, Director of the USAID Kyrgyz Republic Economic Development Office, and other workshop participants.

Formal Opening

Ms. Tynaliev (Head of the Mayor's Office Apparatus of Bishkek) welcomed the participants on behalf of the city. During her speech, she thanked USAID for its efforts to support Bishkek to tackle issues related to resilience. She also informed participants about city administrative and territorial reform; the territory of Bishkek will significantly increase almost threefold, from 12.9 thousand hectares to 38 thousand hectares. This expansion includes the incorporation of 12 ayil okmotu¹ into Bishkek. As a result of these changes, the population of the city may increase to 2 million people. These changes bring both opportunities and challenges that require a comprehensive approach and strategic planning to ensure sustainable and adaptive development of the urban environment under the new conditions. She said that the Bishkek Mayor's Office expresses support and readiness for collaborative efforts. The city is committed to working with partners to achieve shared goals, particularly in enhancing the city's resilience to climate change-related challenges.

Mr. James G. Lykos (Director, Economic Development Office, USAID Kyrgyz Republic) welcomed Ms. Tynaliev and the participants of the workshop. Mr. Lykos communicated that the second co-creation workshop convenes stakeholders to continue the efforts initiated during the

¹ "Ayil Okmotu" refers to a local administrative-territorial unit in Kyrgyz Republic, similar to a rural municipality or council. It is a form of local government responsible for a cluster of villages or a rural area, handling local issues and governance, such as infrastructure, public services, and community development.



Ms. Tynaliev, Head of the Mayor's Office Apparatus of Bishkek (second from left) and Mr. James G. Lykos, Director, Economic Development Office, USAID Kyrgyz Republic (left) participate in welcome speeches.

Photo: JSI

first workshop. The event will focus on identifying and prioritizing leverage points within Bishkek's urban landscape to foster transformative changes, aiming for a resilient, adaptable, and sustainable city. The discussions are expected to contribute to a four-year plan addressing key challenges such as climate change and demographic shifts. The collaborative approach and strategic foresight demonstrated during the workshop reflect a strong commitment towards developing a sustainable and vibrant Bishkek.

Brief on the Workshop

Amanda Pomeroy-Stevens (Project Director, ARC), via a recorded video, expressed her heartfelt gratitude to everyone for their collaboration so far. She congratulated the Mayor's Office's current leadership for taking initiative and supporting ARC's efforts to build a more resilient Bishkek. She stated that she appreciates everyone coming back together. Finally, she gave an overview of the upcoming activities during the two-day workshop.

Edward Carr (Technical Director, Air Quality and Health Risk, ICF) presented on the Clean Air Action Plan. He discussed major causes of poor air quality in Bishkek like winter time residential heating with coal and transport. Mr. Carr went over current air pollution monitoring in Bishkek, including current status and plans of the Asia Development Bank and the World Bank.

Nurgul Esenamanova (Associate, Climate Resilience Investment, European Bank for Reconstruction and Development (EBRD)) presented on the [Green Cities Initiative](#). EBRD's Green Cities objectives are to provide policy and strategic support for climate informed decisions; promote green city infrastructure investments in priority sectors; enhance the capacity of city administration; and enable cities to access green finance and capital markets. The plan for Bishkek includes 28 infrastructure initiatives aimed at addressing urban challenges. The plan needs to be approved and further financing schemes negotiated with the city.

Introducing the Bishkek System Map

Kanybek shared that participants will work together to identify leverage points within the system map with the greatest potential for improvement. He also made a short presentation on ARC, including systems thinking and a quick recap of the first Context Workshop. Then, Kanybek shared progress made by the ARC team following that workshop and where we are now.

Presentation and Discussion of the System Map

Abbie Condie (ARC Qualitative Monitoring, Evaluation, Research, and Learning (MERL) Advisor) introduced Bishkek's theory of context system map. She explained how to read a loop in the system map and talked through a few example narratives. ARC provided printed copies of the map on the tables for the participants. Abbie also oriented people on how to use the digital version of the map.

Alison Salomon (ARC Digital Technical Advisor) introduced a scan tool (QR code) to make it easier for participants to access the interactive, online version of the system map. Participants were given five minutes to browse the online version and discuss with their tablemates.

Assessing Energy in the System

Abbie introduced five different kinds of energies in the system. As a part of this activity, each group was asked to label various elements within the system map based on the definitions Abbie shared with the group. There were five labels: frozen, energy for change, bright spot, mixed bag, and ripple effects.

Participants were divided into nine groups and were told to look for the leverage points on the system map. A printed copy of the system map was provided to each group with five different flag colors. Participants were asked to stick suitable flag colors on the elements of the map based on the type of energy they brought to the system. Participants were given around forty-five minutes to complete the energy assessment activity.

Leverage Canvas

For the second activity, participants were given a leverage canvas with a specific set of questions exploring opportunities for change, considering who should be involved, and how the city system would respond. The participants were asked to identify parts of the system that have a high potential for positive impact (e.g., leverage areas) using their work from the previous "Assessing Energy in the System" exercise.

After identifying these leverage areas, each group of participants selected one map element to focus on as the part of the system map with the highest potential for positive change to occur. Across the participant groups the selected leverage



A group works on identifying leverage points in the system map. *Photo credit: JSI*

areas with the highest potential for positive change were:

- Institutional continuity
- Access to information
- Capacity to progress
- Changes in management
- Quality of natural resources
- Social responsibility
- Access to alternative energy

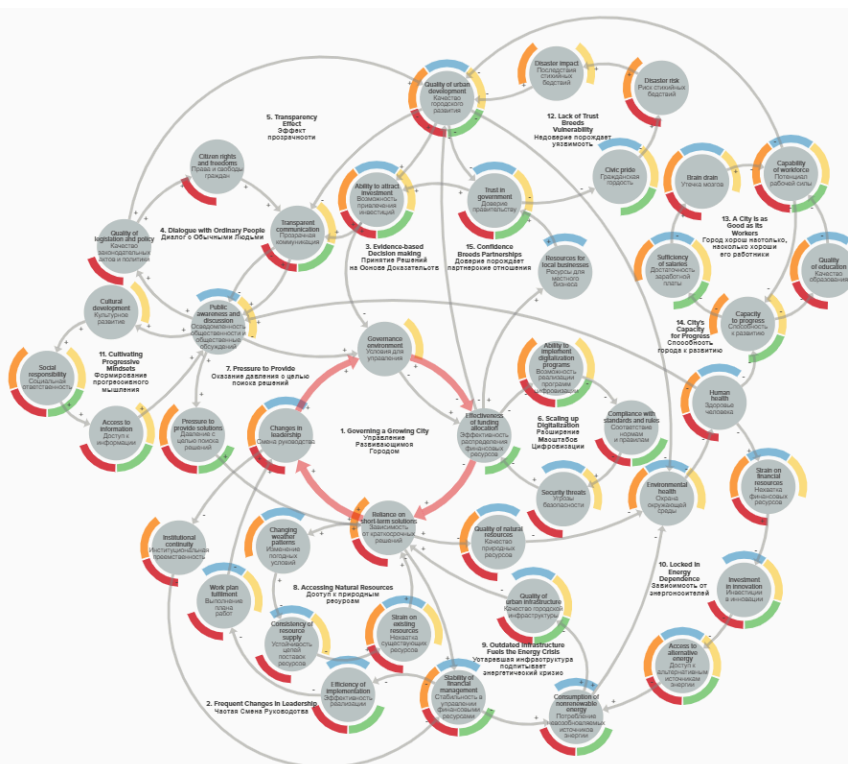
The participant groups were given one hour to identify their leverage area, consider how this leverage area contributes to resilience, and identify the other forces in the city system that may enable or inhibit their selected high potential area. Each group then presented their findings to their fellow workshop participants for consideration and discussion.

Day 2 Sessions & Outcomes

Kanybek gave an overview of the first day's activities, and introduced everyone to the activities for day two.

Sharing the Leverage Flags

Abbie and Alison combined all energies marked by the participants on day one and incorporated them into the context system map. Alison presented this synthesis of the first day's energy assessment exercise. She identified the areas on the map that across the nine groups participants agreed had the highest potential for positive change, based on their use of "energy for change," "bright spot," and "ripple effect" labels. Some of these high potential elements receiving all three energy flags included: "capability of workforce," "quality of urban development," and "ability to attract investment."



The context system map, overlaid with leverage flags identified by participants. Each color represents a different type of energy.

Action Canvas

Participants were divided into six groups, and asked to write their own "how might we" statements. Findings of the leverage canvas fed into the action canvas, where participants brainstormed what they want to achieve for the feedback element with the highest potential for positive change. The resulting "we want to achieve" statements included strengthened institutional memory, quality of natural resources, social responsibility, improvement of institutional continuity, etc. After identifying what participants want to achieve, participants brainstormed a potential list of activities. Overall 60 activities were listed across feedback elements with the highest potential for positive change.

Groups were given two hours to brainstorm and propose plans that could be incorporated into the Bishkek ARC work plan. Following group presentations, participants were given the opportunity to vote for the activity ideas that they thought were most important, feasible, and contextually appropriate for Bishkek. After participants voted, the activities were prioritized in the following order:

1. Pilot green neighborhood/quarter.
2. Professional capacity building, especially digitalization.
3. Awareness raising and participatory planning through homeowners associations and municipal territorial organization.
4. Neighborhood development fund.
5. Public awareness raising around city utilities and services (e.g., energy, water, waste).

Closing

In the closing session, workshop participants expressed their gratitude to the organizers. Beyond achieving the main objectives, various stakeholders had the opportunity to meet and discuss potential inter-agency initiatives. For instance, the Climate Finance Center and the Kyrgyz Hydromet agreed to deepen their relations and explore possible areas of cooperation. The ARC City Manager and Mr. Scott Kearin from USAID thanked the participants for their active engagement in the Leverage and Action Workshop

Way Forward

Opportunities and leverage areas for resilience in Bishkek were identified throughout the session. Around 60 activity ideas were recommended and voted on by participants based on their feasibility, importance, and appropriateness for the Bishkek context. The next step is to translate those ideas into detailed activities in a work plan. In general ideas focused around strengthening institutional capacities, educating and engaging communities, inclusive urban development, improving legislation, advancing city green environments, and enhancing cross-sector partnership. Bishkek is experiencing significant changes and challenges. It is crucial to engage in constant monitoring and to adapt and update the work plan in response to new developments within the city.

ARC and the Bishkek Mayor's Office various structures will have a series of meetings to discuss and finalize actions for the next four years (2024-2027). The USAID Kyrgyz Republic Mission will also be consulted. These actions will be further detailed in a yearly work plan to make Bishkek into a more resilient city.

Annex 1

Workshop Agenda

Day 1: 15 February 2024	
9:00 - 10:00 AM	Registration of participants & light refreshments
10:00 - 10:05 AM	Welcome and facilitation of the dignitaries
10:05 - 10:15 AM	Inaugural address by Ms. Tynalieva, Head of the Mayor's Office Apparatus of Bishkek City
10:15 - 10:25 AM	Address by Mr. James Lykos, Director, Economic Development Office, USAID/Kyrgyz Republic
10:25 - 10:35 AM	ARC Project updates from Amanda Pomeroy-Stevens, ARC Project Director, and Kanybek Konokbaev, City Project Manager
10:35 - 10:40 AM	Presentation on the Clean Air Action Plan from Edward Carr, Technical Director, Air Quality and Health Risk, ICF
10:40 - 10:45 AM	Presentation on the Green City Plan from Nurgul Esenamanova, Associate, Climate Resilience Investment, EBRD
10:45 - 10:50 AM	Vote of thanks and instructions for the next sessions
10:50 - 11:05 AM	Why are we here? ARC Project in Bishkek: Objectives and strategies & Introducing the format of the workshop
11:05 - 11:55 AM	Presentation and discussion of the system map
11:55 - 12:40 PM	Assessing energy in the system
12:40 - 1:40 PM	Lunch Break
1:40 - 2:40 PM	Completing the leverage canvas: Identifying leverage points in the city system
2:40 - 3:40 PM	Group presentations
3:40 - 3:55 PM	Summarizing the identified leverage points
3:55 - 4:00PM	Next steps: Effective action planning
Day 2: 16 February 2024	
9:30 - 10:00 AM	Registration of participants & light refreshments
10:00 - 10:15 AM	Summary of Day 1 and agenda for Day 2
10:15 - 10:35 AM	Sharing the leverage flags: Areas to look out for during action planning
10:35 - 11:00 AM	Guidance on Action Canvas & discussion
11:00 - 12:30 PM	Completing the Action Canvas: Developing a set of coherent actions
12:30 - 1:30 PM	Lunch Break
1:30 - 3:00 PM	Group presentations & discussion
3:00 - 3:10 PM	Next steps
3:10 - 3:30 PM	Concluding remarks

Annex 2

List of Participants

	Name	Designation	Organization
1	Kamila Tynalieva	Head of the Bishkek Mayor's Office Administration Department	Bishkek Mayor's Office
2	Aidai Subanbekova	Leading Specialist of the Monitoring Department	Bishkek Mayor's Office
3	Indira Musagozhoeva	Specialist of the Department of Strategic Development and Investment Attraction	Bishkek Mayor's Office
4	Zhumgalbek uulu Rysbek	Monitoring Department Specialist	Bishkek Mayor's Office
5	Mirlan Ennazarov	Deputy Director of the Department of Urban Affairs	Bishkek Mayor's Office
6	Kanybek Zhakypov	Head of Department or Urban Planning of the Department of Individual Housing Construction and Urban Planning	Bishkek Mayor's Office
7	Gulmira Kozhombardieva	Head of Production and Economic Analysis Department ME "Tazalyk"	Bishkek Mayor's Office
8	Aigul Amanova	Leading Specialist of the Production and Economic Analysis Department ME "Tazalyk"	Bishkek Mayor's Office
9	Meken Balbakov	Deputy Director of the Bishkek Vodokanal Department	Bishkek Mayor's Office
10	Nursultan Myrzaliev	Leading Specialist of the Planning Department, Capital Construction Department	Bishkek Mayor's Office
11	Nurlan Sakiev	Head of the Department, ME "Bishkek Sanitary Polygon"	Bishkek Mayor's Office
12	Azemi Mamisheva	Leading Specialist, ME "Bishkek Zelen Khoz"	Bishkek Mayor's Office
13	Malabaeva A.T.	Department of Social Development	Bishkek Mayor's Office
14	Ismanov K.A.	Leading Specialist	Bishkek Mayor's Office
15	Dj Yo'ldoshev B.	ME Bishkek Trolleybus Department	Bishkek Mayor's Office
16	Altynbek Tukhtarov	Deputy Head of the Bishkek Department	Ministry of Emergency Situations of the Kyrgyz Republic

17	Zhanatbek Moldokeev	Deputy Head of the Bishkek Department	Ministry of Emergency Situations of the Kyrgyz Republic
18	Daurbek Sakyev	Director, Department of Monitoring and Forecasting	Ministry of Emergency Situations of the Kyrgyz Republic
19	Sulaimanov A.K.	Head of Department	Ministry of Emergency Situations of the Kyrgyz Republic
20	Ahmatov K.M.	Head of Department	Crisis Management Center of the Ministry of Emergency Situations of the Kyrgyz Republic
21	Shakhnoza Khajieva	Leading Specialist of the Department Meteorological Forecasts of the Department of Hydrometeorological Observations, Forecasts and Information Provision	Hydrometeorological Service under the Ministry of Emergency Situations of the Kyrgyz Republic (Kyrgyzhydromet)
22	Begayim Alipova	Head of the Department of Observations for Environmental Pollution, Pollution of the Natural Environment	Hydrometeorological Service under the Ministry of Emergency Situations of the Kyrgyz Republic (Kyrgyzhydromet)
23	Nurlan Abdyshev	Manager of the Project Development Fund	The Climate Finance Center of the Kyrgyz Republic
24	Ermek Esengeldiev	Expert of the Project Development Fund	The Climate Finance Center of the Kyrgyz Republic
25	Medetbek Aitkulov	Specialist	Research Institute for Energy and Economics under the Ministry of Energy
26	Turazkov I.K.	Specialist	PF "Village Health Committees"
27	Azhar Baisalova	Vice-chairwoman	MoveGreen
28	Omar Dairov	Director	Students of Kyrgyzstan for a Green Economy
29	Maamatkul Aidaraliev	Manager	NGO "Arysh"
30	Tumara Rysbekova	Manager	Public Foundation "Providing Legal Assistance to Persons With Disabilities"
31	Kristina Skurdyuk	Lawyer	NGO Resource Center for the Elderly
32	Victoria Biryukova	PR Manager	"Ravenstvo" The Union of People with Disabilities
33	Anna Kirilenko	Executive Director	Biom
34	Denis Titarenko	WHO Country Office Consultant	WHO
35	Aizada Urgunalieva	Disaster Risk Management Assistant	UNDP

36	Maya Eralieva	Project Coordinator	GIZ Project on CA Climate Change, Project on Readiness
37	Nurgul Ezenamanova	Associate, Climate Resilience Investment	EBRD, Pilot Programme for Climate Resilience
38	Tolkun Jukusheva	Urban Development Specialist	World Bank - Project on Disaster Response
39	Nurkyz Sulaimanbekova	Project Manager	DevTech
40	Taalaibek Talantbek	Project Manager	IOM
41	Gulnara Arymkulova	GCAP Consultant	EBRD
42	Rakhat Borbieva	Specialist, Regional Programme "Integrative and Climate-sensitive Land Use in Central Asia"	ILUCA
43	Ainagul Amanova	Urban Development and Natural Resources Specialist	ADB, TA for development of climate vulnerability assessment and NAPs in urban and energy sectors
44	Tologon Sartbaev	M&E Officer	FHI 360
45	Tattybubu Aidarova	Program Officer	FHI 360
46	Aigul Otorbaeva	Community Mobilizer Expert	Freelance
47	Raushan Jumabekova	Translator	JSI
48	Aigerim Zhakshybaeva	Consultant	JSI
49	Zhanara Toktosunova	Researcher	Empirica, Research Company
50	Sakura Hikita	Volunteer	Public Organization SDI
51	Zhumagul Beketaeva	Translator	Freelance
52	Asel Amanova	Administrative/Finance/Procurement Assistant	UNDP
53	James Lykos	Director of Economic Development Office	USAID/Kyrgyz Republic
54	Zaur Bostanov	Project Management Specialist	USAID/Kyrgyz Republic
55	Scott Kearin	Democracy Officer	USAID/Asia Bureau
56	Nisha Gupta	Director of Health and Education Office	USAID/Kyrgyz Republic
57	Olga Kalashnikova	Desk Officer	USAID/Kyrgyz Republic

58	Turar Bekbolotov	Press Officer	USAID/Kyrgyz Republic
59	Orestes R. Anastasia	Director, International Clean Energy and Climate Change	ICF
60	Edward L. Carr	Technical Director, Air Quality and Health Risk	ICF
61	Kanybek Konokbaev	ARC City Manager	JSI
62	Abbie Condie	ARC Qualitative MERL Advisor	JSI
63	Alison Salomon	ARC Digital Technical Advisor	JSI
64	Bermet Kachkinbaeva	ARCFinance and Administration Manager	JSI
65	Aisuluu Abakirova	ARC Operations Officer	JSI
66	Nazgul Bazarbaeva	ARC MERL/Comms Officer	JSI
67	Nurlan Kadyrov	Interpreter	Translation Service Provider ESPERANTO
68	Nazgul Jenish	Interpreter	Translation Service Provider ESPERANTO
69	Ulan Abdykalinov	Sound Engineer	Translation Service Provider ESPERANTO

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