



COUNTERPART INTERNATIONAL

**HEALTH NGO CAPACITY BUILDING INITIATIVE
FOR CENTRAL ASIA**

QUARTERLY REPORT

November 1, 2000 – January 30, 2001

Submitted to USAID/CAR/OST

Grantees Name: Counterpart International
Award Number: 115-A-00-00-00034-00
Period Covered in this Report: November 1, 2000 – January 31, 2001

COUNTERPART INTERNATIONAL

**1200 18th Street, NW, Suite 1100
Washington, D.C. 20036
Tel: 202-296-9676
Fax: 202-296-9679**

**100 Shevchenko St.
Almaty, Kazakhstan
Tel: 7-3272-62-50-09
Fax: 7-3272-60-86-06**

Table of Contents

A. Project Purpose Page 1

B. Project Activity Page 1

Attachments

1. Annual Work Plan Page 3

2. Performance Indicators Page 6

3. Partnership Agreement Page 7

4. Target NGO Selection Criteria Page 10

5. Letter of Interest Format Page 11

A. Project Purpose

The purpose of the Counterpart project is:

Support the development of sustainable NGOs with the capacity to improve health care processes through participatory actions with communities and government

B. Project Activity

Management Overview

The first quarter of the program was devoted to planning and start-up activities. The hiring process was conducted on a competitive basis in three countries. The Regional Coordinator based in Almaty is responsible for overall program management and will act as the liaison with USAID/OST. Country-level Program Coordinators will implement the program in Kazakhstan, Kyrgyzstan and Uzbekistan (Fergana Valley). An Administrative Assistant will assist the Regional Coordinator. All new staff were oriented on program goals as well as on Counterpart and USAID policies and procedures.

An Annual Work Plan (see Attachment 1) and a monthly spending plan for the year were finalized. A Partnership Agreement with target NGOs was developed (see Attachment 3). Performance Indicators (see Attachment 2) were revised to better fit the new USAID/OST Performance Monitoring Plan. The Performance Plan is being refined and should be finalized in the beginning of the following quarter. Selection criteria for target NGOs were revised (see Attachment 4) and selection tools and processes were developed.

Counterpart and Abt established Program Coordinating Committees at the regional and country levels in order to consult and coordinate with each other at all stages of program implementation. The Committees reviewed and approved target NGO selection criteria as well as selection tools and processes.

On January 11 Counterpart's Regional Director, Jay Cooper, and the Health NGO Capacity Building Initiative (HCNBI) Regional Program Coordinator, Yenlik Zheteyeva, participated in the USAID/OST meeting dedicated to the monitoring of the policy reform environment. The goal of this meeting was to summarize the past and current policy environment in Kazakhstan, Kyrgyzstan and Uzbekistan and evaluate it in terms of health NGO activities.

In the middle of January Counterpart's Regional Director and the HCNBI Regional Program Coordinator participated in Performance Monitoring Plan consultations held by USAID/OST.

HCNBI Country Program Coordinators presented the HCNBI to Counterpart's Civil Society Support Center (CSSC) managers and informed them about their roles and responsibilities within the program.

Target Health NGO Selection Process

As a first step, Abt provided the HCNBI Country Program Coordinators with a list of NGOs it is currently working with, including four NGOs in Kazakhstan and two major NGOs in Kyrgyzstan. In Uzbekistan Abt's targets are to be announced after the grant committee meeting at the end of January. These health NGOs represent the short list of potential targets for Counterpart. Since the program assumes customized capacity building of at least six health NGOs per country it was decided by the Regional Coordination Committee to organize a search for additional NGOs. For this purpose a package of documents for solicitation, including procedural guidelines were developed and adapted by each country. The package of documents includes: list of selection criteria, brief program description and letter of interest format (see Attachment 5).

Kazakhstan

The database of health NGOs was revised and updated by the HCNBI Program Coordinator in cooperation with Counterpart's CSSCs. The package of documents was sent to potential target health NGOs by the staff of Counterpart's Support Centers. Twenty-nine letters of interest were submitted to Counterpart Kazakhstan on January 20. HCNBI program staff conducted the initial screening of these applications and excluded eight organizations, as they did not meeting the minimum program requirements. The remaining letters will be reviewed and the HCNBI Selection Committee will make a final decision by February 13.

Kyrgyzstan

The Counterpart Support Centers and the NGOs *Coalition* and *Interbilim* provided Counterpart Kyrgyzstan with a list of health NGOs working in the country. The HCNBI Program Coordinator revised this list in accordance with program requirements and sent it back to the abovementioned organizations. The package of documents was distributed to potential target health NGOs and forty-five letters of interest were submitted to Counterpart Kyrgyzstan on January 31. The Selection Committee will review letters of interest and make a final decision by February 9.

Uzbekistan

Abt Uzbekistan conducted a grant committee meeting and funded the projects of eight NGOs, two CBOs and one makhalla. Following this meeting, Abt provided HCNBI staff in Uzbekistan with their list of target organizations. Two of these targets, *Association of Business Women* and *Ishinch*, are Counterpart's focus grantees and receive capacity building under its *Civil Society and NGO Support Program*. As such, it was decided at the Uzbekistan Coordinating Committee meeting that Counterpart will work with the following NGOs:

1. *Association of Endocrinologists*, Kokand (goiter treatment and reproductive health)
2. *Esculap*, Kokand (general hygiene)
3. *Soglom Ayol*, Kokand (reproductive health)
4. *? ?laja?*, Kokand (helminthes and general hygiene)
5. *Umr*, Kokand (anemia)
6. *Association of SVPs*, Fergana (development of SVPs)
7. *Reproductive Health Center*, Kokand (breastfeeding, nutrition, and prevention of STIs)

Additionally it was agreed that the Abt target organization, the *Association of SVPs*, would be included as a Counterpart target even though they did not receive a grant from Abt.

Counterpart's Regional Director, Uzbekistan Country Director and Uzbekistan Senior Program Officer and the HCNBI's Regional Coordinator and Country Program Coordinator participated in Abt's grant ceremony that took place in Fergana in January 29, where NGO leaders briefly presented their programs.

Staff Development

During this quarter HCNBI Country Program Coordinators participated in a training on Volunteerism in Tashkent, a Participatory Community Appraisal workshop in Bukhara, and an Organizational Development and the art of Consulting workshop in Almaty.

**COUNTERPART INTERNATIONAL
HEALTH NGO CAPACITY BUILDING INITIATIVE
TWELVE-MONTH WORKPLAN
NOVEMBER 1, 2000-OCTOBER 31, 2001**

Activity	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
Management of HNCBI												
<i>Hire Personnel</i>												
1. Hire Regional Coordinator	X											
2. Hire Regional Administrative Assistant	X											
3. Hire Program Coordinators in 3 countries	X											
<i>Orientation and staff development</i>												
1. Orientation of personnel	X	X										
2. Training in Volunteerism	X											
3. Training in Participatory Community Appraisal		X										
4. Training in OD Process and Facilitation Skills			X									
5. Training in Financial Sustainability (Strategic and Business Planning)					X							
6. Training in Performance Management							X					
7. Training in Advocacy												
8. Training in Social Partnership												
9. Governance Conference and Training											X	
<i>Coordination with Abt Associates</i>												
1. Meeting with Abt	X	X	X	X	X	X	X	X	X	X	X	X
2. Develop MOU with Abt		X										
<i>Reporting</i>												
1. Develop M&E tools, workplans and performance plans	X	X	X									
2. Quarterly reports both programmatic and financial				X			X			X		

Activity	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
Objective 1: Develop the organizational capacity of target NGOs working for improved quality of primary health care												
<i>Select clients</i>												
1. Develop tools and process for selecting NGOs	X	X	X									
2. Determine criteria for selecting process	X											
3. Initiate contact with target NGOs		X	X									
4. Conduct selection and assessment process		X	X									
5. Make final decision			X									
<i>Develop and implement Capacity Building Plan</i>												
1. Review of products and services assessment component with Abt		X										
2. Conduct Participatory Organizational Assessment				X	X							
3. Develop OD plans for NGOs					X	X						
4. Identify resources to address organizational weaknesses						X	X					
5. Implement Capacity Building Plan (including trainings)							X	X	X	X	X	X
6. Monitoring and Evaluation progress							X	X	X	X	X	X
7. Provide follow-on consultations							X	X	X	X	X	X
Objective 2: Develop community mobilization and advocacy skills within target NGOs to better inform select populations and promote quality health care												
1. Identify potential target communities				X	X	X	X					
2. Conduct PCA in targeted communities					X	X	X	X				
3. Develop community mobilization strategy			X	X								
4. Develop CAP in targeted communities					X	X	X	X	X			
5. Develop Process and Tools for Community Action Grants					X							
6. Conduct selection process for CAG						X	X	X	X	X	X	X
7. Monitor completion of CAG agreements							X	X	X	X	X	X
8. Assist in implementation of CAP							X	X	X	X	X	X
9. Monitor and evaluate implementation of CAP							X	X	X	X	X	X

Activity	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
<i>Mentoring Partnership</i>												
1. Identify potential US partners for target health NGOs							X	X	X			
2. Broker partnership relationship							X	X	X			
3. Disburse partnership funds								X	X	X	X	X
4. Monitor grant recipients and activities									X	X	X	X
Objective 3: Promote constructive engagement and policy dialogue among NGOs, government, communities and the private sector on the issue of primary health care in the Central Asia Republics												
1. Identify relevant NGOs, private sector, government and media for social partnership activities				X	X	X	X	X	X	X	X	X
2. Identify priorities of health issues to be discussed					X	X		X		X		
3. Facilitate stakeholders roundtable discussion on health and related topics						X		X		X		X
4. Develop roundtables results including action plans, assignment of tasks and follow through						X		X		X		X
5. Promote regional networking events							X					
6. Provide training in managing group discussions including facilitation, focus group and interviewing skills				X			X			X		
7. Launch media campaign to promote all elements of the community outreach initiative					X	X						
8. Facilitate public events (forums, focus group discussions, small campaigns and etc.)						X			X			X
9. Introduce the Health NGO Capacity Building Initiative to CANGONet interactive website					X	X						

Health NGOs Capacity Building Initiative

Objective1: Develop the organizational capacity of target health NGOs working for improved quality of primary health care

Expected Results
1. 100% of target NGOs have strategic plans and plans for cost recovery
2. 75% of target NGOs have a stronger and more democratic governance structure that insures accountability to its constituency
3. 75% of target NGOs that are membership organizations have demonstrated at least a 25% increase in membership over baseline survey
4. 75% of target NGOs have 25% increase of volunteer development and management system

Objective 2: Develop community outreach and advocacy skills within target health NGOs to better inform select populations and promote primary health care

Expected Results
1. 36 participatory community appraisals are conducted by target NGOs
2. At least 24 community action plans are developed
3. 75% of target NGOs initiated advocacy campaigns and micro projects with identified communities
4. At least 10 health related micro projects are successfully completed per documented impacts
5. 5 successful advocacy campaigns undertaken by targeted NGOs on community level

Objective 3: Promote constructive engagement and policy dialogue among NGOs, government, communities and the private sector on the issue of primary health care in Central Asian republics

Expected Results
1. 9 documented social partnerships to improve health policy reform
2. 6 successfully conducted stakeholder dialogues to improve health reform in Kazakhstan, Kyrgyzstan and Uzbekistan
3. 24 community meetings held to discuss health care problems

Partnership Agreement

#_____

The present Agreement is made between Counterpart Consortium – (Country) (referred to hereinafter as CC) in the person of CC (Country) Country Director (NAME) and _____ (referred to hereinafter as Partner NGO) in the person of Director _____, acting as its representative.

The parties herewith agree upon the following:

1. The Goal of the Agreement

The goal of present agreement is to establish a creative partnership between Partner NGO and CC (COUNTRY) within the framework of the **Health NGOs Capacity Building Initiative** supported by the United States Agency for International Development (USAID).

2. Purpose of Partnership

The purpose of the partnership is to develop the organizational capacity of Partner NGO.

3. Roles and Responsibilities of the Parties

3.1. The Partner NGO commits to the following:

- 3.1.1. Provision of services to the public in a non-biased, non-partisan open transparent and fair manner.
- 3.1.2. Collaboration with CC that includes commitment of staff, open sharing of information, and active cooperation with CC staff and consultants in all aspects of assessment, program implementation and organizational strengthening.
- 3.1.3. Active support of USAID/CAR strategic objective to "promote increased access to quality health care in select populations".
- 3.1.4. Undertake a program of capacity building jointly as agreed with Counterpart. This includes, during the first three months of this agreement, participating with CC in an organizational assessment, and developing an Action Plan for Capacity Building to cover the remaining period of this agreement. When completed, this Plan will become an integral part of this contract.

3.2. CC commits to the following:

- 3.2.1. During the first three months of this agreement, conducting an organizational assessment with the Partner NGO, and assisting the Partner NGO to develop an Action Plan for Capacity Building.
- 3.2.2. Active cooperation with Partner NGO staff and consultants in all aspects of program implementation and organizational strengthening, fulfilling Organizational Assessment Plan, and Action Plan for Capacity Building when developed.
- 3.2.3. Provision of program implementation feedback, training, and technical assistance to the Partner NGO according to the Action Plan for Capacity Building when developed.

4. Duration of Agreement

The present Agreement shall be in force from the date it is signed by the authorized representatives of CC and Partner NGO and remain valid until October, 31, 2002.

5. Disputes

- 5.1. In case of disputes under the present Agreement, the parties shall, in a timely manner, notify each other in writing and seek to settle the dispute on mutually acceptable terms by means of negotiation. All related materials shall be provided to both parties in writing.
- 5.2. In case of disputes under the present agreement the Country Director is the final arbitrator of all disputes.

6. Amendments and Changes in Status

Any change to any Article or Attachment to this Agreement, including change of the Partner NGO legal address, status, leadership, and Organizational Assessment Plan and Action Plan for Capacity Building shall be made as an Amendment to the Agreement unless otherwise noted herein.

7. Termination

The present Agreement may be terminated in whole or in part by either party in the case of the appearance of circumstances preventing the implementation of the present program. In this case the either party shall, not later than one month from the moment of the appearance of such circumstances, notify either party in writing.

The present Agreement is made in English and Russian and signed in two equivalent copies in each language, of which the English variant has priority. Any change in this Agreement shall be made in writing and will become an integral part of the present Agreement upon signing by both parties.

The following Attachments are an indivisible part of the present Agreement:

Attachment 1: Organizational Assessment Plan

Attachment 2: Action Plan for Capacity Building

Legal address of CC- (Country):

(Address, Phone, Fax, Email)

Legal address of the Partner NGO:

(Address, Phone, Fax, Email)

Country Director
COUNTERPART CONSORTIUM

Date

Director
NGO (NAME)

Date

Partnership Agreement: Attachment 1.

Organizational Assessment Plan

CC and the Partner NGO will work cooperatively to accomplish the following tasks. The resulting Action Plan for Capacity Building will become part of the Partnership Agreement.

Task	End Date
Outline tasks and arrange schedule for assessment	
Gather assessment data	
Review data and set capacity-building objectives	
Formulate Action Plan for Capacity Building	

Attachment 4: Target NGO Selection Criteria

SELECTION CRITERIA

- Clear mission to address priority health issues
- Defined organizational structure
- Defined and/or engaged membership or constituency base
- Demonstrated ability to provide support services and health products or provide education for health professionals or engage the population and community to health-related activities
- Demonstrated clear and transparent financial reporting system
- Registered or in the process of registering with the government
- Demonstrated intentions or long term plan to work with communities
- Openness to working with other Health Care Providers within the PHC system
- Demonstrated commitment to health sector reform
- Location in the area of activity of Counterpart Consortium Support Centers

Attachment 5: Letter of Interest Format

Counterpart Consortium seeks a letter of interest from potential partners, who are interested in building their constituencies as well participating in a long-term commitment to build the capacity of their organization through a variety of participatory methods including workshops and self-assessments. The letter of interest should be no longer than 4 pages and include the following information:

Date Submitted to Counterpart

Name of Organization

Mailing Address

Phone/Fax/E-mail

Director of organization

Is your organization registered?

Legal status (certificate's number and date of issuance) or documentation status if not registered

Please provide short and clear responses to the following questions:

- 1) What is the mission of your organization? Please, provide the following:
 - Your specific Mission Statement;
 - You definition of your clients;
 - A list of community groups and NGOs that are clients of your organization.
- 2) How long the organization has been active? What projects or activities has your group completed?
- 3) What are the main sources of funding for your organization?
- 4) What international organizations has your NGO collaborated with? Describe your collaboration.
- 5) Provide a list of grant or another forms of financial support received. Please provide the following information on each:
 - a) Donor
 - b) Project Title
 - c) Date of the grant receipt
 - d) Amount of financial support
 - e) Term of grant
- 6) What local state institutions your NGO is collaborating with? Describe your collaboration.
- 7) What is the structure of your NGO?
 - Please provide an organizational chart;
 - Please estimate the number of staff members;
 - Please, estimate the number of volunteers cooperating with your organization;
 - Are you a membership organization? Please state how many members.
 - Please describe how are the members involved into organization's activity.
- 8) How is your organization governed – how are policy and important management decisions made and by whom?
- 9) What services does your NGO provide to citizens?
- 10) Who benefits from work of your organization?

- 11) How have you engaged local communities in health care activities?
- 12) How do the beneficiaries participate in defining the organization's activities?
- 13) How does your organization monitor and evaluate its current activity?
- 14) Please provide your opinion on what reforms health care needs in your country. How can your organization contribute to this process?
- 15) Please describe what would your organization obtain from the collaboration with Counterpart Consortium?