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**CIVIC  
ADVOCACY**  
SUPPORT COMPONENT FOR  
KAZAKHSTAN & KYRGYZSTAN



**CIVIC ADVOCACY SUPPORT COMPONENT  
(OF THE CIVIL SOCIETY SUPPORT INITIATIVE PROGRAM)  
KAZAKHSTAN AND KYRGYZSTAN**

**FINAL PROGRAM REPORT  
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## I. EXECUTIVE SUMMARY

The Counterpart Kazakhstan and Kyrgyzstan country offices began implementing the *Civic Advocacy Support Component (CASC)* of the larger Civil Society Support Initiative (CSSI) in September 2004. The purpose of this program was to increase the institutional capacity of NGOs in the area of carrying out advanced national level advocacy campaigns as well as to increase public awareness of NGOs activity in the area of advocacy. Furthermore, this component was aimed to enhance local NGOs' capacity in expanding their membership and developing strong constituencies for their activities and campaigns.

The CASC project implementation was both impacted by and adapted to major national political events in both Kazakhstan and Kyrgyzstan. In Kazakhstan the draft laws on national NGOs, international NGOs and national security as well as presidential elections have been the primary concerns of the civil society community. In Kyrgyzstan, the presidential election became the focus of activities of all major civil society players. In both countries, CASC trainees and advocacy campaign grant partners have made a major contribution to activities relating to elections and legislative advocacy, showing their understanding of the inter-relationship between sectoral interests, the role of advocacy, and elections as a form of advocacy driven by events in the country rather than mechanically implementing a pre-determined project.

These events at the national level, rather than distracting CASC partners and trainers from the CASC plans, provided all CASC partners with the opportunity to enhance their practical skills and make a contribution to their country's civic and political development. Indeed, these developments afforded CASC partners an opportunity to contribute qualitatively to national level debate whilst simultaneously benefiting from CASC-organized activities. The result has been a bolstering of the skills-based knowledge and capacity of CASC partners to contribute to important national issues, affecting the very environment and parameters in which civil society has the ability to operate. In both Kazakhstan and Kyrgyzstan, CASC partners have helped stake out a new perception of the role and function of civil society in national political life.

While adapting to current national events, CASC partners carried out a full range of activities in accordance with the objectives. In the beginning of project implementation, all CASC processes and procedures were analyzed at a best practices and cross-regional experience-sharing meeting of the CASC Kazakhstan and Kyrgyzstan teams with their colleagues from Uzbekistan and Armenia. After these meetings, CASC guidelines, workplan and performance management plans, grantee selection criteria and program evaluation tools were developed by CASC staff in both countries. Shortly thereafter, the launch of the CASC partner and institutional grant program was advertised through national newspapers and electronic list serves in November 2004. Counterpart organized and managed the grantee selection process through both Internal Selection Committee and External Expert Selection Committee reviews and organizational assessments of applicant NGOs by the CASC program staff.

Ten core NGOs were identified as program partners and recipients of Institutional Grants in each country. All selected NGOs received a program orientation with recommendations for organizational capacity building interventions. Core NGOs also had an opportunity to participate in a competition for National Advocacy Grants (four per country) to conduct national level, coalition-driven national advocacy campaigns. The grantmaking and advocacy campaign process was followed-up with permanent monitoring by CASC program staff to provide relevant technical assistance to NGOs and coalitions in successful institutional and campaign grant implementation.

Within three months of the CASC program launch, National Advocacy Trainers Teams were competitively selected in order to ensure professionalism and commitment of the training and capacity building component of the program. After participating in a Training of Trainers (TOT) provided by Uzbekistan CASP consultant Elena Sabirova, CASC staff and advocacy trainers' teams developed 9 separate advocacy training modules and conducted CASC trainings and advocacy consultations for Core NGOs. Based on CASC training participants' feedback, the National Advocacy trainers' teams provided revision and improvement of training modules to ensure relevance to their needs and adaptation to local advocacy conditions. Counterpart utilized locally designed advocacy case studies based on the experiences of the CASC program staff, trainers and partners – as primary learning tools.

To increase CASC trainers' capacity, Counterpart International worked with AED, Freedom House and IREX to plan and conduct a high-level advocacy training focusing on action research and policy reform. At this training, advocacy trainers enhanced their knowledge and skills based on the latest theoretical methodologies and practical tools associated with policy impact and advocacy campaigns. The CASC program was able to develop a team of advocacy specialists highly regarded for their training and consulting skills on advocacy issues. In both countries CASC trainers were regularly requested to conduct advocacy trainings to NGOs, government and businesses on a fee-for-service basis beyond CSSC programs.

Close to the end of the CASC program, in response to an emerging need, Kazakhstan Training Program Officer Alexandra Kazakova, with five CASC trainers, registered an advocacy training NGO (Kameda). These six individuals are all highly qualified trainers with vast experience participating in actual advocacy campaigns in Kazakhstan as well as providing advocacy trainings and consultations to NGOs inside and outside of Kazakhstan. The registration and operation of this organization ensures the institutionalization of the CASC training modules and methodologies and will create sustainable advocacy impacts following the close of the program. Advocacy Training NGO *KAMEDA Research and Consulting Center* is a professional association of consultants, researchers and M&E specialists with strong capacity to provide quality services for local, international, non-profit and corporate organizations.

CASC staff in Kazakhstan and Kyrgyzstan developed an innovative and comprehensive Advocacy Campaign Measurement Matrix in the process of final program evaluations of the Advocacy Grant recipient NGOs. The Advocacy Campaign Measurement Matrix helped to assess both qualitative and quantitative results as well as process indicators and long term impact of the campaigns. Monitoring and evaluation of CASC grantees revealed strong implementation impacts of national level advocacy campaigns in Kazakhstan and Kyrgyzstan. Kyrgyzstan impacts included:

- The Coalition For the Rights of Land Ownership led by NGO Nash Dom orchestrated an advocacy campaign that forced the Kyrgyz government to organize a Parliamentary Commission to monitor Decree 575 which relates to determining ownership of land surrounding apartment buildings. A regional campaign in the south initiated a series of roundtables in Jalal-Abad resulting in the city council agreeing to provide \$5,000 for monitoring land ownership issues.
- Labor Rights Coalition Sharket collaborated with Kyrgyz government bodies to create a published national program dedicated to labor migration. The first draft of the document was created in mid-2006 with strong participation of Sharket expert coalition members. Sharket member, Bubaisha Arstanbekova, also sits on the National Council on implementation of the development program *Complex Development Framework 2010*.
- The Alliance of Kyrgyz Patients' Rights Defenders signed an agreement with the Ministry of Health to create a system for evaluating and regulating medical assistance in Kyrgyzstan. In addition, they published a Patient Bill of Rights brochure in Russian and Kyrgyz and distributed it to medical professionals throughout Kyrgyzstan.
- The Sezim Coalition Against Alcohol and Tobacco Advertising was invited to sit on the Defense, Security and Information Policy Committee under Jogorku-Kenesh, the Parliament of the Kyrgyz Republic, where 3 draft laws on introducing amendments to the "Advertisement law" were discussed while Coalition's proposals were approved by Committee members. As a result of their advocacy efforts, the more restrictive alcohol and tobacco advertising laws have been adopted and enforced in Kyrgyzstan.

In Kazakhstan, the following impacts were achieved:

- The Namys-led Coalition of Disabled People advocacy campaign led to a positive policy change in regards to disabled persons' rights through the government's adoption of the Namys-proposed program on complex rehabilitation for disabled persons in Kazakhstan. In addition, Namys convinced the State to increase their budget for disability NGOs and promoted monitoring of the implementation of the State programs for the disabled. Kairat Imanaliev, the coalition leader, was also named Secretary of the Coordinating Board on representing and protecting of interests and rights of disabled people under the mayor of Almaty.
- The Kazakh Agency of Information and Communication accepted the recommendations gathered by the Status Ecological Coalition through regional public hearings on providing public ecological information on the internet. The next step will be to follow up with the agency and help them design and implement a concrete work plan that will put these recommendations to use.

- As a result of the National Advocacy campaign organized by the Tax Culture Foundation Coalition and their coalition, a new law “Modification and additions to the taxation acts of the Republic of Kazakhstan” was accepted and passed by the Kazakh parliament on July 7<sup>th</sup>, 2006. This law prohibits restraining the rights of NGOs engaged in enterprise activity or those carrying out state social procurements. The Tax Culture Foundation’s coalition became a member of the government working group which effectively improved the law decreasing social corporate tax.
- The Coalition of Independent Media Organizations (NAT) held nationwide hearings to gather information that they subsequently included in a draft media law. The NAT coalition presented their version of a media law to the Journalists Congress and the National Parliament. While some suggestions were considered, the new media law remains restrictive on most accounts.

In both Kazakhstan and Kyrgyzstan, the project team worked with all CASC NGO partners to keep them networked with each other. The NGO partners mainly networked within national advocacy campaign coalitions and project trainings, where they were able to expand their professional and personal relationships. Counterpart employed a variety of techniques to strengthen this network of advocacy NGOs including distribution of contact lists, publication of a CASC newsletter, maintaining a program website, offering trainings and consultations as well as staging roundtables and civic forums. To increase public awareness of NGOs activity in the area of advocacy, all national advocacy coalition grantees held press conferences to cover the course of advocacy campaigns starting with announcements of the launch of campaigns.

In order to gain publicity and improve communications between CASC partners and the wider community - Counterpart created a CASC newsletter called “The Voice.” The newsletter contained interviews, news about program activities, and information about CASC partners. The newsletter was distributed to all CASC NGO partners and trainers, as well as other local and national NGOs operating in Kazakhstan and Kyrgyzstan.

Counterpart facilitated strong relationships between partner NGOs and government officials from respective ministries, local governments and National Parliaments. These relationships were established in the course of advocacy campaigns through government participation in the round tables, public hearings, TV programs, trainings and meetings. It was agreed that the trainings would be delivered through the core NGOs as this would both boost the image of the NGOs with the government, as well as make the government officials more comfortable in attending the training. Core NGOs and coalitions held trainings, utilizing CASP training modules along with their own content materials.

By the program close, Kazakhstan met 28 and Kyrgyzstan met 26 of their 31 CASC program indicators. Most notable achievements included:

- Kyrgyzstan participating NGOs grew their membership by an average of 42% and Kazakhstan NGOs increased membership by 22%
- Counterpart collected, classified and distributed nearly three times as many advocacy materials as anticipated
- All 8 national level grant campaigns were competed, transparently awarded and were all relatively successful in meeting their campaign goals
- All NGO training targets were met
- In Kazakhstan, six policy/regulation changes were adopted by the national government – exceeding the indicator by two. Kyrgyzstan met its indicator of four policy changes adopted.

Notable areas where Counterpart did not achieve the indicators included securing funding for international government official exchanges in both countries; number of government officials trained in Kazakhstan; number of NGOs engaging government officials in Kyrgyzstan; and a slightly lower than expected number of NGOs in Kyrgyzstan developing public information campaigns. Shortfalls were due primarily to lack of government interest toward participating in CASC training and other activities as well as governmental turmoil caused by elections in both countries.

## II. PROGRAM IMPACTS

The following *18 impact stories* provide information about CASC trainees, grantees and partners and the successes they have had throughout the CASC program. The majority of these impacts is at the national level and occurred as a result of direct Counterpart assistance in the form of training, technical assistance and grants as a part of the CASC program. Impact areas include repeal of onerous laws, modified tax codes, new national policies, election advocacy, monopoly breaking, environmental conservation and more responsible marketing among others.

### KAZAKHSTAN

#### ***The Tax Culture Foundation's Coalition Works to Modify the NGO Tax Code for Social Enterprises***

The Tax Culture Foundation's advocacy campaign coalition advocated for a more favorable NGO legislation related to NGO taxation, enterprise activity and social procurement policy. The primary goal of the coalition's national advocacy campaign was to revise item 120 of the Tax Code related to NGO rights to engage in income generating and enterprise activities. From August-October 2005, the Tax Culture Foundation led a series of seminars and trainings for NGOs, and organized several round tables and meetings with Deputies of Parliament and representatives of relevant national ministries. The coalition also wrote and distributed a number of articles on NGO taxation that were covered by national media outlets. After a presentation made by the Tax Culture Foundation at the Second Civil Forum, President Nazarbaev tasked the government with improving laws related to NGO taxation. The Tax Culture Foundation's coalition worked directly with government officials to modify the Tax Code and change tax regulations for NGOs' social enterprise activities to decrease social corporate tax. Coalition representatives became members of the Working Group which drafted amendments for the Tax Code and other relevant NGO tax laws. As a result of their advocacy campaign, the amendments they proposed to the Tax Code of Kazakhstan were incorporated into the Draft Law. As a result of the National Advocacy campaign organized by the Coalition headed by the Tax Culture Foundation a new law "Modification and additions to the taxation acts of the Republic of Kazakhstan" was accepted and passed by the Kazakh parliament on July 7<sup>th</sup>, 2006. This law prohibits restraining the rights of NGOs engaged in enterprise activity or those carrying out state social procurements.

#### ***Promoting the Draft Law on Local Self-Government and Access to Information.***

On November 30, 2005, Local Self-Government Development Center Public Fund organized a round table in Oskemen aimed at promoting the Draft Law on Local Self-Government and Access to Information. The Local Self-Government Development Center Public Fund, Dom Public Association, Association of the Initiative Schools and Neزابudka Women Support Center joined the coalition to develop and promote a Draft Law on Local Self-Government and Access to Information. A subsequent goal of this roundtable was to establish a coalition of East Kazakhstan oblast's NGOs and join the National Coalition. In the end, the event participants signed an agreement and developed an action plan for future activities and collaboration. The Oskemen draft law joined 11 other versions of the draft law that was submitted by other oblasts. The Kazakhstan Ministry of Justice consolidated the 12 draft laws into three versions and submitted all three to Parliament. The Parliament held open hearings and the Oskemen local self governance coalition was invited to participate. Subsequently, a new local self government law – developed in a participatory manner - was approved by the Kazakhstan Parliament.

#### ***Entrepreneurs Mobilize Against New Law on Private Enterprise***

A new law on private enterprise, drafted by the Ministry of Industry and Markets, was accepted and passed by the Kazakhstan Parliament in early February 2006. After its public presentation, the Entrepreneurs Forum of Kazakhstan undertook a series of activities to make changes in the adopted law. The Entrepreneurs Forum of Kazakhstan is a public organization which represents interests of small and medium size businesses. Munavara Paltasheva, Forum member, expressed the opinion of the Forum that the new law infringed upon entrepreneurs' interests. The new law expanded the control and regulatory functions of the state bodies instead of reducing them. According to the new enterprise law, the rights of entrepreneurs' associations were limited including the rights of entrepreneurs to defend against a legal or governmental action.

In July 2005, the Entrepreneurs Forum of Kazakhstan made a request to the relevant committee in Parliament and to the Ministry of Industry and Markets to amend the enterprise law. The Forum organized a round table on the new law with the Ministry of Economy and Budget Planning representatives, Vice-Minister of the Ministry of Industry and Market. The Entrepreneurs Forum, on behalf of the business-associations, sent an appeal addressed to the President of Kazakhstan in December, 2005. However, despite all of the advocacy actions undertaken against the law on private enterprise (process impact) – the law was accepted and remained in its current form. The Entrepreneurs Forum refuses to give up and has recently organized a Working Group that will continue its work to develop and submit entrepreneurs’ recommended amendments to the law.

### ***Civil Society Mobilizes to Defend its Freedom***

In Kazakhstan, NGOs, active in spheres including the environment, healthcare, business development and community-based projects, have made an invaluable contribution to the country since gaining independence in 1991. However, the ability of these organizations to continue to organize was threatened by draft laws on national security and national and international NGOs, issued in February and April 2005 respectively. The draft laws, if adopted, would add burdensome requirements and restrictions to the activities of NGOs, including limit the issues about which they could speak. With this threat looming, it was imperative for NGOs to defend their public role. Opposition to the drafts came from several spheres – all of which played a vital role in limiting the damage the new laws could inflict. International opposition was publicly spearheaded by OSCE and several embassies to Kazakhstan.

It was the pro-activeness from local civil society that garnered the attention of the media and contributed to the removal of the most detrimental articles from the draft laws. For example, legal critiques of the drafts were written and distributed by the International Center for Non-Profit Law (ICNL) to key players in the debate, from members of the parliament to NGOs. Their critique gave clear and sound argumentation, based on international comparative law, national law and the constitutionality of such laws. In addition to such value-added technical assistance, ARGO, the national association for the Civil Society Support Centers, and CASC staff both alerted their partners to the negative consequences of such laws. This took place at meetings and workshops held in locations throughout Kazakhstan. The campaign began with a Round Table Meeting in Astana, to which members of the Presidential Administration and Ministry of Justice attended. In addition to a Petition signed by more than 200 NGOs and presented to Deputies from the Majelis and Senate, Minister of Information and Culture and the Primer-Minister, another highlight was the “fax attack” organized by ARGO and Zhalgas (Almaty-based Civil Society Support Center). Thirty-three members of the Senate were blitzed with faxes from over 100 national NGOs, urging them to reconsider the drafts.

A high media profile helped keep the issue alive throughout the summer of 2005, for example with representatives from ARGO, ICNL and Counterpart all taking place in a television debate show on the 31st Channel. This took place during the period the very constitutionality of the laws were being questioned, and at the president’s request, the Constitutional Council was asked to review the law – having already been given a warning about the validity of any such laws by the National Confederation of NGOs.

The success of NGO mobilization and opposition to the draft laws came in two forms: Amendments to the drafts, throughout the April-July period, that deleted those articles that are most detrimental to the daily operation and freedoms of NGOs. The Constitutional Council agreeing with NGOs that the laws violated the Constitution and should not be adopted. Although this issue saw many players involved at the national and international level, the ability of civil society to unite in opposition to such a threat, and gain significant media attention, was impressive. The strength of opposition, carried out in a mature and sophisticated way, through argumentation and meetings has paid dividends, and will, hopefully, send strong signals to all citizens about the need for Kazakhstan to remain a pluralistic, inclusive society, in which all citizens have the right to participate.

### ***Eco-Center Helps Build a Bridge Between Skeptical Tax Payers and the Government***

CSSC Eco-Center responded to frustrated citizen concerns about social taxes by starting a Campaign for a Transparent Budget. Through Eco-Center’s research and lobbying, citizens are now more informed about where their tax money is going, and government is more open to NGO and CBO participation in the budget process. Because of the lack of tax information available to citizens, the people of Karaganda often felt cheated when paying their taxes and had no reason to trust that authorities were effectively using their tax funds. One of the

most controversial taxes was the social tax, which constitutes 21% of employees' income, and is paid directly from employers' funds. Citizens questioned whether these funds were enough to render all social services, and wanted to know what social services were being appropriated from budget funds. Because the government was not responsive to their individual inquiries, willingness to pay these taxes was beginning to diminish. Formal research addressing these issues on a regional or national level had never been conducted.

To resolve this problem, CSSC Eco-Center, a member of Civil Society Development Association (ARGO), began the Campaign for a Transparent Budget, which was initiated with research to obtain data on budget revenues and the expenditure budget for social services from Karaganda budget in 2003-2005. Eco-Center interviewed government bodies and collected official information from government web-sites and publications. Eco-Center analyzed planned and actual budget funds on social taxes and social welfare, expenditures for health care, social assistance and the employment program. Once all information was compiled, Eco-Center developed and disseminated a booklet to citizens, mass media, government bodies and other interested groups.

Eco-Center maintained close communication with the government throughout the process and met with several government representatives, sharing citizen concerns and requesting NGO participation in budget decision-making. The government responded by inviting NGO and community representatives to participate in a roundtable entitled Public Participation in Budget Process. Through this meeting, participants were able to provide input on budget decisions and became more aware of the items in the budget that correspond to their own activities. Although the campaign is still in its early stages, this was a first step towards government cooperation with NGOs on budget issues. Eco-Center plans to follow up by conducting seminars for local NGOs to inform them on budget issues and future opportunities to participate in the budget process.

***NGOs Conduct Advocacy Campaign to Establish New Rehabilitation Center for People with Disabilities.***

Karaganda Rehabilitation Center for People with Motion System Disabilities has been operating since 1963 - but was shut down in 1998 due to public health service spending cuts. As a result, 25,000 people with disabilities no longer had access to the medical assistance they previously received at the Rehabilitation Center. KODOI and Karaganda Regional Voluntary Society of Disabled People, two local non-government organizations, sought to include the establishment of a new rehabilitation center into the Regional Rehabilitation Program for 2006 - 2008 in Karaganda Oblast. After receiving trainings and technical assistance from CASC partner EcoCenter, Karaganda Regional Voluntary Society of Disabled People developed an advocacy campaign with funding from ARGO's Community Action Grant Program.

Karaganda Regional Voluntary Society of Disabled People conducted a press conference, a series of round tables, and several public hearings to draw the attention of heads of hospitals and out-patient clinics, the Oblast Department of Public Service, and the Department on Employment and Social Programs' Coordination. These events focused their attention on the fact that not a single specialized institution is available for people with motion system disabilities in the region. In addition, KODOI issued booklets entitled "Protect Your Rights," an informational guide for the handicapped. Furthermore, the draft program for the rehabilitation of physically disabled people of Karaganda Oblast was supplemented with an article proposing to establish the Rehabilitation Center for people with motion system disabilities. The Karaganda Oblast Maslihat approved the Program for Physically Disabled People Rehabilitation for 2006-2008. Thus, a result of the advocacy campaign, a new rehabilitation center with 100 beds will be established in Karkaralinsk regional hospital with subsidiary rooms for medical procedures, exercise, training and wheelchair assembly.

***Advocacy Campaign Results In Government Adopting and Funding Integrated Disability Rehabilitation Policy***

In the summer of 2004, NGO Namys organized a coalition of partners including the disabled groups Shyrak and Zhan, interested government officials and media outlets including the Kazakhstan Press Club to held an advocacy campaign. The goal of the campaign was to ratify the Integrated Disability Rehabilitation Policy at the local and national government levels and to ensure adequate funding for the policy. The coalition created a workplan, research strategy, media protocol and scheduled hearings with parliamentarians.

The Coalition conducted policy-based research on the Governmental Program on Disability Rehabilitation from 2001-2005. The research was conducted as a part of a national advocacy campaign to improve government services to the disabled. The research found that the previous government program only met 40% of its target indicators due to lack of an adequate amount of staff and confusing management system. The Coalition also determined that the program was under-funded and focused solely on health rehabilitation issues and did not consider psychological, professional and other issues that would increase equal access for disabled. After organizing the coalition, strategizing the campaign and conducting research on the previous government program, campaign partners formulated a new detailed rehabilitation policy. The new policy would cover all aspects of providing equal access and integrating efforts to protect the identified needs of disabled people in Kazakhstan. It embraces all sides of the rehabilitation issue, responding to the needs of people with limited abilities and guarantees equal opportunities at all levels including such spheres as employment, access to education, transportation and qualified medical services provided to disabled females.

The coalition then lobbied for policy ratification on both the local and national levels. On the national level, the coalition established strong contacts with heads of Ministries, Parliament members and representatives of the Presidential Administration. They also worked directly with seven separate ministries including the Ministry of Labor and Social Protection, Ministry of Economy and Budgeting, Ministry of Culture Information and Sports, Ministry of Education and Science, Ministry of Transportation and Communications, Ministry of Public Health and Ministry of Industry and Trade. Conducted number of discussion meetings on a top level with Parliament members where was discussed perspectives of the policy promotion in Government. The proposed policy has not yet been ratified at the national level but the government is fully engaged on the issue and receptive to the new policy. In late 2005, the Almaty city administration ratified the newly designed integrated rehabilitation policy designed by the advocacy coalition led by Namys as well as a budget of \$27 million for implementing the new policy. This was an unqualified advocacy campaign success resulting from sound policy research and constructive engagement by NGOs of government officials.

The Almaty City Government Disability Rehabilitation Program for 2002-2005 had a budget of approximately \$2 million. The newly approved budget of the Integrated Disability Rehabilitation Policy for 2006-2008 for Almaty is \$27 million – an increase of 1,350% as a result of the advocacy campaign.

### ***Temirtau Citizens Successfully Advocate for Delay in Construction of Mercury Disposal Site***

For many years, one of the major Karaganda Oblast industrial plants used mercury in its production, polluting the Nura River with radioactive waste. Though the plant was closed in 1997, the detrimental effects of mercury pollution on the health of the population are still experienced. In particular, there has been a reported increase in the rate of the lung diseases associated with mercury poisoning. In early 2005, the Water Resource Committee of the Ministry of Agriculture and the Danish waste management company COWI developed a project aimed to dispose of the remaining mercury by creating a burial site three kilometers away from the city. Unfortunately, the proposed burial site is an area that serves as a popular recreation site for town residents. Its close proximity to the city and frequent visitation by the residents poses a high risk of radioactive exposure to the average citizen. The Karaganda Civil Society Support Center EcoCenter along with NGO Reflection conducted a roundtable discussion and a series of public meetings on the mercury disposal project to gauge public opinion, and to ensure compliance with environmental conventions. At the meetings, local citizens expressed their concerns about the location of the mercury disposal site and the potential long-term negative impacts on public health and the environment.

In response to citizen concerns, EcoCenter and Reflection initiated an advocacy campaign entitled “The Decision Depends on Us” that was funded by the Community Action Grant program supported by Counterpart International. The campaign aimed to engage local citizens in the decision-making process related to resolution of the mercury pollution in Temirtau and help maintain a safe environment. Since inception of the campaign, Reflection has established a public information center and carried out a series of public awareness activities including a large-scale information campaign on mercury pollution and mercury disposal issues, dissemination of leaflets with questions and answers from the mercury burial ground designers, and a city-wide poster contest among school aged children. The NGO also hosted a social partnership roundtable for NGOs, Water Committee representatives, city government officials, and media outlets to raise the profile of the issue. Furthermore, one of

the NGO's volunteers gathered 10,000 signatures for a protest petition and delivered it to Temirtau's Senior Counselor of Justice, the Head of Emergency Situation Department, and the Inspector of Temirtau City Environmental Protection Administration.

As a result, an official document (roundtable resolution), outlining citizen concerns about the new site construction voiced at the roundtable and comments from public meetings, was distributed to the Chairperson of Water Resources Committee, the Prime Minister, and the Parliament. The construction of the disposal facility, originally planned for late 2005, has been delayed by the Water Resources Committee indefinitely, until citizen concerns will have been appropriately addressed.

### ***CASC Staff and Trainers Register Advocacy Training NGO***

Throughout the program, CASC staff were able to develop a team of advocacy specialists highly regarded for their training skills on advocacy issues. Advocacy trainers effectively utilized an opportunity to enhance their knowledge and skills based on the latest theoretical methodologies and practical tools associated with policy impact and advocacy campaigning. In both countries CASC trainers were requested numerous times to conduct trainings in Advocacy area to NGOs, government, businesses also on a fee-for-service basis beyond CSSC programs. As a response to growing need, in April 2006, CASC trainers registered a new advocacy training NGO, KAMEDA Research and Consulting Center (RCC). KAMEDA RCC is a professional association of consultants, researchers, and monitoring and evaluation specialists whose goal is to build the organizational and advocacy capacity of NGOs, government agencies, and business institutions in areas such as social policy and human resource development, mass media, civil society, social partnership, economic policy, and legal procedures.

KAMEDA RCC's major services are: (1) Research; (2) Project and program monitoring and evaluation; (3) Expert review; (4) Consulting; (5) Facilitation, institutional assurance of communication between the actors of socio-political process (development of dialogue between NGOs, government agencies and businesses). KAMEDA RCC clients: (1) CAR local and national NGOs; (2) International and donor agencies of CAR and Europe; (3) Local and national government organizations; (4) Business organizations. This new NGO ensures the institutionalization of the CASC training modules and methodologies and will create sustainable impacts following the close of the program.

## **KYRGYZSTAN**

### ***NGO Representatives Included in Precinct Election Committees (PECs)***

Formation of Precinct Election Committees (PECs) in Kyrgyzstan used to be dominated by the administrative branch, while public participation in the election process was rather formal. Previous elections to Ayil and Oblast Kenesh (Local Councils) and Jogorku Kenesh (Parliament) clearly demonstrated that Kyrgyzstan people do not trust election committees due to lack of transparency in the process of their formation and passive role of civil society organizations in the process. Most of the PEC members used to represent municipal and state authorities and that led to dependence from administrative power. However, according to existing progressive electoral legislation (article 11, Election Code of the Kyrgyz Republic), civil society organizations have the right to nominate their candidates to PECs. Association of Civil Society Support Centres (ACSSC) expressed its willingness to use the efficient civic monitoring mechanisms in election process during pre-term election of the President of the Kyrgyz Republic aiming at inclusion of CSOs' representatives in PEC.

ACSSC and 10 CSSCs located in all regions of Kyrgyzstan were involved in the project activities. 33 two-day training workshops were conducted for 658 participants including representatives of 412 non-governmental organizations (NGOs). As a result, 470 representatives of 285 NGOs were nominated as PEC candidates, out of which 406 candidates from 252 NGOs and 18 representatives of 7 CSSCs were approved by different levels of Local Councils as PEC members, 17 trained NGO representatives were elected as PEC chairmen, and 15 as PEC secretaries. Monitoring of 23 Local Council sessions and 115 PEC sessions was conducted in the day of election.

Ten round tables were arranged and conducted in oblasts and Bishkek in order to discuss the results of election and suggest possible improvement in election legislation in the Kyrgyz Republic. These suggestions dealt with issues of CSOs' involvement in PEC activities and motivating PEC members to increase the terms of PEC formation to create opportunities for NGO candidates' promotion. On the whole, it was noted that there was no administrative pressure from state authorities and local self-governing bodies during pre-election period. The election process was stable and open owing to NGO representatives in PEC who did not permit violations and followed the election procedures according to Election Code. The number of appeals and suits related to illegal actions by PECs during Presidential Elections was 49 compared to 378 reported during Jogorku Kenesh election. Thus, cooperation between civil society, local self-governing bodies and PECs led to a more open and transparent election process. One of the PEC members stated: "I can influence election process striving not to allow violations. Thus we can restore trust among people."

#### ***Association of Civil Society Support Centers (ACSSC) Advocates for NGO Rights at the National Level***

In Kyrgyzstan, the ACSSC initiated a campaign to oppose the Ministry of Justice's initiative to investigate local Non-Government Organizations (NGO) funded by international organizations. On January 23, 2006, the Ministry of Justice of the Republic of Kyrgyzstan announced through the media its initiative to investigate all NGOs funded by international organizations in order to curb the potential threat to the national security. The ACSSC, supported by the majority of Kyrgyzstan's NGO sector, considered this initiative to be illegal and outrageous, as the Ministry of Justice does not have the authority and jurisdiction to control and monitor NGOs. In fact, the national law On Non-commercial Organizations states that the government guarantees NGOs appropriate conditions to implement projects and reach their goals and objectives. Thus, the Ministry of Justice had absolutely no legal right to investigate NGO activities without due cause.

ACSSC initiated a national level advocacy campaign and developed an appeal that expressed most NGOs' belief that the proposed investigation violated the existing law governing activities of the nongovernmental sector. The appeal, signed by over 160 NGOs throughout the country, was delivered to President Kurmanbek Bakiev and Prime Minister Felix Kulov. In addition, a number of articles and publications on the campaign were published to raise public awareness and support of the issue. The appeal of NGOs appeared in print and electronic mass media in the course of the advocacy campaign. The ACSSC Executive Director Erkina Ubysheva participated in a TV talk show, voicing her opinion as an NGO sector expert.

The advocacy campaign resulted in the successful termination of the proposed investigation. The Minister of Justice made a public appearance before the mass media with the official statement acknowledging the fact that the Ministry of Justice has no right to conduct such monitoring or control NGO activities. He apologized, saying an error had been made due to improper translation of the NGO law from Kyrgyz into Russian.

#### ***Coalition of Communication Operators Successfully Advocates Fair Tariffs in the Communications Market***

Laws regulating the communications market in Kyrgyzstan did not provide a clear provision on setting tariffs for connecting to the general communication network. The national telecommunications company Kyrgyz Telecom, the owner of the general network, charged private communication operators different tariffs for connection to the network and offered limited access to technical upgrades. The dependence of communication operators on Kyrgyz Telecom's infrastructure and unequal treatment created a distortion in the communications market, which decreased competition among communication operators and increased the cost for Internet and mobile phones for citizens. The Association of Communication Operators joined forces with other interested NGOs to solve this problem of unfair competition in the telecommunications market. The Network Communication Coalition (NCC) included Public Foundation Civic Initiative for Internet Policy, Public Foundation Information Future and Public Association Bishkek Business Club.

As part of its advocacy campaign, the Coalition organized a series of roundtables and negotiations with various stakeholders, including the National Agency of Communications, Ministry of Transportation and Communications, the Ministry of Justice, Kyrgyz Telecom and other communication operators. The Coalition also organized a wider public information campaign, and published articles in local newspapers and popular internet websites to increase public awareness about the issue at hand. Additionally, the Coalition members printed and

distributed information booklets and small newsletters to various stakeholders and constituencies, which included the 15 members of the Association of Communication Operators, coalition members and citizens. The coalition also created on-line forum on several Internet sites where the general public could debate and opine on this issue.

In January 2006, the Ministry of Justice issued a new law that regulates the tariff setting method and enforces a single tariff rate for usage of network services across all communication operators. Thus, the Network Communication Coalition accomplished the mission of its advocacy campaign by forcing the government to adopt a law and document for calculation of tariffs for all communication operators, which provides equal conditions for competition in the communication market. The Association of Communication Operators, as a leading NGO in the Coalition, increased their capacity to conduct advocacy campaigns, increased their constituency and membership base and established good relationships with decision makers such as National Agency on Communication and Ministry of Transportation and Communications.

### ***NGO Sairon Empowers Refugees to Become Citizens of Kyrgyzstan***

Sairon NGO's mission is to help the vulnerable repatriated Kyrgyz, who escaped the civil war in Tajikistan, to advocate for their citizen and voting rights. More than 400 ethnic Kyrgyz refugees who fled their homes in Tajikistan to escape the civil war, were supposed to have received Kyrgyz citizenship guaranteed by Kyrgyz law. However, 340 of these refugees had not received citizenship due to the lack of documents and problems in getting passports issued. These 340 people have not been able to vote and were not aware of their legal rights.

In order to address this problem, the refugees and migrants from Tajikistan created NGO Sairon. Through USAID-funded civil society programs and a UNHCR-funded refugee program, Sairon educates refugees about their rights and assists them in obtaining passports and necessary documents for citizenship. NGO Sairon established communication committees between refugees and government authorities, provided legal consultations to refugees on their rights, and held information roundtables. NGO members attended a number of ACSSC round tables, seminars and trainings including Social Partnership, Fundraising, Strategic Planning, and Monitoring and Evaluation. Sairon competed for and won a Counterpart International Institutional Grant that allows the NGO to build its capacity by obtaining skills and knowledge toward achieving its mission.

To date, many former refugees residing in Yssyk-Ata Rayon now have formally acquired Kyrgyz citizenship and approximately 25% of the target group have received new passports. Sairon's institutional grant also helped to establish collaboration between the NGOs, refugee groups, and the Central Election Committee and Rayon Elections Committees (REC). RECs included all the former refugees of Yssyk-Ata Rayon in the voters' lists. As a result, nearly 100 of the 340 new citizens were able to exercise their right to vote in the 2005 parliamentary and presidential elections. Furthermore, Sairon conducted seminars and round tables for migrants and refugees in their local communities with the aim to raise their awareness about human rights issues and rights protection mechanisms. The NGO established a feedback system with the refugees, government agencies, and representatives of self-governing bodies to ensure the system is working. Kyrgyz repatriates came back to their homeland and received support and assistance in protecting their rights from NGO Sairon.

### ***Coalition For the Right of Land Ownership Expands Campaign***

The Coalition "For the Right of Land Ownership" led by NGO Nash Dom is strengthening its advocacy work and increasing the coalition's membership base. After conducting an informational campaign, which included several articles in the newspapers and social TV clips, the number of members of the NGO increased by 40%, while the coalition membership increased by 15%. For instance, at the coalition meeting held on February, 8 2006, it was decided to include one more Public Foundation, Kelechek, which has representatives in the cities of Karakul and Tash-Komur. The coalition's support base was extended to government officials as well. For example, this coalition meeting was attended by assistant of Mr. Artykbaev, parliament member and deputy head of the Economic Policy Committee under Jogorku Kenesh. It was agreed that the execution of the law on issues of land parcels around multi-unit buildings will be discussed at a general meeting of the Economic policy committee of Jogorku Kenesh with participation of Mr. Gorbunov, Director of PA Nash Dom.

Coalition members' activities have been successful on a nationwide basis, including:

- In Tokmok city, a partner organization secured an agreement with the city self-government on allocation of budget resources for calculation of land parcels around one apartment building. In addition, Tokmak city self-government publicly expressed commitment to allocate resources for more apartment buildings.
- The head of self-government of Karabalta sent a letter to the Association informing them that a line item on determining land parcels around 3 apartment buildings will be included in the city budget.
- In Karakol, the city self-government provided 10,000 soms to the same end.

These cities were selected as target cities in the original project proposal. The Association has signed an agreement with national TV Company KTR on distribution of a TV clip on the issue of land parcels around apartment complexes. An article about the activity of the NGO appeared in the magazine *Construction and Maintenance*. The NGO staff members distributed 1,000 copies of booklets explaining the rights of land owners and stakeholders. On January 24, with active initiative of Association Nash Dom, a TV broadcast *Open Kyrgyzstan* took place. The participants discussed the legal acts related to land parcels and possibilities of determining land parcel borders and registering rights on land parcels. The TV broadcast was attended by condominium leaders, member of Bishkek City Council and other government decision makers.

To increase the capacity of the coalition and staff members, several trainings were organized by the NGO in collaboration with international and local providers including Advocacy Strategies, NGO and the Community, Coalition Building and Constituency and Network Development. Nash Dom has also established advocacy linkages at the international level. In March, the NGO Nash Dom joined the Coalition Union of Consumer Rights Defense of Kojand (a CASC Tajikistan partner), which is implementing a project on reforming the maintenance system for apartments in Tajikistan.

#### ***Coalition Ayan Successfully Lobbies for Restriction of Alcohol and Tobacco Advertising***

Alcohol and tobacco abuse is one of the most pressing social problems in Kyrgyzstan. Extensive advertising by alcohol and tobacco distributors has been identified as a key factor in promoting the consumption of alcohol and tobacco products. There has been minimal government oversight on the production, advertising and distribution of alcohol and tobacco products. NGO Sezim formed a coalition with other NGOs including Public Association Collaboration-Sodrujestvo, Association of Substance Abuse Harm Reduction Programs, Public Association Altynai, Association of Jalalabat Women-Leaders and Alliance of Patients' Rights Defenders. The Sezim-led coalition designed a proposal to implement a two-part national-level advocacy campaign (1) lobby for the adoption of a Presidential decree establishing government regulation of advertising related to alcohol and tobacco products and (2) amend the existing law on advertising alcohol and tobacco products.

The advocacy campaign targeted a number of decision and policy-makers within the government of Kyrgyzstan, including deputies of the Kyrgyz Parliament, members of the Presidential Administration and the Parliamentary Committee on Information Policy and Security. As a first step, the Ayan Coalition conducted an assessment of the current state of alcohol and tobacco advertising and analyzed the related legislation. Next, the Coalition developed and submitted a new draft law to the Committee on Information Policy and Security. As a result, the Chairwoman of the Coalition, Ms. Ryskulova was invited to one of the Committee's working sessions to examine the issue. The Coalition also collected about 400 signatures from concerned citizens for an appeal to stop further advertising and delivered letters to all Parliament members, written by constituents and pleading for restrictions on the advertising of alcohol and tobacco products.

To promote wider public awareness and support for the campaign issue, the Coalition launched a broad information campaign, broadcasting a video clip on national TV, publishing articles in the newspapers and distributing 5,000 information booklets. In addition, Ms. Ryskulova took part in radio broadcasts with the Kyrgyz National Television and Radio Company, 21<sup>st</sup> Century Radio-Station, the BBC and the Zamana TV show. The Coalition also issued two audio programs on the national radio and announced an essay contest in the Alas Newspaper that focused on the negative impact of alcohol and tobacco use. Finally, the Coalition rented billboards in the cities of Osh, Jalalabat, Naryn and Bishkek to increase the exposure and coverage of the campaign message.

Coalition Ayan's proactive approach, effective work with various stakeholders, including constituents, government, other NGOs and use of mass media lead to the expansion of the coalition membership. The Coalition now boasts 400 new citizen members. Recently introduced amendments, initiated by Deputy Tekebaev, took into consideration the Coalition's recommendations. On February 6, 2006, the President of the Kyrgyz Republic signed amendments to the Law on Advertising and Criminal Code which imposed restrictions on TV and radio advertisement of alcohol and tobacco products. From now on, no commercials endorsing these products can be run between 7 am to 10 pm. The support base of the coalition increased and the coalition felt that there is a possibility to continue its work in the direction of a public information campaign against alcoholism and tobacco consumption.

### ***Coalition Sharket Gets Voice Heard on Labor Migration Issues***

On January 29, the leader of Coalition Sharket (Bubaisha Arstanbekova) was included in the National Council on implementation of the Complex Development Framework 2010 (CDF) among other 51 representatives by the decree of President. The National Council consists of government officials, representatives of civil society and other representatives of professional organizations. It is important for the Coalition, because the issue of labor migrants will be included in this program as one of the ways to alleviate poverty in Kyrgyzstan. One of the main objectives of the advocacy campaign is to prepare a draft National Program on Labor Migrants, which will be presented to the Government. Toward this end, the Coalition designated an experts' group for development of this document. The Experts' Group conducted three meetings and discussed the structure, format/content of the policy paper, adoption procedure, cooperation with other NGOs, division of responsibilities. The coalition also planned and conducted several PR activities. For instance, the TV program *Open Kyrgyzstan* was invited to shoot a program on labor migrants. Also, the Head of the Coalition participated in the talk radio program on Radio Europa Plus.

### ***NGO Collaboration-Sodrujestvo Advocates for Children's Legal Rights and School Lunches***

In spite of the Kyrgyz law passed in 2002 mandating that adequate nutrition be provided through schools, the law was not actively enforced and most primary school children had not received any sort of school lunch at all. In Naryn Oblast, the Association Collaboration-Sodrujestvo and the Naryn CSSC conducted a Participatory Community Action Plan emphasizing advocacy for its members and target groups. The CSSC also provided technical assistance on legal issues and distributed information on the topic from the legal database "Toktom." The Association Collaboration-Sodrujestvo advocated for the rights of children laid out in the UN Convention and Kyrgyz law through organising round tables and meetings with local government structures, NGOs and school representative were conducted in six oblasts.

The discussions led to a formal appeal, with participants calling on the government to enforce the laws already on the books. Information about the appeal was spread through 21 TV programs and nine newspaper articles. On December 21, 2005, a parliamentary meeting in Jogorku Kenesh included discussion about the appeal and draft law to provide nutrition in the schools. Jogorku Kenesh deputies developed a resolution ensuring nutrition for primary schools in mountainous regions in 2006 and for all schools in the country by 2007. Once enforced, the new program will reach over 432,000 children. Since April 2006, warm, nutritious breakfasts have been served in schools in Naryn Oblast; ensuring children have access to a good meal to help them with their cognitive and physical development. Now schoolchildren in grades 1 through 4 receive free meals during the school day, utilizing rights guaranteed by Kyrgyz Legislation and UN Convention.

### ***Coalition For Network Communication Attempt to Break Communications Monopoly***

In January 2006, thanks to the active campaigning by the Communications Operators Association, a new method of calculations of inter-operator communication was registered by the Ministry of Justice. This normative by-law will set equal conditions for activities of all communication operators in Kyrgyzstan. The registered document was sent to "Erkin-Too" newspaper and published on January 15, 2006. From this date on, all tariffs for network services provided by communication operators will be calculated in accordance with registered by-law. The Communication Operators were instrumental in this campaign by distributing a listserve to 255 supporting members, publishing articles in the newspaper Belyi Parohod, participating in on-line discussions and placing banners in 3 cities. The Association also increased its membership base by including the Company BiMiKom, which is one of the providers of cellular communication of GSM standard in Kyrgyzstan.

### III. PROGRAM GOAL AND OBJECTIVES

The **goal** of the Civic Advocacy Component was to strengthen democratic culture and build constituencies for political, economic, and social change. The **purpose** of CASC was to increase the capacity of citizens and target NGOs in Kazakhstan and Kyrgyzstan to carry out national level advocacy campaigns. This purpose reinforced *USAID SO 2.1 Strengthened Democratic Culture Among Citizens and Targeted Institutions*, as outlined in the USAID Assistance Strategy for Central Asia 2001-2005. The program had the following three **objectives** and key **indicators**:

**Objective 1: To enhance the capacity of local NGOs to carry out advanced advocacy campaigns at the national level.**

- # of national advocacy campaigns initiated by NGOs and their coalitions
- # of issue-based coalitions formed by NGOs for national advocacy activities.

**Objective 2: To increase the capacity of NGOs to build their membership and develop constituency outreach.**

- # of outreach activities conducted by NGOs and their coalitions
- % increase in membership of target NGOs.

**Objective 3: To improve the ability of the national government to engage in policy dialogue and reform in consultation with citizens and NGOs.**

- # regulations/ policy change adopted/underway by local and national governments
- # of government entities with established mechanisms for policy dialogue with citizens and their organizations (NGO).

### IV. PROGRAM ACTIVITIES

#### A. START-UP ACTIVITIES

##### National Advocacy Design Assessment

The launch of CASC grant program was advertised through national newspapers and electronic list serves in November 2004. In November, CASC staff designed the assessment package: Assessment Frame, Financial Sustainability, Indicators List and CASC Assessment Report with institutional grant evaluation criteria: Mission and Vision; Membership Base; Constituency; Project Management Capacity; Positive Image Toward Advocacy; Capacity to Create Coalitions; Experience with Government; Commitment to Advocacy; Staff Capacity; Media Relationships; and Financial Sustainability. CASC staff started the Initial Assessment of core NGOs in December 2004. CASC staff conducted Initial Assessments in a participatory way through interviews and meetings with staff, clients and members, partners and government officials. Program staff assessed NGO training needs using CASC tool Problem Identification Table and assessment findings were incorporated into the CASC training modules.

Three draft CASC strategies were developed on Coalition Building, National Advocacy Campaigns and Membership Development. CASC identified potential stakeholders based on the information provided in the submitted LOIs during the first round. Based on the analysis of LOIs, potential partners for core NGOs were divided into two groups: (1) state agencies currently cooperating and partnering with NGOs; (2) state agencies that have to be involved in future advocacy campaigns.

##### Stakeholder Analysis

In late January, Counterpart Kyrgyzstan conducted an assessment of NGO grantee applicants, the CASC team contacted various government bodies for their input about 13 of the NGOs that had applied to participate in the

CASC program. The assessment helped to identify decision-making bodies and individuals with the most influence on the national level for advocacy campaigns. In total, 10 people were contacted from the Ministry of State Property Fund, Experts of the National Council (from the President's Office), members of the legislative chamber, and political party members. All findings were included in the NGO Assessment Profiles, distributed to members of the External Capacity-Building Grants Committee. The process took more time than planned as it became a challenge prior to the national elections in Kyrgyzstan, held in February and March.

In mid-January, Counterpart Kazakhstan assessed a short-list of 15 NGOs that had submitted Letters of Interest to the CASC program. They also comprised a list of stakeholders consisting mainly of local level government officials, especially from the *Oblast* level Information Departments and Ministries of Labor and Social Protection. There was one Parliamentarian and *Oblast* level Head of the Small and Medium-Sized Business Enterprise Board on the list. In March, CASC held a stakeholder meeting for Almaty-based NGO partners and local government officials. The meeting aimed to (1) introduce selected NGOs to local government officials and share their vision; (2) provide program orientation and awareness sessions for government officials; (3) ensure government support and recommendations for selection of the national level officials for cooperation in the NGO advocacy campaigns; and (4) ensure that NGO partners have a systematic approach in nurturing relationships with government.

### **Selection of Cadre of Advanced Advocacy Trainers**

In January 2005, Counterpart in Kazakhstan and Kyrgyzstan interviewed trainers-applicants who responded to an announcement for the Advocacy Trainers Team. In total, 12 suitable trainers in Kyrgyzstan and 8 trainers in Kazakhstan were selected. The criteria for trainer selection included:

- Training experience (conducted at least 5 trainings on Advocacy and NGO Management,)
- Training design experience
- Ability to travel to regions
- Experience managing or working at an NGO

CASC Advocacy Trainer Team members were trained in Advocacy Training of Trainers provided by Counterpart's CASP Uzbekistan trainers. The Advocacy Trainer Teams then conducted trainings for CASC Core NGOs in the regions of Kazakhstan and Kyrgyzstan. In February 2005, CASC compiled a file on the CASC trainers containing information on the training background, experience in advocacy campaigns and experience in module development as well as specific advocacy training needs. The trainer database was used to utilize trainers' feedback in the *Module Development Meeting* scheduled for March. It also helped to ensure that trainers' skills, experience and geographical location responded to the NGOs' training needs.

### **Regional CASC / CASP Meeting**

The Counterpart Civic Advocacy Support Program (CASP) Uzbekistan hosted the CASC teams from Kazakhstan, Kyrgyzstan, and (separately funded) Armenia at a regional meeting held in Tashkent, on February 16-18, 2005. There were 15 participants, including Country Directors, CASC/CASP Program Directors, and the training and Advocacy specialists working on the programs. The meeting focused on the processes needed to implement a program, with emphasis on methods of selecting NGO partners, managing advocacy campaigns, collaborating with government, monitoring and evaluating projects, and creating databases. Country staffs shared best practices and lessons learned from their experiences. Country programs also exchanged and developed new program materials. The training helped strengthen the identity of CASC and its approach to civic advocacy.

## **B. OBJECTIVE 1: To enhance the institutional capacity of local NGOs to carry out advanced advocacy campaigns at the national and local level, create NGO Coalitions for national advocacy activities.**

### **Develop Training Materials and Train a Cadre of CASC Advanced Advocacy Trainers**

In March 2005, 17 trainers and advocacy practitioners (9 from Kyrgyzstan and 8 from Kazakhstan) organized a *Module Development Meeting* (MDM) at Lake Issyk Kul in Kyrgyzstan. Kazakhstan and Kyrgyzstan CASC team members and two Counterpart International staff joined the MDM. MDM Meeting participants discussed advocacy

topics, planning stages, organization, implementation and evaluation of advocacy campaigns, information dissemination activities in advocacy, consulting of NGOs and creation and development of NGO advocacy coalitions. Elena Sabirova, CASP Uzbekistan Training Program Coordinator facilitated the meeting with 24 CASC program participants. The MDM resulted in the development of 8 core CASC training modules including:

- **Advocacy Strategies:** Advocacy basics that all organizations need to know including the what, where, when, why and how of advocacy. Outputs included NGOs develop advocacy campaign strategies; NGOs implement advocacy campaign; and NGOs develop monitoring and evaluation tools for advocacy campaigns.
- **Social Partnership:** How best to develop working relations between government and civil society. Outputs include NGO develop plan for Social Partnership; Social partnership advantages of social partnership in decision of social issues; NGO (and state officials) are able to explore principles and conditions of social partnership; and Mechanisms and legislative base of social partnership defined.
- **Coalition Building:** Basic principles of the importance and methods of building an effective coalition. Outputs include NGOs map potential coalition partners; NGOs establish coalition appropriate for targeted issue; Coalition develops *modus operandi* (how it will function); and Coalition supports advocacy campaign.
- **Constituency Outreach and Development:** Identifying what your organization's core clientele or beneficiaries want and how best to communicate what you intend to or have delivered to them through advocacy. Outputs include NGO prepare constituency development plan; and Participants become aware of the constituency development necessity.
- **Working with the Media:** Television, radio, print and the internet – there are essential rules for working with each of these; this module examines the most important of them. Outputs include NGOs learn how to choose mass-media for advocacy campaign; NGOs develop skills for using PR methods in advocacy campaigns; Strategic Planning for cooperating with mass-media developed; NGOs create press releases, information packs, mass-media database; and Monitor media coverage.
- **Information Campaigns:** Knowing how to write a good press release, or hold an interesting press conference, are some of the essentials needed to be known if you want to be seen and heard. Outputs include NGO confident to plan and organize information campaigns in advocacy campaigns and NGOs carry out an information campaigns in advocacy campaign.
- **Membership Development:** All organizations must grow to survive – this module explores how CSOs can keep current members and attract new ones. Outcomes include NGOs develop formal procedures for new members; NGOs develop decision-making procedures; NGOs provide demand services to members; NGOs able to identify potential members; NGOs increase number of fee-paying members; and NGOs able to define elements of an effective membership organization.
- **Volunteerism:** For non-profit organizations, inspiring members to contribute to the growth of an organization is paramount; this module looks at how volunteers can most effectively be recruited and used. Outcomes include Strategy to increase number of, and to select, volunteers; Actual increase in number of volunteers NGO can call on for help; Strategy on how organization can develop long-term skills of volunteers for mutual benefit; and Knowledge of ways to select and motivate volunteers.

### **Improve Program Monitoring and Evaluation Through Workshops**

Advocacy Monitoring and Evaluation is a relatively undeveloped field. In order to improve the quality of CASC program M&E, Counterpart organized two workshops. The program evaluation workshop *How to Evaluate Advocacy Programs and Projects* was organized by Counterpart to strengthen the capacity of CASC trainers, core NGOs and program staff in developing specific M&E tools and techniques for advocacy activities and

improve their M&E skills. The trainer-consultant was Alexei Kuzmin, from Russia. This workshop helped participants better understand and identify specific evaluation tools relevant to programs and projects. Exercises and case studies were related to advocacy programs and projects. 23 participants attended this training which was held in Almaty in October 2005. As a follow on to this training, CASC Kyrgyzstan staff conducted a training on Monitoring and Evaluation for seven core NGO leaders, four trainers and representative of the Association of Civil Society Support Centres (ACSSC). The training module was developed on the basis of the training held in Almaty. The concept of M&E was presented to participants. As a result of the training, participants revised advocacy campaign indicators and developed a common understanding of these indicators.

### **Organize Joint Research-Based Advocacy for National Level Policy Reform Training**

Within the AED START program, Counterpart, IREX and Freedom House collaboratively organized and delivered a high level training on issues of research-based advocacy for national level policy reform. The training took place at the Kazakhstan Institute of Management Economics and Strategic Research (KIMEP) in Almaty (April 10-14, 2006) with twenty-six participants, advocacy grantees and trainers from Kazakhstan, Kyrgyzstan and Tajikistan. The training agenda was devised based on participant training need surveys, and the content was designed by two Southeastern European trainers – Iva Dobichina from Freedom House and Marko Radosavljevic. Marko Radosavljevic is a former politician and presented the perspective on advocacy from the viewpoint of a politician. Both trainers led and participated in research based advocacy campaigns on issues such as passing a mediation law, the NGO law in Serbia, and the Coalition 2000 Anticorruption campaign. Because this training happened at the end of CASC, results are difficult to articulate but all participants had favorable reviews of the training and reported that they learned new information that they will utilize in future advocacy campaigns. The training agenda covered the following issues:

- How NGOs use research to influence policy;
- Utilizing constituencies in designing research;
- Working with or evolving into Think-Tanks;
- Tools NGOs can use to better understand policy context;
- How NGOs can present policy research to governments and constituencies making evidences convincing and credible;
- Tools for NGOs to monitor and evaluate their policy influence.

### **Provide High-Level Advocacy Trainings and Consultations for CASC Core NGOs**

Following the Module Development Meeting, CASC began deploying the advocacy training program for NGO partners and grantees. CASC trainers conducted trainings in the capitals and in the regions and CASC staff and external consultants monitored the trainings. Based on an initial wave of trainings, CASC program staff and trainers revised the nine core CASC training modules. An innovation of the CASC program was to establish a coaching / mentorship approach to technical assistance provision. Each NGO partner received a mentor providing needs-tailored weekly consultations as issues arose in the course of program implementation in advocacy-related areas, management of local trainings and events, public hearings, cooperation with government and Parliament members and coalition membership issues. The trainer-mentors also provided technical support in designing national advocacy grant applications. CASC staff provided requested information via telephone, e-mail and personal meetings.

Due to the high demand of advocacy trainings and well-earned reputation of good quality trainings among international and local NGOs, CASC trainers were contracted to provide trainings on a fee-for service basis, including:

- Advocacy Strategy and Membership Development and Volunteerism for two network organizations Bolush and Network of Chui Valley Refugees
- Advocacy Strategies was conducted for PA Nash Dom, PA Kilim Shamy and PA Kel-Kel
- A training supported by Chemonics/USAID in the Judiciary Assistance Project was held for Kazakhstan Union of Judges. The training covered organizational development and development of the advocacy capacity of the Judges' Union. CASC trainer Andrey Andreev and Executive Director of the Civil Society Development Association ARGO, Jamila Asanova conducted the training for 20 judges

- CASC staff conducted the training Strategic Advocacy for members of the PA of Appraisers in Kyrgyzstan. Twenty members of the Association throughout the country participated in the training. The Association successfully conducted an advocacy campaign which led to the government adoption of standards for appraisers that were developed by the Association. In building on its success, the Association aspires to rewrite the national law on appraisal.

The growing demand for CASC trainings by external organizations points to the broader need in understanding of advocacy, professionalism of CASC trainers and quality of CASC methodologies.

### **Award 10 Institutional Capacity Building Grants to the Core NGOs**

Capacity Building Grants that helped NGOs to fund CASC trainings, development of advocacy campaigns and building coalitions were dispersed in March, 2005.

Selection of core NGOs in Kyrgyzstan: On 1 March, 2005, the External Expert Review Grants Committee for Kyrgyzstan met to select NGOs that would go forward to become *core* NGOs within the CASC program. Ten NGOs were to be selected from a list of 15. Selection would entitle NGOs to receive \$1,000 capacity-building grants. These grants are to support recipients to attend trainings on all aspects of developing a national advocacy campaign, to be supplied by the CASC cadre of trainers. The 15 NGOs evaluated at the meeting were the highest scoring NGOs resulting from the NGO Assessment Framework, designed by Counterpart. The Expert Review Committee was composed of six voting members and six observers. Voting members were representatives of the international organizations: National Democratic Institute (NDI), Soros Foundation Kyrgyzstan, Freedom House, Eurasia Foundation, Public Relations Department, US Embassy, and Counterpart International. Non-voting members of the Review committee included the USAID CTO for CSSI. Selected core NGOs included:

1. Regional Association of Home Owners (Chui)
2. Association of Communications Operators (Bishkek)
3. Bishkek Business Club (Bishkek)
4. Sezim Crisis Center (Sokuluk)
5. Public Association of Kyrgyzstani Property Appraisers (Bishkek)
6. Association of Patients' Rights (Bishkek)
7. Arysh - Association of Builders (Bishkek and Chui)
8. Labor Migrants Association (Bishkek)
9. Sholakul (Issyk-Kul)
10. Interbilim (Bishkek and Regional Branches)

Selection of Core NGOs in Kazakhstan: On February 10, 2005, the External Capacity-Building Grants Committee for Kazakhstan met at the Counterpart office, Almaty, to select NGOs that would go forward to become *core* NGOs within the CASC program. Ten NGOs were to be selected from a list of 15 to be recipients of \$1,000 grants, designed to support selected NGOs to attend special workshops for core NGOs later on in the CASC program. These 15 were the highest scoring NGOs resulting from an NGO assessment methodology designed by CASC, and applied to the 94 NGOs that responded to a *Letter of Interest* put out in October 2004. The Expert Review Committee was composed of seven voting members and two observers. Voting members were representatives of the following international organizations in Almaty: National Democratic Institute (NDI), the United Nations Development Program (UNDP), Internews, the Organisation for Security and Cooperation in Europe (OSCE), Eurasia Foundation, Kazakh-British Technical University. Non-voting members of the Review committee included the USAID CTO for CSSI and the Counterpart International Deputy Regional Financial Director. The eight NGOs selected are:

1. Diabetics Association of RK (Almaty)
2. National Consumers League of Kazakhstan (Almaty)
3. Tax Culture Fund Public Association (Almaty)
4. Namys Disabled People Public Association (Almaty)
5. Mass Media Legal Support Center (Karagandy)

6. *Status Women's Federation* (Oskemen)
7. *Local Self-Management Development Center Public Foundation* (Oskemen)
8. *Ardager" Public Association* (Astana)

These eight organizations represented geographical diversity of Kazakhstan. In agreement with USAID, CASC used its discretionary power and identified two more partners to fill the remaining slots outside the formal review process selection structure. Based on the criteria, the CASC team invited the Almaty Business Association and the National Association of TV and Radio Broadcasters to join the CASC program.

Award Remaining Grant Funds to CASC Grantees in Kyrgyzstan: As there were remaining grant funds, Counterpart in Kyrgyzstan organized an additional grant award round to provide add-on financial support to NGOs. An additional \$2,000 was left over from the first round of funding so four \$500 grants were awarded to increase PR and communication activities of each campaign. In February 2006, Counterpart CASC conducted a grant committee meeting that considered four applications for additional grant support from core NGOs implementing advocacy projects. The grant committee decided to support 2 grant applications – one submitted by PA Nash Dom and one by Crisis Center Sezim. The remaining two applications were funded after making the following changes: (1) The Communication Operators Association was recommended to reconsider and redesign the information campaign plan (2) The PA Akiykat-Jolu was recommended to sign a memorandum of understanding with the State Committee on migration and employment and clarify if the payments of expert committee members (mostly government officials) do not contradict the Civil Servant Law.

#### **Select and Award 8 National Advocacy Grants to Core NGOs in Kazakhstan and Kyrgyzstan**

In May 2005, the National Advocacy Grant competition was announced for CASC partner organizations in Kazakhstan and Kyrgyzstan. The CASC program made 4 awards for each country at a maximum of \$15,000 for each award. The grant duration was 11 months and all were slated to end no later than June 1, 2006. The following criteria were used for selecting grantees eligible for the *National Level Advocacy Campaign Grants*:

- A national level advocacy campaign strategy
- Commitment of at least 3 NGOs to participate in a coalition
- A significant public awareness and outreach element
- Applicant organizations have demonstrated relations with government officials who will participate in campaign
- Applicant organizations have realistic strategy to increase their membership base through their campaign

The meeting of the Kazakhstan Expert Review Committee to select partners for national advocacy grants was held in July 2005. The members of the Expert Review Committee were: Vera Tkachenko (Director, PRI), Dana Abilpeissova (Civic Program Manager, NDI), Oleg Katsiev (Director, Internews), Gulfiya Latypova (Trade Facilitation Investment), Elena Karaban (External Affairs Officer, World Bank), Amina Turgulova (Public Affairs Service, USA Embassy), Marat Aitmagambetov (Director, Counterpart Kazakhstan). Observers at the meeting were Igor Tupitstn (Project Management Specialist, USAID/CAR/Democracy and Media) and Yana Dobronravova (Deputy Regional Financial Director Counterpart). Four proposals that received the most votes were awarded the advocacy grants including:

- National Association of Independent Television and Radio Broadcasters (NAT)
- Tax Culture Formation Fund
- Women Federation Status
- Namys Public Association of Disabled People

The Kyrgyzstan Expert Review Committee met in July 2005, to award 4 project proposals, submitted from the 9 CASC partners to carry out national advocacy campaigns. Members of the Expert Review Committee members were Erkin Kasybekov (Director, Counterpart Kyrgyzstan), Lira Jumadilova (Assistant, Democratic Commission, US Embassy), Nazgul Asangojoeva, (Program Specialist, Eurasia Foundation), Tatyana Zorina (Program Manager, NDI), Sardar Bagishbekov (Program Specialist, Freedom House), Erkina Ubysheva (Executive Director, Association of CSSCs), Yuri Khvan (Cosultant, ICNL). The meeting was facilitated by Ernest Janaev

(CASC Training Specialist). Observers at the meeting included Jennifer Croft (USAID) and from Counterpart, Jeremy Gross, Alla Orda, Jibek Koichukulova and Zamirbek Shaiykov. The following NGOs were selected:

- Communication Operators Association
- Nash Dom
- Akyikat-Jolu
- Sezim

### **Compile and Provide Access to Actual and Virtual Advocacy Libraries**

In June 2005, the CASC team began developing a website dedicated to civic advocacy in Central Asia. The site included common issues and materials in Russian, with pages dedicated to each of the two CASC countries. CASC developed its website structure including the following information: News, CASC Partners, State Government, Laws and Regulations, Trainings and Trainers, and the CASC Newsletter. CASC staff collected and translated all necessary information into English and Kazakh. The latest version of the *Directory of Government Officials* was uploaded to the civic advocacy website.

### **Mid-Term Monitoring of the CASC Advocacy Campaigns**

To ensure effective National Advocacy Grant implementation, Counterpart Kazakhstan staff provided persistent monitoring with information collection on important campaign events and meetings, work plans, performance of coalition members, organizational activities towards membership development, implementation problems and solutions. The midterm monitoring found that all four campaigns were effectively using resources and on track to meet their pre-campaign objectives.

### **Final Evaluations of the CASC Advocacy Campaigns in Kazakhstan and Kyrgyzstan**

In preparation for grant close-out evaluations, CASC *Kazakhstan* staff revised materials and documents on evaluation of grant project implementation and determined a standard advocacy M&E methodology and reporting format. The methodology looked at areas of coalition management, campaign effectiveness and constituency development. CASC program staff involved trainers into the final advocacy campaign evaluations which consisted of two phases: self-assessment by grantee NGO and assessment by the CASC staff.

### **National Association of Independent Television and Radio Broadcasters (NAT)**

The goal of NAT's campaign was to get information gathered from national forums into the pending media law of Kazakhstan. Evaluation of the national advocacy campaign headed by Association of NAT began in late March and was completed in May. During the campaign preparation and implementation, the advocacy coalition managed to create an extensive support base by involving a significant number of media for detailed review and finalization of the draft law. A Working Group of lawyers with expertise in media legal regulation made an extensive input into this work. The document incorporated professional journalists' interests as well as interests of the public at large. The campaign formed a strong coalition of NGOs advocating for the media. The Coalition clearly outlined division of responsibilities among membership in the project work plan. New members joined the coalition in the course of the campaign. Currently coalition members intend to expand cooperation in order to help solve other media issues.

While NAT received high scores in a number of evaluation areas including development of coalition, conducting a public outreach campaign, staging public hearings and policy drafting - their draft Law on Mass Media was not accepted. We feel that the reason was the political sensitivity and attention paid to the new Media Law. The media advocacy campaign was held during a presidential election period and at that time authorities lacked willingness to support any media initiatives other than those coming from government. They avoided organizing any events implemented by independent NGOs. That is why public hearings implemented during the campaign faced resistance from local authorities. Changes in the National Government led to a newly appointed Minister of Culture and Information coming to office in 2006. New Minister Mr. Yertysbayev has avoided making an official statement on the future of the Kazakh media market. Due to this, the campaign was delayed as it was challenging to make forecasts about the future of this draft law. Still, Coalition members were committed to go ahead with advocating for improving Media Law.

### Tax Culture Formation Fund

The goal of the Tax Culture Formation Fund and its coalition's advocacy campaign was to revise item 120 of the Tax Code related to NGO rights to engage in income generating and enterprise activities. As a result of their advocacy campaign, the amendments they proposed to the Tax Code of Kazakhstan were incorporated into the Draft Law. As a result of the National Advocacy campaign organized by the Tax Culture Foundation and their coalition, a new law "Modification and additions to the taxation acts of the Republic of Kazakhstan" was accepted and passed by the Kazakh parliament on July 7<sup>th</sup>, 2006. This law prohibits restraining the rights of NGOs engaged in enterprise activity or those carrying out state social procurements. By almost all qualitative and quantitative indicators, this campaign was a strong success.

### Women Federation Status

The goal of the advocacy campaign (Ecological Information Online) was the expansion of public access to ecological information through the use of existing virtual resources of civil and state actors. A number of trainings involving stakeholders from all sectors were conducted in different regions of Kazakhstan. As a final event, the coalition member organizations in collaboration with the Ministry of Environmental Protection conducted a round table in Astana. Their advocacy campaign was for the most part successful and the Kazakh Agency of Information and Communication accepted the recommendations gathered by NGO Status through regional public hearings on providing public ecological information on the internet. However, Status is not an ecological organization so the campaign did not have a natural constituency or technical knowledge which prevented the campaign from having nationwide impact.

### Namys Public Association of Disabled People

The goal of Namys's campaign was to involve disabled peoples opinions into the new disability rehabilitation program on republican and regional levels. Public Association (PA) Namys finalized their database of legislative documents in Kazakh concerning the disabled. In collaboration with the Ministry of Labor and Social Protection and published and distributed a publication containing information in Russian and Kazakh describing 16 national and regional level programs targeting disabled persons for 2006-2008. Namys successfully advocated and provided technical assistance to the government which led to the adoption of a disabled person program focusing on complex rehabilitation as well as increased budget allocations for disabled NGOs. The campaign did an excellent job maintaining a coalition, representing its constituency and establishing strong relations with government officials.

In June 2006, CASC *Kyrgyzstan* staff started conducting close out evaluations of 4 national advocacy campaigns and their respective coalitions. The purpose of the close out evaluation was to identify best practices and lessons learned which will enable CASC staff and the grantees to conduct better advocacy campaigns in the future. Evaluators analyzed the achievements of the advocacy campaigns, goal and objectives, what strategies and tactics were most successful, and how the capacity of the core NGOs and coalitions increased. CASC staff developed a schedule and agenda for the evaluation, sent documents for self-evaluation, and the annual report format on institutional grants to 9 NGOs and provided consultations for filling out the self evaluation questionnaire. In addition, CASC staff conducted face to face evaluations and spent two days with each organization. Close out evaluations were conducted for Arysh, Sezim, Association of Evaluators of Kyrgyzstan, Nash Dom, Association of communication operators and PA Shoola-Kul.

### Nash Dom

A round-table in Jalal-Abad city led to the city allocating 200,000 soms (\$5,000) for determining ownership of land parcels and this fulfilled one of the project's objectives. Twelve members of Jalal-Abad city council gave their approval during the city council's meeting. After repeated addresses made to the Kyrgyz Parliament members by Mr. Gorbunov, Coalition's leader, a decision was made to establish a Parliamentary commission to monitor the implementation of Government decree No: 575 (directly related to issues of apartment house grounds determination) Mr. Gorbunov was appointed as an expert of the commission. Nash Dom conducted round tables and monitoring activities in Karakol and Tokmok cities. In both city budgets separate items for the purpose of determining land parcels for two condominiums were introduced. After the coalition conducted an

information campaign, the number of people requesting consultations related to issues of land parcels increased, and registration of condominiums increased by 45 %. The Nash Dom Coalition expanded its membership by adding a new NGO - Consumer rights defenders union from city Hudjant (Tajikistan). This coalition of Tajik citizens is in the process of implementing a project “Promotion in reforming the system of multistory apartment’s maintenance in Tajikistan”, in which Nash Dom is a partner.

#### Sezim and Coalition Ayan

Coalition Ayan continued conducting its information campaign throughout the country. Billboards were placed in 4 cities: Bishkek, Naryn, Batken, and Jalal-Abad. On June 28, the Coalition conducted a conference, where it presented results of the advocacy campaign, presented gifts to three winners of an essay competition and discussed issues related to further activities. The Head of Coalition Ayan, Ryskulova, has announced that the local NGO Zamandash will support the project by financing the continuation of the advocacy campaign. The coalition was highly successful as it achieved its goal of restricting alcohol and tobacco advertising (could only be done during late night television hours) as well as increasing its membership by 20%.

#### Coalition of Communication Operators’ Association

In May 2006, ACO conducted a meeting with the Public Foundation Information Future, which initiated a process for developing a new law on Communication. Participants of the meeting discussed chapters of the new Law. The director of the Association of Communication Operators participated in the international conference “Electronic governance: opportunities and mechanisms of implementation” in Dushanbe (Tajikistan). The goal of the conference was to exchange experience and build partnership in searching for possibilities and mechanisms of introducing e-government to state, business and civil society organizations. Mr. Jerebko, Director of the organization, made a presentation on development of state services through information and communication technologies. Building on the experience gained during implementation of its advocacy campaign, the Communication Operators Association initiated the drafting and promotion of amendments to the Law of KR No: 32 “on tax code”. This draft law will eliminate the existing gaps in the tax code of KR and abolish the VAT for imported equipment used by communication operators. Thus, a serious barrier to the development of communications will be abolished, and more favorable conditions will be created for in the communication sphere. Communication Operators Association has sent the developed draft law to the government, ministries, state agencies and profile committees of Jogorku-Kenesh. The lobbying initiative was supported by many partner organizations, which sent their letters of support to the government structures.

#### Akyikat Jolu

The Director of the PA Akyikat-Jolu met with many government officials and leaders of public associations, including the head of the strategic development unit under Prime Minister Mr. Kulov. As part of the information campaign, the leader and three members of the Coalition Sharket from Batken, Nookat, and Bishkek cities took part in a TV program devoted to labor migrants in the republic and abroad. Coalition members from Kazakhstan also took part in the program. Data on sociological research from all partners in Russia and Kazakhstan were collected in May, 2006, and based on the results the research team has developed a draft report. In order to present the results they organized a meeting in May with the participation of experts, sociologists and coalition members. Feedback and recommendations were given by participants and incorporated into the final version of report. Coalition Sharket presented the final report on sociological research and the draft of a state policy program “Labor migrant”. The Secretary of the National Council responsible for women, family and gender development issues, a consultant of the strategic development and expertise unit of the President’s Administration, and the Director of the State Committee on Migration and Employment all spoke and participated. The speakers emphasized the relevance of the program and contribution of Coalition Sharket. The final assessment of the campaign was extremely positive and the strongest points of the campaign were its policy resource focus and strong relations with national level government relations.

#### Alliance of Kyrgyz Patients’ Rights Defenders

The AKPRP signed an agreement with the Ministry of Health of KR on forming a system of evaluating and controlling medical assistance in Kyrgyzstan which in turn produced a positive image of AKPRP among providers of medical services (form of social partnership). For the first time, brochures on patients’ rights were published in Kyrgyz and Russian languages and widely stimulating interest in patients’ rights for patients

themselves as well as medical services providers. The institutional grant evaluation of PA Alliance of Kyrgyz patients' rights protectors (AKPRP) revealed that the number of organization members has increased from 54 to 157 from different medical organizations.

## **C. OBJECTIVE 2: To increase the capacity of NGOs to build their membership and develop constituency outreach**

### **Facilitate Participatory Constituent Appraisals and Trainings in Constituency Development for Core NGOs**

Counterpart utilized two primary tools in assisting NGOs to develop constituencies – participatory appraisals and trainings. From January – March 2005, the CASC team agreed to work with the Association of Civil Society Support Centers in both Kazakhstan and Kyrgyzstan to conduct Participatory Constituent Appraisals (PCAs) for the eight core CASC NGOs. The information from the PCAs was used to formulate advocacy campaign strategies for all grantees. In addition, Counterpart included Constituency Development as one of its 9 CASC core training modules. The module identified what organization's core clientele or beneficiaries want and how best to communicate what campaigns intend to or have delivered to them through advocacy. Outputs include NGO prepare constituency development plan; and Participants become aware of the constituency development necessity.

### **Increase Public Awareness of Advocacy Campaigns**

In the beginning of the program Kazakhstan and Kyrgyzstan introduced CASC logo for all CASC activities to create a separate and strong identity for the CASC program, independent from other Counterpart programs. Such 'branding' proved successful in Uzbekistan, where CASP managed to create a strong identity for itself at the national level. A one-page information page on the CASC program was also created. Media outreach and national level media coverage for all CASC events was a critical factor of success. In Kyrgyzstan grant savings allowed to strengthen specifically component and additional grants s to increase PR and communication activities of each campaign were disbursed. Partner organizations utilized public awareness in the following ways:

#### CASC Newsletter

To improve communications between CASC partners and the wider community, *The Voice*, the newsletter of the CASC program, issued its first bulletin in July 2005. The newsletter contained interviews, news about activities, and information about CASC partners. The newsletter was distributed to all CASC NGO partners and trainers, as well as shared with the Associations and their partners in each country. The Voice categories are as follows: (1) News and Events (2) Grants and Resources (3) Questions and Answers (4) Success Stories of the Month (5) Active Citizens of the Month. The newsletter was region-wide and distributed monthly to nearly 200 individuals and organizations via e-mail.

#### CASC Close-out Press Conference in Kazakhstan

In order to share CASC advocacy campaign experiences with mass media, Kazakh CASC grantees, Counterpart International Country Director and CASC staff held a press conference at the Kazakhstan National Press Club. The speakers in the press-conference, three leaders of national advocacy coalitions and CASC program staff presented CASC advocacy campaigns results and positive experiences of NGO-government collaboration. The press conference was broadcasted nationwide.

#### Kazakhstan National Association of Broadcasters (NAB)

To coincide with the launch of national advocacy campaign of *Kazakhstan National Association of Broadcasters*, a Public Hearing on the draft Mass Media Bill was held in Karaganda in August 2005. NAB participated in a television show designed for the public hearing. The clip presented opinions of recognized public figures in Kazakhstan mass media, Sergey Duvanov, Editor of the bulletin Human Rights in Kazakhstan and the World, Gadilbek Shalahmetov, Mazhilis Deputy, Oleg Katsiev, Director of Internews Network, Armanjan Baitasov, President of Channel 31 and Yury Mizinov, Editor of the internet-newspaper Navigator. About 40 journalists, media owners and NGO representatives discussed articles of the Bills on state regulation, monopoly in the media market, language balance, monopoly on directional transmitter displacement, mass media registration. These public hearings helped to gain wider support for improvement of mass media legislation. Collection of official proposals by NAB parties to support

final draft document was handed over to Deputies of Parliament Mazhilis of the RK and members of the Working Group on the draft Mass Media Law.

#### Public Association Namys

On August 4, 2005, Namys organized a press conference to announce the creation of a coalition of NGOs to promote the rights of disabled people. PA “Namys” and members of its coalition are actively working to assist the government with the Complex Program on Rehabilitation of Disabled Persons in the Republic of Kazakhstan, along with the Ministry of Labor and Social Security. In June-July, requests to this effect were distributed by electronic mail, fax, and by telephone. During August, the suggestions from disabled persons were collated and reviewed for the new Program on Rehabilitation of Disabled Persons in the Republic of Kazakhstan 2006-2008. The program focused on mechanisms of medical, social and professional rehabilitations of disabled persons, the development of sport for the disabled, resettlement and employment of the disabled, and development of mechanisms on interaction between organizations of disabled persons and the state authorities.

#### Women’s Federation Status

In May 2005, the Coalition for Ecological Information Online held a Round Table on Public Access to Ecological Information: Virtual Opportunities and Experience in Astana. The Coalition united Women’s Federation Status, Challenge Public Fund, and Mass-Media Legal Support Center. From the government side, the Ministry of Environmental Protection, Agency of Information and Communication, and the Civic Alliance of Kazakhstan participated in the roundtable. The round table discussion focused on explaining state priorities in public access to electronic information, presenting the experience of the use of virtual resources in Pavlodar oblast, and analysis of the problems in electronic ecological information dissemination. As a result of the round table, a Resolution was accepted with mechanisms for implementation. A working group of government and NGOs for implementation of the National Concept for Ecological Safety in Kazakhstan and the Concept of Electronic Government was created. The roundtable was covered by all major regional news outlets and press releases were issued.

#### Press Conferences Held to Launch National Advocacy Campaigns in Kyrgyzstan

Three national advocacy grantees held press conferences along with their coalition partners to announce the launch of their campaigns. Press conferences were held by Coalition Sharket Akiykat Jolu, Coalition Nash Dom, and Coalition Sezim. Coalition Sharket made an appeal to the President of the Kyrgyz Republic and National Government to create an independent government body on Migration.

#### Coalition Ayan Participated in the Open Kyrgyzstan TV Program.

The members of Coalition Ayan took part in a TV program Open Kyrgyzstan on advertisement of alcohol and tobacco products, organized at the request of the Coalition. The Vice-Chair of the Bishkek City Administration, Deputy Director of the State Antimonopoly Agency, National Olympic Committee Member and other stakeholders participated in the discussion.

#### Nash Dom Coalition Participated in Bishkek City Budget Hearings

The members of the Coalition For Land Ownership Rights (Nash Dom) participated in the 2006 Bishkek city budget hearing. The Chairman of the Bishkek City Council officially declared that City Council members, having studied the requests of citizens and condominiums, decided to allocate 1 million soms (about \$25,000 USD) for the purposes of determining land parcels around multi-unit buildings. Mr. Nogoybaev, the Head of the Bishkek City Administration, and Mr. Nishanov, the Head of the City Administration Finance Department, participated in the budget hearing as well.

#### Association Nash Dom Conducts Three Roundtables

The PA Nash Dom conducted three round-tables to inform its stakeholders about its advocacy campaign objectives and tasks in Kara-Kol, Cholpon-Ata and Karabalta cities. The round-tables were attended by homeowners, local city administration representatives and city councils members. Participants discussed the issues of land parcels, registration of homeowners rights, determination of ground areas, creation of condominiums, Zamir Shaiykov, CASC Program Officer, visited the round-tables in Cholpon-Ata.

### **Continued Capacity Building and Evaluation of CASC Training Team**

CASC staff worked with the CASC Advocacy Trainer Team to constantly self-evaluate and improve the CASC program training and consulting component. To this end, Counterpart organized a training assessment with 5 types of questionnaires targeting different stakeholders, including: Trainer self-appraisal; Co-trainer appraisal; CASC staff appraisal; Training participants; and External experts. The average score for each trainer was calculated at the end of information gathering. The eight Advocacy Trainers with the highest scores were recognized by the CASC program and were selected to participate in the Research-Based Advocacy for National Level Policy Reform Training in Kazakhstan.

### **Assist CASC Staff and Trainers Register Advocacy Training NGO in Kazakhstan**

In April 2006, CASC trainers registered a new advocacy training NGO, KAMEDA Research and Consulting Center (RCC). KAMEDA RCC is a professional association of consultants, researchers, and monitoring and evaluation specialists whose goal is to build the organizational and advocacy capacity of NGOs, government agencies, and business institutions in areas such as social policy and human resource development, mass media, civil society, social partnership, economic policy, and legal procedures. KAMEDA RCC's major services are: (1) Research; (2) Project and program monitoring and evaluation; (3) Expert review; (4) Consulting; (5) Facilitation, institutional assurance of communication between the actors of socio-political process (development of dialogue between NGOs, government agencies and businesses). KAMEDA RCC clients: (1) CAR local and national NGOs; (2) International and donor agencies of CAR and Europe; (3) Local and national government organizations; (4) Business organizations.

## **D. OBJECTIVE 3: Improve Government Capacity to Promote and Support Policy Dialogue at the National Level**

### **Compile Directory of Government Operations and Officials**

The CASC team compiled a *Directory of Government Officials in Kazakhstan*. The Directory included a description and a graphic illustrating the operation of national and regional governments. It also included the names and contact information for major ministerial and Parliamentary government officials. The Directory was distributed to all CASC partners in Kazakhstan so they could contact their parliamentarians and appropriate government officials directly.

### **Provide Training for Government Officials**

During the project implementation in Kazakhstan, Counterpart established contacts with officials from the Ministry of Social Protection, the Ministry of Finance, the Ministry of Information, Culture and Sport, local government departments, and with the national parliament. Core NGOs delivered a series of trainings for regional government officials and social partnership training for representatives from the Ministry of Social Protection. A total of 25 government officials were trained. As mentioned earlier, receptivity and participation in the trainings was not very strong due to busy schedules of upper level government officials.

In Kyrgyzstan, two trainings on Social Partnership were conducted for the Ministry of Economics and Finance, and the State Committee on Migration and Employment. More than 30 government officials took part in the trainings and learned about various forms, guiding principles, and mechanisms of social partnership. CASC staff and trainers also used the opportunity to educate them on the concepts of advocacy and shared information CASC, advocacy campaigns, and coalitions. The training participants expressed their wish to continue collaboration and receive additional training. In the course of advocacy campaigns implementation, core NGOs were successful in building working relationships with government through trainings, roundtables, meetings where NGOs voiced the interests of the public to influence the policy change. NGOs were a part of the various working groups, committees, expert groups as effective government-civil society vehicles for interaction.

### **Meeting with Government Officials**

The CASC Kazakhstan team held a stakeholder meeting for Almaty-based NGO partners and local government officials in April 2005 in order to (1) introduce local NGOs to local government officials, share and learn about their visions; (2) provide a CASC program orientation and awareness sessions for government officials; (3) ensure

government support and recommendations for selection of the national level officials for cooperation in the NGO advocacy campaigns; and (4) ensure that NGO partners have a systematic approach in building relationships. Ms Maria Kusuvalova, a Specialist from the Department of Employment, expressed her keenness on working with NGOs and her understanding of the importance of government working with civil society. Maria shared existing experiences of government-civil society cooperation programs noting that cooperation at the local level is good, while at a higher level, specifically on budgetary and legislative issues, when local government-civil society suggestions are not incorporated into government programs there is room for further works. More concerted efforts for strengthening relations to avoid misunderstanding about purposes and activities from both sides are needed in the future. Moreover, in Kazakhstan, during the course of advocacy campaign implementation, core NGOs were able to maintain productive relationships with government through trainings, roundtables, meetings where NGOs voiced the interests of the public to influence the policy change. NGOs were a part of the various working groups, committees, expert groups as effective government-civil society vehicles for interaction.

In Kyrgyzstan, the opportunities for government meetings were much more abundant. This may be due to a number of reasons including, proximity of core NGOs to government officials, the fact that many government officials came from the NGO sector, the Kyrgyz government has fewer resources than in Kazakhstan, Kyrgyzstan is a much smaller country and the government is more volatile. CASC Kyrgyzstan government meetings included:

- The members of Coalition *Ayan* conducted a round-table to discuss amendments to the Advertisement Law initiated by Mr. Tekebaev, Speaker of the Parliament. The round-table participants from Coalition members, NGOs, officers of the Interior Affairs Ministry, the Drugs Control Agency, Parliament offices, Bishkek City Administration made an address (with signatures) to the Parliament of the Kyrgyz Republic and the President of the KR in support of the amendments to the law. The draft law restricted advertisements of alcohol and tobacco products. The address was published in the national newspaper *Kyrgyz-Tuusuu*.
- Coalition *Sharket* met with Mrs. Ryskulova, the Director of the newly organized Committee on Migration and Employment to introduce advocacy campaign goal and objectives and discuss the future collaboration plans.
- In October 2005, the Coalition *Sharket* conducted three round-tables in Osh, Batken and Naryn Oblasts to present results of a sociological research on migrant labor issues. Regional state authorities, NGOs, and representatives of mass media participated in the event which was covered by the regional news agencies.
- CASC partner and chairman of Association *Nash Dom* Mr. Gorbunov met with the Head of Bishkek City Council apparatus Mr. Lyashenko to discuss the issues landownership for parcels around apartment complexes. As a result of the meeting, Mr. Lyashenko formed a public consultative board under the City Council for issues of housing/communal services and land parcels around multi-unit buildings. The formation of such a board was one of the advocacy campaign objectives.
- In November 2005, the PA *Akyikat-Jolu* had a meeting with Mr. Orozbaev, Consul General of the KR in Siberia region. Mrs. Arstanbekova, chairman of PA “*Akyikat-Jolu*,” informed about the overall situation of Kyrgyz labor migrants migrating to Russia and Kazakhstan, as well presented advocacy campaign goal and objectives. Mr. Orozbaev agreed to render assistance in conducting labor migrant surveys and round-tables in the cities of the Russia. The surveys are planned by Coalition. Mr. Orozbaev emphasized the importance of cooperating with the NGO sector in solving labor migrants’ problems.
- CASC staff and the Chairman of *Sezim* met with Mr. Imanaliev, a Member of Parliament and a member of the Defense, Security and Information Policy Committee under *Jogorku-Kenesh*. During the meeting, issues regarding the advertisement of alcohol and tobacco products were discussed. *Sezim* presented the goal and objectives of advocacy campaign. Participants discussed the need for legal restrictions on advertising alcohol and tobacco products. They have also provided recommendations for introducing amendments to the Law on Advertisement. Mr. Imanaliev took charge over presenting recommendations to the Committee with other law drafts discussions initiated by the Government and Mr. Tekebaev, Speaker of the Kyrgyz Parliament.

- CASC staff and the chairman of the PA Nash Dom met with Mr. Imanaliev, Member of Parliament and member of Defense, Security and Information Policy Committee under Jogorku–Kenesh to present information and materials on land property issues. Mr. Imanaliev was urged to provide support in organizing a parliamentary control to monitor the fulfillment of land code and the Law on Condominiums.

## V. COOPERATION AND COLLABORATION

Throughout CASC, Counterpart collaborated with a number of local and international organizations including:

### **Civic Advocacy Support Program (CASP) Uzbekistan**

The Civic Advocacy Support Program (CASP) Uzbekistan hosted the CASC teams from Kazakhstan, Kyrgyzstan, and Armenia at a regional meeting held in Tashkent, on February 16-18. In total there were 15 participants, including Country Directors, CASC/CASP Program Directors, and the training and Advocacy specialists working on the programs.

### **Academy for Educational Development (AED)**

Academy for Educational Development (AED), IREX, Freedom House, Counterpart, IREX, AED and Freedom House worked in collaboration to organize and deliver a research-based advocacy for national level policy reform training at KIMEP University in Almaty.

### **Joint United Nations Program on HIV/AIDS (UNAIDS)**

On January 18, Alexandra Kazakova, CASC Training Coordinator, met with Alexander Kossukhin, Country Officer of UNAIDS and discussed UNAIDS future strategy concerning of HIV/AIDS organizations' advocacy activities. UNAIDS is planning to coordinate the activities of different HIV/AIDS international and local organizations in different sphere, including advocacy. UNAIDS is developing a general strategy for the next years and is interested in receiving CASC trainings and consultations. In February 2006, a meeting with all UNAIDS program participants took place, during which A. Kazakova presented the CASC program and training series.

### **United Nations Development Program (UNDP)**

On January 12, Alexandra Kazakova, CASC TTAC, had a meeting with representatives of UNDP - Ms. Ainur Baizhumanova, Project Coordinator of Breast Cancer Program and Rao Narasimha, Protection Officer of UNHCR. Breast Cancer Program is a new UNDP program with social partnership and information components. During the meeting, different ways of cooperation in the framework of these components were discussed. A. Kazakova presented CASC program, training component and consultation activity. As the result of the meeting, it was decided to develop a plan of cooperation and consultations on advocacy issues for Breast Cancer Program partners.

### **International Center for Not-for-Profit Law (ICNL)**

On January 19-20, Alexandra Kazakova, CASC TTAC, participated in training on NGO Taxation in Kazakhstan supported by ICNL, given by the leader of Tax Coalition of NGO Nataliya Yantsen. The main topics of the training agenda were: (1) updating Tax Legislation and consideration of the new amendments in Tax Code of RK; (2) value added tax and NGO; (3) Social Procurement Legislation in RK; (4) Advocacy activity of the CASC Tax Coalition of NGO.

### **National Democratic Institute for International Affairs (NDI)**

Mark Granus, Counterpart Chief-of-Party, Alexandra Kazakova, TTAC, and Dana Zharikova, Advocacy Specialist organized a meeting with NDI representative Gaukhar Kenzhegaliev, Project Coordinator of Information Centers for Democracy. The main purpose of the meeting to discuss NDI's new program "Information Centers for Democracy (ICDs)". ICDs provide access to alternative information, facilitate a dialogue on issues of concern to the local community, and also serve as a resource centers for civil society organizations, information distribution points and training sites for international organizations. Participants discussed potential collaboration between CASC trainer team and IDCs. It was agreed that Counterpart and NDI will provide advocacy trainings for South-Kazakhstan local government representatives on a cost-share basis. CASC team will assess the authorities'

trainings needs and adapt CASC training modules based on the assessment results. A preliminary decision has been made to conduct the training in Chimkent in the local Information Center.

### **Foundation for Policy Studies “Perspektiva”**

On February 7, 2006, CASC staff met with representatives of “Perspektiva” Foundation for Policy Studies, Birzhan Murataliev and Shamil Tyncherov to discuss potential cooperation in organizing trainings on Social Partnership for government officials. “Perspektiva” representatives suggested organizing a high level conference instead of the training. Their reason for it was that activities on the Advocacy field need an approval from the high level of the Kazakhstan government. The Conference, which will invite government officials, may help Counterpart, and other International organizations and local NGOs, will help the actors to develop a mutual understanding of advocacy and establish effective relationships. On February 9, Mark Granius had a follow up meeting with Birzhan Murataliev and Shamil Tyncherov to discuss organization of the National Conference with government officials’ participation, conducting their training needs assessment and creating a training schedule. The negotiation of these issues is still in progress.

### **International Conference "State, Business and Society: Field for Innovations"**

In March 2006, Mark Granius, regional Director, Counterpart International, Ulzhan Kanzhigalina, Kazakhstan Country Director and Larisa Kovtunova, ARGO Development Manager participated in the international conference "State, Business and Society: Field for Innovations" held in Astana. The Conference was organized under the auspices of National Union of Entrepreneurs and Employers of Kazakhstan "Atameken", UNDP and Center for Policy Studies "Perspektiva".

More than 100 Conference participants discussed issues of social partnership development, effective mechanisms of cooperation between civil society institutions, businesses and dialogue with the government. Mark Granius and Larisa Kovtunova made speeches in the general assembly meeting focusing on effective international models and experiences of local NGOs in to promote social corporate responsibility in Kazakhstan. As a follow-up to the conference, Larisa and Ulzhan have conducted a workshop on Social Corporate Responsibility for Astana businesses, NGOs and government officials. The workshop introduced existing approaches and models in Kazakhstan, allowed participants to exchange of information on aspects of SCR, and discuss concrete mechanisms for developing partnerships.

### **ARGO Civil Society Development Association (ARGO)**

Representatives of CASC staff have been cooperating with ARGO during implementation of the “Civic Election Forum”. Dana Zharikova, Advocacy Specialist, participated in the Program Concept Adaptation process. Also she participated in a meeting with Mr. Vladimir Foos, Deputy Chairman of the Central Election Commission in Astana.

In March 2005 CASC staff provided consultations for ARGO on development of strategy for Advocacy campaigns on call back drafts Laws «On activities of affiliates and representative offices of international and foreign non-commercial organizations on the territory of the Republic of Kazakhstan» and «On introduction of changes and amendments into some legislative acts of the Republic of Kazakhstan on issues of non-commercial organizations».

Advocacy Specialist participated in the implementation of the “Civic Election Forum” program in particular during Program Concept Adaptation process. Jointly with ARGO CASC staff participated in a meeting with representatives of Central Election Commission in Astana.

During the CASC KZ Revise Module Meeting Larisa Kovtunova, ARGO Development Manager, has conducted a presentation on Training Services Promotion. The presentation included following topics: main branding issues, marketing philosophy, promotion instruments.

### **Counterpart International Afghanistan**

Dana Zharikova, CASC KZ Advocacy Specialist and Ainura Absetmetova, a consultant, were invited to provide capacity building training within Counterpart International Afghanistan project Initiative to Promote Afghan

Civil Society (I-PACS). Using the expertise and materials of the CASC program the trainers designed, prepared and conducted the TOT on Planning and Conducting an Advocacy Campaign.

Given that is a very new concept in Afghanistan, the trainers adapted the training content to the local context with relevant techniques, approaches, concepts and case studies that can be utilized in the volatile environment of Afghanistan. Local advocacy expert Horia Nosadiq provided local cases for advocacy. An advocacy training manual, handouts, case studies, and advocacy resource books were all translated into the local languages, Pashtu and Dari to ensure that Afghan trainers are able to deliver Advocacy TOTs to the CSSCs and Advocacy Training to CSOs. The TOT was delivered to the I-PACS training team consisting of 16 participants from Counterpart staff, partner ISOs and other interested Kabul based organizations. Dana and Ainura also provided technical assistance to program and grant management staff regarding the Advocacy Grant RFP and improvement of grant management systems.

### **Association of Civil Society Support Centers in Kyrgyzstan**

On February 27, Jibek Koichukulova took part in the Grant Committee meeting in the frame of Program: “Exchange Visits for Network Organizations”. CASC trainers were involved in ACSSC’s training component on institutional grant project for network NGOs.

### **Association on Nongovernmental Human Rights Organizations - Advocacy Center**

CASC Program staff conducted negotiations with the Director of Advocacy Center, implementing project “Civic Initiation in Advocacy by promoting Human Rights and Liberty”. CASC trainers Tahmina Musalimova and Bakyt Kachikeeva conducted a training in strategic court process in collaboration with the Association of Civil Society Support Centers.

### **Advocacy and Human Rights Center (Osh oblast)**

CASC trainer Umarova Asel was invited by the Advocacy and Human Rights Center (Osh oblast) to conduct Advocacy trainings in Osh, Kyzyl-Kia, and Jalalabat cities on June 29 and July 5, 2005. The Advocacy and Human Rights Center was established with support from the Foundation for Assistance and Support of Legal and Economic Reforms, financed by the OSCE in Osh, to prepare and develop advocacy specialists in NGOs, legal defenders and practicing advocates with further technical assistance and creation of a network. The Center is headed by Torojev Jenishbek. Participants came from NGOs, legal defenders and practicing advocates from Batken, Osh, and Jalalabat oblast. The two-day trainings were based on the CASC adapted module.

### **Urban Institute**

The CASC team, representatives of the Public Association “Akyikat-Joul”, the Association of Kyrgyz appraisers, “Shoola-Kul” and “Arysh” (CASC core NGOs), and two CASC trainers participated in Bishkek city budget hearings organized by Urban Institute. The participation of the CASC team in this training was important for gaining a clear picture of the city budget since one of the advocacy campaigns implemented by the coalition “For the right of land ownership” (Nash Dom) is related to city budget issues.

## **VI. BEST PRACTICES AND LESSONS LEARNED**

### **Collaboration with Government Officials is a Critical Success Factor for Rapid Advocacy Results**

In Kazakhstan, it was challenging to establish effective dialogue with government representatives during the implementation of two campaigns (environmental information and media law). While these two campaigns had numerous procedural successes (coalition formation, public hearings, good member communications), neither campaign resulted in a new law or policy being adopted or enforced as a result of the campaigns. In contrast, the campaigns for the rights of disabled, better NGO tax laws and the repeal of repressive NGO legislation were successful in getting new laws or policies on the books within a relatively short period of time due to close work and established relationships with local and national government officials.

Our experience also shows that the government tends to have a high degree of staff turnover. This is important for advocacy campaign leaders to understand and not to base all their activities on one or two officials, but instead involve multiple officials from multiple agencies. Moreover, preliminary negotiations with top level ministry officials showed that these managers wanted little or nothing to do with local and international NGOs and delegated meetings to their subordinate staff. While subordinates have little formal power, we found that many subordinate government staff had tremendous informal power and their bosses listened to their ideas and opinions.

### **Participatory Community Appraisal Results Should Match Organizational Mission for Effective Advocacy Campaigns**

During the initiation stage of the Women Federation Status and their coalition advocacy campaign on access to the ecological information, members utilized Participatory Community Appraisal (PCA) to settle on a campaign issue. Ecological problems were identified during the PCA as the highest priority issue for East-Kazakhstan Region. Although Status had experience implementing environmental projects, they are not an ecological organization with a strong constituency in that area. In our opinion, this adversely impacted the results of the campaign as Status did not have the government or NGO connections and knowledge of the environmental field to achieve high-level results.

### **Advocacy Campaigns Need Sophisticated, Rigorous and Long-Term Monitoring and Evaluation**

During the course of CASC, it became evident that (1) not all NGOs knew how to measure a successful advocacy campaign and (2) the time frame and resources were short, so long-term impact would be difficult to gauge. As a result, Counterpart devised a new Advocacy Campaign Monitoring Matrix. The matrix was designed by the CASC Kyrgyzstan and Kazakhstan staff following a monitoring and evaluation training. The matrix measures existence and performance along 50 advocacy campaign indicators as well as qualitative measures of campaign success. This matrix received mixed feedback from participating NGOs and was introduced too late for it to be effective but it should be introduced to advocacy campaign grantees at the beginning of any future advocacy programs.

### **Coalition and Constituency Development Should Continue to be Emphasized in Training and TA**

There is clearly strength in numbers, and our most successful coalitions benefited from increases in membership that allowed them to take their causes to both the national government and nationwide. Large membership also provided for greater financial, logistical and intellectual support of the campaigns. Constituency and coalition development must be included in all trainings and technical assistance and it must move beyond rhetoric into action.

### **An Adequate Amount of Time Must Be Spent on Strategic Planning in Early Campaign Stages**

Counterpart's end of program assessment of grantees found one common thread – all campaigns should have spent more time designing the advocacy campaign strategy and contingency planning. All campaigns needed to pay more attention to setting short, medium and long-term advocacy campaign goals prior to launching the campaigns. Additionally, the coalitions should focus more on utilizing effective techniques in reaching their target audience and stakeholders. Also, the campaigners should have a clear vision of who the target audience is (those who make decisions on the campaign subject). After setting campaign goals, the coalitions should survey campaign activists in order to get feedback if the campaign members have a shared understanding and clarity on the campaign goals, objectives and methods.

### **Campaigns Need More Advanced Communication Skills and Better Utilization of the Media**

During the advocacy campaign planning stage, the public awareness campaign strategy needs more attention. This does not only mean developing a media strategy, but also means improving communication skills, compiling media contact lists, monitoring coverage, and providing the campaign itself with branding, a slogan and visuals. Participatory development of the campaign message will enable the campaign organizers to be more confident in understanding the essence and the mission of the campaign to ensure that they all are on the same page. In addition, technology needs to be better utilized as a communication tool; modern technology like e-mail and SMS are good ways to spread information by complimenting traditional methods of communication like TV, newspaper and word of mouth.

### **Advocacy Campaign Coalitions Require Strong Member Communication Systems and Cycling Feedback**

In general, we found that information exchange among the advocacy campaign coalition members was relatively weak. Campaign coalitions that had a detailed division of logistic responsibilities among the individual members were more effective. Coalition members should set up a system of regular information exchange and cycling feedback with the

coalition stakeholders and constituencies. This activity should help to inform the public during the advocacy campaign and the achieved results of the campaign. Tools could include e-mail listserves, press releases disseminated to the media and public meetings. It is also recommended to keep track of the coalition members' material and financial resources contributed to the campaign to ensure that everyone is contributing something to the campaign. All members must contribute (financial or non-financial) and we found that campaigns were hurt by non-contributing weak links. Coalitions that focused on membership development achieved better results than those with few members.

### **More Advanced Advocacy Trainings and Technical Assistance is Constantly Needed**

CASC trainees and coalition members measurably increased their capacity and future sustainability through training and educating their members in advocacy, strategic planning, coalition building, community mobilization, constituency development and other advocacy-related areas. The CASC core trainings received strong feedback from participants, but participants also said they wanted newer, more advanced trainings as well. CASC participants requested advanced trainings on using technology in advocacy, the policy making process and lobbying.

### **Include an Adequate Amount of Exchanges in Program and Travel Budgets in Grants**

Exchange visits allowed the coalitions the opportunity to meet other regional organizations with similar problems, to expand their coalitions, and to exchange ideas, lessons learned and successes. Also, in order to hold nationwide public hearings and get adequate “face time” with government officials in the capitals (particularly Astana), grantees must have enough money in their budgets for regular travel.

### **Advocacy Campaign Grantmaking Differs Significantly from Project or Organizational Grantmaking**

Counterpart noted a number of differences and lessons learned in advocacy campaign grantmaking including:

- CASC staff in both Kazakhstan and Kyrgyzstan was surprised by the low rate of response to their first request for grant applications. As a result, Counterpart issued a second, more targeted request for applications and we had better success. The reason for lack of applications may have been either dearth of experience and uncertainty in participating in an advocacy program or external factors such as elections.
- Funding for advocacy campaigns is touchy and highly political; therefore implementers must be careful in selecting campaign topics. In addition, we found it more effective to fund organizations to continue ongoing campaigns that are within their mission. This was especially true with the labor migration campaign in Kyrgyzstan and the campaigns for disability rights and NGO tax reform in Kazakhstan.
- Advocacy campaign monitoring and evaluation is a relatively undeveloped field and more work needs to be done in this area – particularly in self-monitoring and reporting on success.
- Most grantees reported that one year is not long enough for an advocacy campaign. We recommend extending the grant to 18 months with flexible spending add-ons based on campaign results.

### **Program and Program Participants Must be Flexible to External Events**

The two primary external factors that affected the CASC program were the parliamentary and presidential elections in Kyrgyzstan and the restrictive draft NGO laws in Kazakhstan.

In Kyrgyzstan, the initial NGO assessment looked at NGO strengths and weaknesses, including links to influential stakeholders for a future national campaign. However, as a result of the elections, and a change in key influential political figures, the pre-election assessment needed to be revised. NGOs that may have had previously had influential allies, it meant that they needed to build new relations with the incoming administration. The difficult political situation in Kyrgyzstan continued to influence the planned activities of advocacy campaigns. For example, the planned Parliament Committee meeting to discuss the draft laws on introducing amendments to the “Advertisement” law did not take place on time due to the assassination of Tynychbek Akmatbaev, a Member of Parliament and the Committee’s chairman.

In Kazakhstan, Counterpart and ICNL assisted a coalition of more than 50 Kazakhstani NGOs to organize and appeal a draft law restricting the activities of NGOs in the country. The draft law would add burdensome requirements and restrictions to the activities of NGOs, including limit the issues about which they could speak. Opposition to the drafts came from several spheres – all of which played a vital role in limiting the damage the laws, if enacted, could present.

**ATTACHMENT 1:**

**CASC COUNTRY PERFORMANCE MONITORING PLANS**

**Counterpart International - CASC Program  
Final Performance Monitoring Plan - Kazakhstan  
(2004 - 2006)**

| Objective                                                                                                                                                                                                | Results and Target Level Indicators: Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsible Staff   | Means of Verification                                                                                                                                                                                                                                       | 2004       |        | 2005      |        |            |        | 2006      |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>Objective 1. To enhance the institutional capacity of local NGOs to carry out advanced advocacy campaigns at the national level according to their missions and to create advocacy NGO coalitions</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        |            |        |           |        |
| <b>1.1. 10 Core NGOs demonstrate their advanced skills in advocacy, government relations and public outreach/education</b>                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        |            |        |           |        |
| 1.1.1                                                                                                                                                                                                    | <b>NGOs for initial assessment selected. Their initial assessment Launched. Assessment formats and criteria developed. Trainers for CASC selected.</b><br>Number of NGOs for initial assessment selected.<br>Number of NGOs assessed. Their initial assessment Launched (cumulative number).<br>Assessment formats and criteria developed.<br>Number of Trainers for CASC selected.                                                                                                                                                                                                                      | Advocacy Specialist | Decision/s on NGOs selected (list, approval). Number of NGO assessment reports filled out.<br>Assessment documents.<br>Written procedure for assessment. Documentation of NGOs submitted. Trainers' documents (CVs).                                        | √          |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | 15         | 15     |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | 10         | 9      | 15        | 15     |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | √          | √      |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             | 8          | 11     | 8         | 8      |            |        |           |        |
| 1.1.2                                                                                                                                                                                                    | <b>Training course designed. 10 Training and Technical Assistance plans developed and being implemented. The initial training course conducted and completed.</b><br>Training course designed.<br>Number of advanced advocacy trainers trained and certified.<br>Number of training modules revised.<br>Advocacy Resource Book revised.<br>Number of Training and Technical Assistance plans developed and being implemented.<br>Number of NGOs trained through the initial training course conducted and completed.<br>Number of modules delivered through initial training course conducted/completed. | TTAC                | Training course content (list).<br>Training Modules revised.<br>Advocacy Resource Book.<br>TTAPs developed. Monitoring reports on TTAPs developed.<br>List of participants trained.<br>Participants' Evaluation Sheets.<br>Database of Advocacy on Trainers |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | 10        | 8      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | 9         | 9      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | 10        | 10     |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | 10        | 27     |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        | 6         | 9      | 3          | 9      |           |        |
| 1.1.3                                                                                                                                                                                                    | <b>10 core NGOs have demonstrated their improved skills (advocacy campaigns have been implemented, policy dialogue with the government established, constituency base extended).</b><br>Number of core NGOs implementing advocacy campaigns.<br>Number of core NGOs established policy dialogue with government(local/national).<br>Number of core NGOs extended constituency base.                                                                                                                                                                                                                      | Advocacy Specialist | Advocacy Campaign Monitoring Reports. Advocacy Capacity Assessment Reports.<br>Regulations on policy dialogue mechanisms established.                                                                                                                       |            |        |           |        | √          | √      |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        | 4          | 4      |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        | 4          | 5      |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        | 10         | 8      |           |        |
| 1.1.4                                                                                                                                                                                                    | <b>Indicator fully achieved.</b><br>Number of core NGOs advanced skills in advocacy.<br>Number of core NGOs advanced skills in government relations.<br>Number of core NGOs advanced skills in public *constituency outreach/education.                                                                                                                                                                                                                                                                                                                                                                  | TTAC                | Advocacy Campaign M&E Reports. Advocacy Capacity Assessment Reports.<br>Regulations on policy dialogue mechanisms established.<br>Regional Database.                                                                                                        |            |        |           |        |            |        | √         |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 10     |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 10     |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 10     |

**Counterpart International - CASC Program  
Final Performance Monitoring Plan - Kazakhstan  
(2004 - 2006)**

| Objective  | Results and Target Level Indicators: Description                                                                              | Responsible Staff       | Means of Verification                                                                                                                                                  | 2004       |        | 2005      |        |            |        | 2006      |        |  |
|------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|--|
|            |                                                                                                                               |                         |                                                                                                                                                                        | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |  |
|            |                                                                                                                               |                         |                                                                                                                                                                        | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |  |
| <b>1.2</b> | <b>Four National Advocacy Coalitions established and demonstrate their ability to organize and conduct national campaigns</b> |                         |                                                                                                                                                                        |            |        |           |        |            |        |           |        |  |
| 1.2.1      | <b>The Methodology for coalition building developed.</b>                                                                      | PM                      | Paper on Methodology for coalition building.                                                                                                                           |            |        | √         | √      |            |        |           |        |  |
|            | Methodology discussed and defined.                                                                                            |                         |                                                                                                                                                                        |            |        | √         | √      |            |        |           |        |  |
|            | Methodology concept written.                                                                                                  |                         |                                                                                                                                                                        | 1          | 1      |           |        |            |        |           |        |  |
| 1.2.2      | <b>National Advocacy Coalitions formed and Advocacy campaign plans developed.</b>                                             | Advocacy Specialist     | Materials on Coalition (MoUs, lists of members, leaders.)<br>Advocacy Campaign plans (written).                                                                        |            |        | √         | √      | √          | √      |           |        |  |
|            | Number of National Advocacy Coalitions formed (cumulative number).                                                            |                         |                                                                                                                                                                        | 2          | 2      | 4         | 4      |            |        |           |        |  |
|            | Number of Advocacy campaign plans developed (cumulative number).                                                              |                         |                                                                                                                                                                        | 2          | 2      | 4         | 4      |            |        |           |        |  |
| 1.2.4      | <b>Indicator fully achieved.</b>                                                                                              | Advocacy Specialist, CD | Materials on Coalitions (MoUs, lists of members, leaders, plans, division of roles, etc.)<br>Advocacy Campaigns' M&E Reports.<br>Advocacy Capacity Assessment reports. |            |        |           |        |            |        | √         | √      |  |
|            | Number of National Advocacy coalitions established and capable of conducting national campaigns.                              |                         |                                                                                                                                                                        |            |        |           |        | 4          | 4      |           |        |  |
| <b>1.3</b> | <b>Four National advocacy campaigns initiated and implemented by NGOs and their coalitions</b>                                |                         |                                                                                                                                                                        |            |        |           |        |            |        |           |        |  |
| 1.3.1      | <b>Needs assessment done. Strategy for National advocacy campaigns initiated.</b>                                             | PM, Advocacy Specialist | NGO assessment reports.<br>Stakeholders' assessment materials. Strategy paper.                                                                                         | √          | √      | √         | √      |            |        |           |        |  |
|            | Number of NGOs assessed (NGOs' assessments)                                                                                   |                         |                                                                                                                                                                        | 10         | 9      | 15        | 15     |            |        |           |        |  |
|            | Number of stakeholders assessed (Stakeholders' assessments)                                                                   |                         |                                                                                                                                                                        |            |        | 10        | 15     |            |        |           |        |  |
|            | Strategy for National advocacy campaigns developed.                                                                           |                         |                                                                                                                                                                        | 1          | 1      |           |        |            |        |           |        |  |
| 1.3.2      | <b>National Advocacy Grants awarded and National Advocacy Campaigns initiated.</b>                                            | Advocacy Specialist, CD | Grant Committee Notes (decisions). Grant Contracts signed. Advocacy Campaign Project Proposals. Project Monitoring & Evaluation Reports.                               |            |        | √         | √      | √          | √      |           |        |  |
|            | Number of National Advocacy Grants awarded (cumulative number).                                                               |                         |                                                                                                                                                                        | 2          | 2      | 4         | 4      |            |        |           |        |  |
|            | Number of National Advocacy Campaigns initiated/implemented (cumulative number).                                              |                         |                                                                                                                                                                        | 2          | 2      | 4         | 4      | 4          |        |           |        |  |

**Counterpart International - CASC Program  
Final Performance Monitoring Plan - Kazakhstan  
(2004 - 2006)**

| Objective                                                                                   | Results and Target Level Indicators: Description                                                                                                                                                                                           | Responsible Staff               | Means of Verification                                                                                                                                                                                                                                                | 2004       |        | 2005      |        |            |        | 2006      |        |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                             |                                                                                                                                                                                                                                            |                                 |                                                                                                                                                                                                                                                                      | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                             |                                                                                                                                                                                                                                            |                                 |                                                                                                                                                                                                                                                                      | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>1.4 10 core NGOs are trained on basic issues for its sustainability improvement</b>      |                                                                                                                                                                                                                                            |                                 |                                                                                                                                                                                                                                                                      |            |        |           |        |            |        |           |        |
| 1.4.1                                                                                       | <b>Baseline established. Training needs identified.</b>                                                                                                                                                                                    | Advocacy Specialist, TTAC       | Baseline report (per each NGO). Training Needs assessment report/s.                                                                                                                                                                                                  |            |        | √         | √      |            |        |           |        |
|                                                                                             | Number of NGOs with baseline established.                                                                                                                                                                                                  |                                 |                                                                                                                                                                                                                                                                      | 10         | 15     |           |        |            |        |           |        |
|                                                                                             | Number of NGOs with training needs identified.                                                                                                                                                                                             |                                 |                                                                                                                                                                                                                                                                      | 10         | 15     |           |        |            |        |           |        |
| 1.4.2                                                                                       | <b>Core NGOs are trained on Mission Development issue, Volunteerism, Advocacy Strategy, Coalition Building, Social Partnership, Working with Media, Membership Building, Constituency Development.</b>                                     | TTAC                            | Trainers' reports. List of Participants. Trainings Database. Training Participants' Evaluation Sheets.                                                                                                                                                               |            |        | √         | √      |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Mission Development.                                                                                                                                                                                        |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Advocacy Strategy.                                                                                                                                                                                          |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Coalition Building.                                                                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Social Partnership.                                                                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Working with Media.                                                                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Information Campaigns.                                                                                                                                                                                      |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Volunteerism.                                                                                                                                                                                               |                                 |                                                                                                                                                                                                                                                                      |            |        | 10        | 10     |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Membership Building.                                                                                                                                                                                        |                                 |                                                                                                                                                                                                                                                                      |            |        | 10        | 10     |            |        |           |        |
|                                                                                             | Number of core NGOs trained in Constituency Development.                                                                                                                                                                                   |                                 |                                                                                                                                                                                                                                                                      |            |        | 10        | 10     |            |        |           |        |
| 1.4.3                                                                                       | <b>Indicator fully achieved.</b>                                                                                                                                                                                                           | TTAC                            | Trainers' reports. List of Participants. Trainings Database. Training Participants' Evaluation Sheets.                                                                                                                                                               |            |        | √         | √      |            |        |           |        |
|                                                                                             | Number of core NGOs trained on basic issues for their sustainability improvement.                                                                                                                                                          |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of modules delivered to each core NGO (in average).                                                                                                                                                                                 |                                 |                                                                                                                                                                                                                                                                      | 9          | 9      |           |        |            |        |           |        |
| <b>1.5 Public awareness on advocacy issues among target stakeholders has been increased</b> |                                                                                                                                                                                                                                            |                                 |                                                                                                                                                                                                                                                                      |            |        |           |        |            |        |           |        |
| 1.5.1                                                                                       | <b>Actual and Virtual Libraries launched and distributed among Core NGOs.</b>                                                                                                                                                              | Advocacy specialist, IT manager | Concept paper on Libraries. List of Library items. CDs with Virtual Libraries (or websites) or hard versions. Verification on receipt of materials by 10 NGOs.                                                                                                       |            |        | √         | √      |            |        |           |        |
|                                                                                             | Concept of Actual and Virtual Libraries developed.                                                                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | √          | √      |           |        |            |        |           |        |
|                                                                                             | Number of items collected in Actual and Virtual Libraries.                                                                                                                                                                                 |                                 |                                                                                                                                                                                                                                                                      | 50         | 134    |           |        |            |        |           |        |
|                                                                                             | Number of NGOs to which Actual and Virtual Libraries were distributed.                                                                                                                                                                     |                                 |                                                                                                                                                                                                                                                                      | 10         | 15     |           |        |            |        |           |        |
|                                                                                             | Number of Library items distributed to each NGO (in average).                                                                                                                                                                              |                                 |                                                                                                                                                                                                                                                                      | 50         | 134    |           |        |            |        |           |        |
| 1.5.2                                                                                       | <b>Public awareness strategy developed and introduced to stakeholders. 2 Stakeholders meetings conducted. 10 core NGOs have been received TA and trainings on Public awareness issues. Information Campaign plans have been developed.</b> | PM, Advocacy specialist         | Public Awareness Development guideline disseminated. Stakeholder meetings' materials (list of stakeholders, agenda, etc.) Training reports. Registry Book on consultations provided (names, who provided TA). Participants' evaluations. Information Campaign plans. |            |        | √         | √      |            |        |           |        |
|                                                                                             | Public awareness strategy developed.                                                                                                                                                                                                       |                                 |                                                                                                                                                                                                                                                                      | √          | √      |           |        |            |        |           |        |
|                                                                                             | Number of stakeholders to whom Public awareness strategy introduced.                                                                                                                                                                       |                                 |                                                                                                                                                                                                                                                                      | 10         | 12     |           |        |            |        |           |        |
|                                                                                             | Number of Stakeholders meetings conducted.                                                                                                                                                                                                 |                                 |                                                                                                                                                                                                                                                                      | 2          | 2      |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs received trainings on Public awareness issues.                                                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of core NGOs received TA on Public awareness issues (consultations, other support).                                                                                                                                                 |                                 |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|                                                                                             | Number of Information Campaign plans developed.                                                                                                                                                                                            | 10                              | 9                                                                                                                                                                                                                                                                    |            |        |           |        |            |        |           |        |
| 1.5.3                                                                                       | <b>Information Campaigns on Advocacy Issues initiated and implemented.</b>                                                                                                                                                                 | PM, Advocacy Specialist         | Information Campaign plans. Materials/publications. Campaign Monitoring/Evaluation reports.                                                                                                                                                                          |            |        | √         | √      | √          | √      |           |        |
|                                                                                             | Number of Information Campaigns on Advocacy Issues initiated and implemented (cumulative number) .                                                                                                                                         |                                 |                                                                                                                                                                                                                                                                      | 9          | 9      | 10        | 9      |            |        |           |        |

**Counterpart International - CASC Program**  
**Final Performance Monitoring Plan - Kazakhstan**  
**(2004 - 2006)**

| Objective                                                                                           | Results and Target Level Indicators: Description                                                               | Responsible Staff            | Means of Verification                                                                                                                  | 2004       |        | 2005      |        |            |        | 2006      |        |  |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|--|
|                                                                                                     |                                                                                                                |                              |                                                                                                                                        | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |  |
|                                                                                                     |                                                                                                                |                              |                                                                                                                                        | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |  |
| <b>Objective 2. Increase NGO Capacity for Membership Building and Constituency Outreach.</b>        |                                                                                                                |                              |                                                                                                                                        |            |        |           |        |            |        |           |        |  |
| <b>2.1. PCAP with the emphasis on advocacy issues conducted at least by 10 core NGOs by the EOP</b> |                                                                                                                |                              |                                                                                                                                        |            |        |           |        |            |        |           |        |  |
| <b>2.1.1</b>                                                                                        | <b>Core NGOs conducted PCAP in the target constituent groups. TA and training plan for core NGOs designed.</b> | Advocacy Specialist,<br>TTAC | Participatory Constituent Appraisal and Action Planning Guideline (written). PCA reports narratives. CAPs developed (in paper). TTAPs. |            |        | √         | √      |            |        |           |        |  |
|                                                                                                     | PCAP Guideline/Resource Book developed.                                                                        |                              |                                                                                                                                        |            |        | 1         | 1      |            |        |           |        |  |
|                                                                                                     | Number of PCAs conducted by core NGOs in the target constituent groups.                                        |                              |                                                                                                                                        |            |        | 10        | 10     |            |        |           |        |  |
|                                                                                                     | Number of CAPs conducted by core NGOs in the target constituent groups.                                        |                              |                                                                                                                                        |            |        | 10        | 10     |            |        |           |        |  |
|                                                                                                     | Number of TA and training plans for core NGOs designed.                                                        |                              |                                                                                                                                        |            |        | 10        | 10     |            |        |           |        |  |
| <b>2.1.2</b>                                                                                        | <b>Indicator fully achieved.</b>                                                                               | Advocacy Specialist,<br>TTAC | PCA reports narratives. CAPs developed (in paper). Projects supported (on CAP problems)                                                |            |        |           |        | √          | √      |           |        |  |
|                                                                                                     | Number of core NGOs conducted PCAs in the target constituent groups.                                           |                              |                                                                                                                                        |            |        |           |        | 10         | 10     |           |        |  |
|                                                                                                     | Number of core NGOs developed CAPs in the target constituent groups.                                           |                              |                                                                                                                                        |            |        |           |        | 10         | 10     |           |        |  |
|                                                                                                     | Number of priority problems from CAPs under resolution by core NGOs.                                           |                              |                                                                                                                                        |            |        |           |        | 10         | 10     |           |        |  |
| <b>2.2 10 core NGOs increased their membership base by 15 %.</b>                                    |                                                                                                                |                              |                                                                                                                                        |            |        |           |        |            |        |           |        |  |
| <b>2.2.1</b>                                                                                        | <b>Needs assessment done. Strategy for membership increase developed.</b>                                      | PM, Advocacy Specialist      | Assessment reports. Strategy paper on Membership increase.                                                                             | √          | √      | √         | √      |            |        |           |        |  |
|                                                                                                     | Number of NGOs with Needs assessment on membership development conducted.                                      |                              |                                                                                                                                        |            |        | 10        | 9      | 15         | 15     |           |        |  |
|                                                                                                     | Strategy for membership increase developed.                                                                    |                              |                                                                                                                                        |            |        |           |        | 1          | 1      |           |        |  |
| <b>2.2.2</b>                                                                                        | <b>Membership Training for core NGOs conducted. Membership development plan designed.</b>                      | TTAC                         | Training reports. Participants' evaluation sheets.                                                                                     |            |        | √         | √      |            |        |           |        |  |
|                                                                                                     | Number of core NGOs trained in Membership Development.                                                         |                              |                                                                                                                                        |            |        |           |        | 10         | 10     |           |        |  |
|                                                                                                     | Number of core NGOs designed membership development plans.                                                     |                              |                                                                                                                                        |            |        |           |        | 10         | 8      |           |        |  |

| Objective                                                                                                                                              | Results and Target Level Indicators: Description                                                                         | Responsible Staff       | Means of Verification                                                                                                                                                                                                           | 2004       |        | 2005      |        |            |        | 2006      |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                                                        |                                                                                                                          |                         |                                                                                                                                                                                                                                 | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                                                        |                                                                                                                          |                         |                                                                                                                                                                                                                                 | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| 2.2.3                                                                                                                                                  | <b>Membership base increased by per cent (%) in average.</b>                                                             | Advocacy Specialist     | Advocacy Capacity Assessment Reports.                                                                                                                                                                                           |            |        |           |        | √          | √      | √         | √      |
|                                                                                                                                                        | Average membership increase (in per cent)                                                                                |                         |                                                                                                                                                                                                                                 |            |        |           |        | 5          | 19     | 15        | 22     |
|                                                                                                                                                        | Membership increase by NGOs                                                                                              |                         |                                                                                                                                                                                                                                 |            |        |           |        | 5          | 19     | 15        | 22     |
| <b>2.3 10 core NGOs have formalized volunteer's program.</b>                                                                                           |                                                                                                                          |                         |                                                                                                                                                                                                                                 |            |        |           |        |            |        |           |        |
| 2.3.1                                                                                                                                                  | <b>Needs assessment done. Strategy for Volunteerism development worked out.</b>                                          | PM                      | Needs assessment reports. Strategy on Volunteerism development.                                                                                                                                                                 | √          | √      | √         | √      |            |        |           |        |
|                                                                                                                                                        | Number of NGOs with Needs assessment conducted.                                                                          |                         |                                                                                                                                                                                                                                 | 10         | 9      | 10        | 15     |            |        |           |        |
|                                                                                                                                                        | Strategy for Volunteerism development worked out.                                                                        |                         |                                                                                                                                                                                                                                 |            |        | 1         | 1      |            |        |           |        |
| 2.3.2                                                                                                                                                  | <b>Core NGOs have formalized volunteerism development program. "Volunteerism development" training conducted.</b>        | TTAC                    | Training reports. Participants' Evaluation Sheets. FVP evidence in NGOs (written volunteer recruitment policy that assigns management responsibilities for volunteer activities and includes permanent database of volunteers.) |            |        |           |        | √          | √      |           |        |
|                                                                                                                                                        | Number of core NGOs trained in Volunteerism Development training.                                                        |                         |                                                                                                                                                                                                                                 |            |        |           |        | 10         | 10     |           |        |
|                                                                                                                                                        | Number of core NGOs have formalized volunteerism development program (cumulative number).                                |                         |                                                                                                                                                                                                                                 |            |        |           |        | 10         | 10     |           |        |
| <b>2.4 Clearinghouse for Advocacy Information and Successful Techniques has been established with the open access for all interested stakeholders.</b> |                                                                                                                          |                         |                                                                                                                                                                                                                                 |            |        |           |        |            |        |           |        |
| 2.4.1                                                                                                                                                  | <b>The Concept of Clearinghouse developed and discussed with stakeholders. Clearinghouse accessible to stakeholders.</b> | Advocacy Specialist, PM | Concept paper. Stakeholders' meetings materials (list of participants, agenda, decisions made, etc.) Web site.                                                                                                                  |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                        | The Concept of Clearinghouse developed.                                                                                  |                         |                                                                                                                                                                                                                                 |            |        | 1         | 1      |            |        |           |        |
|                                                                                                                                                        | Number of stakeholders discussed Concept of Clearinghouse.                                                               |                         |                                                                                                                                                                                                                                 |            |        | 10        | 12     |            |        |           |        |
|                                                                                                                                                        | Clearinghouse established.                                                                                               |                         |                                                                                                                                                                                                                                 |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                        | Number of stakeholders accessing /using Clearinghouse.                                                                   |                         |                                                                                                                                                                                                                                 |            |        | 10        |        |            |        |           |        |
| 2.4.2                                                                                                                                                  | <b>Additional Resources found.</b>                                                                                       | PM                      | Documentation.                                                                                                                                                                                                                  |            |        |           |        | √          | √      |           |        |
|                                                                                                                                                        | Additional Resources found.                                                                                              |                         |                                                                                                                                                                                                                                 |            |        |           |        | √          | √      |           |        |

**Counterpart International - CASC Program  
Final Performance Monitoring Plan - Kazakhstan  
(2004 - 2006)**

| Objective                                                                                                             | Results and Target Level Indicators: Description                                                                | Responsible Staff       | Means of Verification                                                                    | 2004       |        | 2005      |        |            |        | 2006      |        |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                       |                                                                                                                 |                         |                                                                                          | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                       |                                                                                                                 |                         |                                                                                          | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>Objective 3. Improve Government Capacity to Promote and Support Policy Dialogue at the National Level</b>          |                                                                                                                 |                         |                                                                                          |            |        |           |        |            |        |           |        |
| <b>3.1 Ten Government officials capacity for engagement has been built</b>                                            |                                                                                                                 |                         |                                                                                          |            |        |           |        |            |        |           |        |
| 3.1.1                                                                                                                 | <b>Needs assessment for TA and trainings has been done. Training and TA plans developed.</b>                    | TTAC                    | Need Assessment tool. Need Assessment reports (notes). TTAPs.                            |            |        | √         |        |            |        |           |        |
|                                                                                                                       | Tools for Needs Assessment of government officials developed.                                                   |                         |                                                                                          |            |        | √         | √      |            |        |           |        |
|                                                                                                                       | Number of Government officials for trainings/TA selected.                                                       |                         |                                                                                          | 10         | 12     |           |        |            |        |           |        |
|                                                                                                                       | Number of Government officials with needs assessed for training/TA.                                             |                         |                                                                                          | 10         |        |           |        |            |        |           |        |
|                                                                                                                       | Number of TTAPs developed for government officials.                                                             |                         |                                                                                          | 10         |        |           |        |            |        |           |        |
| 3.1.2                                                                                                                 | <b>Training for Government officials on Policy Dialogue done. Needed TA provided.</b>                           | TTAC                    | Training reports. Participants' evaluation sheets. TA Registry Logs. Trainings database. |            |        |           |        | √          |        |           |        |
|                                                                                                                       | Number of Government officials trained in Policy Dialogue.                                                      |                         |                                                                                          |            |        |           |        | 10         |        |           |        |
|                                                                                                                       | Number of Government officials received TA.                                                                     |                         |                                                                                          |            |        |           |        | 10         |        |           |        |
|                                                                                                                       | Number of trainers/consultants who provided TA to govt officials.                                               |                         |                                                                                          |            |        |           |        | 10         | 2      |           |        |
| 3.1.3                                                                                                                 | <b>At least one mechanism/forum for citizen and NGO participation on the National level established.</b>        | PM                      | Regulations on policy dialogue mechanism establishment, its roles&authority.             |            |        |           |        |            |        | √         | √      |
|                                                                                                                       | Number of mechanisms/forums for citizen and NGO participation at national level established.                    |                         |                                                                                          |            |        |           |        | 1          | 1      | 2         | 3      |
| <b>3.2 Three government entities established mechanisms for policy dialogue with citizens and their organizations</b> |                                                                                                                 |                         |                                                                                          |            |        |           |        |            |        |           |        |
| 3.2.1                                                                                                                 | <b>Potential government entities are identified.</b>                                                            | Advocacy Specialist, CD | List of potential partners/ government entities.                                         |            |        | √         | √      |            |        |           |        |
|                                                                                                                       | Number of potential government entities identified.                                                             |                         |                                                                                          | 10         | 12     |           |        |            |        |           |        |
| 3.2.2                                                                                                                 | <b>Government entities established mechanisms for policy dialogue with citizens and their organizations.</b>    | Advocacy Specialist, CD | Regulations on policy dialogue mechanism establishment, its roles&authority.             |            |        |           |        | √          | √      |           |        |
|                                                                                                                       | Number of government entities established mechanism for policy dialogue with citizens/NGOs (cumulative number). |                         |                                                                                          |            |        | 1         | 1      | 2          | 5      |           |        |
| <b>3.3 At least 4 regulations/policy change adopted/considered by local and National Government</b>                   |                                                                                                                 |                         |                                                                                          |            |        |           |        |            |        |           |        |
| 3.3.1                                                                                                                 | <b>Available resources found. Study tour proposal designed and approved.</b>                                    | PM                      | Study Tour Proposal.                                                                     |            |        | √         |        |            |        |           |        |
|                                                                                                                       | Available resources found.                                                                                      |                         |                                                                                          |            |        | √         |        |            |        |           |        |
|                                                                                                                       | Study tour proposal designed.                                                                                   |                         |                                                                                          | 1          | 1      |           |        |            |        |           |        |
|                                                                                                                       | Study tour proposal approved.                                                                                   |                         |                                                                                          | √          |        |           |        |            |        |           |        |
| 3.3.2                                                                                                                 | <b>At least, number of regulations/policy changes adopted by local and national government</b>                  | PM                      | Government Decrees on law, regulation/ policy change adoption.                           |            |        |           |        | √          | √      |           |        |
|                                                                                                                       | Number of regulations/policy changes adopted by local and national government (cumulative number).              |                         |                                                                                          |            |        | 2         | 2      | 4          | 6      |           |        |

**Counterpart International - CASC Program  
Final Performance Monitoring Plan - Kyrgyzstan  
(2004 - 2006)**

| Objective                                                                                                                                                                                                | Results and Target Level Indicators: Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Responsible Staff | Means of Verification                                                                                                                                                                                                                       | 2004       |        | 2005      |        |            |        | 2006      |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>Objective 1. To enhance the institutional capacity of local NGOs to carry out advanced advocacy campaigns at the national level according to their missions and to create advocacy NGO coalitions</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        |            |        |           |        |
| <b>1.1. 10 Core NGOs demonstrate their advanced skills in advocacy, government relations and public outreach/education</b>                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        |            |        |           |        |
| 1.1.1                                                                                                                                                                                                    | <b>NGOs for initial assessment selected. Their initial assessment formats and criteria developed. Trainers for CASC selected.</b><br>Number of NGOs for initial assessment selected.<br>Number of NGOs assessed (their initial assessment launched)<br>Assessment formats and criteria developed<br>Number of Trainers for CASC selected                                                                                                                                                                                                                                                                 | AS                | Decision/s on NGOs selected (list, approval). Number of NGO assessment reports filled out. Assessment documents. Written procedure for assessment. Documentation of NGOs submitted. Trainers' documents (CVs).                              | √          | √      |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | 15         | 11     |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | 15         | 15     |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | √          | √      |           |        |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             | 12         |        |           | 12     |            |        |           |        |
| 1.1.2                                                                                                                                                                                                    | <b>Training course designed. 10 Training and Technical Assistance plans developed and being implemented. The initial training course conducted and completed.</b><br>Training course designed.<br>Number of advanced advocacy trainers trained and certified.<br>Number of training modules revised.<br>Advocacy Resource Book revised.<br>Number of Training and Technical Assistance plans developed and being implemented.<br>Number of NGOs trained through the initial training course conducted and completed.<br>Number of modules delivered through initial training course conducted/completed. | TTAC              | Training course content (list). Training Modules revised. Advocacy Resource Book. TTAPs developed. Monitoring reports on TTAPs implementation. List of participants trained. Participants' Evaluation Sheets. Database on Advocacy trainers |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | 12        | 12     |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | 9         | 9      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | 10        | 9      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | 10        | 9      |            |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        | 6         | 9      | 9          |        |           |        |
| 1.1.3                                                                                                                                                                                                    | <b>10 core NGOs have demonstrated their improved skills (advocacy campaigns have been implemented, policy dialogue with the government established, constituency base extended).</b><br>Number of core NGOs implementing advocacy campaigns.<br>Number of core NGOs established policy dialogue with government(local/national).<br>Number of core NGOs extended constituency base.                                                                                                                                                                                                                      | AS                | Advocacy Campaign Monitoring Reports. Advocacy Capacity Assessment Reports. Regulations on policy dialogue mechanisms established.                                                                                                          |            |        |           |        | √          |        |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        | 4          | 4      |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        | 10         | 7      |           |        |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        | 10         | 7      |           |        |
| 1.1.4                                                                                                                                                                                                    | <b>Indicator fully achieved.</b><br>Number of core NGOs advanced skills in advocacy.<br>Number of core NGOs advanced skills in government relations.<br>Number of core NGOs advanced skills in public *constituency outreach/education.                                                                                                                                                                                                                                                                                                                                                                  | AS, TTAC          | Advocacy Campaign M&E Reports. Advocacy Capacity Assessment Reports. Regulations on policy dialogue mechanisms established. Regional Database.                                                                                              |            |        |           |        |            |        | √         | √      |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 9      |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 9      |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                                                                                                                                                             |            |        |           |        |            |        | 10        | 9      |

| Objective                                                                                                                         | Results and Target Level Indicators: Description                                                 | Responsible Staff | Means of Verification                                                                                                                                            | 2004       |        | 2005      |        |            |        | 2006      |        |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                                   |                                                                                                  |                   |                                                                                                                                                                  | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                                   |                                                                                                  |                   |                                                                                                                                                                  | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>1.2 Four National Advocacy Coalitions established and demonstrate their ability to organize and conduct national campaigns</b> |                                                                                                  |                   |                                                                                                                                                                  |            |        |           |        |            |        |           |        |
| 1.2.1                                                                                                                             | <b>The Methodology for coalition building developed.</b>                                         | AS, TTAC          | Paper on Methodology for coalition building.                                                                                                                     |            |        | √         | √      |            |        |           |        |
|                                                                                                                                   | Methodology discussed and defined                                                                |                   |                                                                                                                                                                  |            |        | √         | √      |            |        |           |        |
|                                                                                                                                   | Methodology concept written.                                                                     |                   |                                                                                                                                                                  |            |        |           |        |            |        |           |        |
| 1.2.2                                                                                                                             | <b>National Advocacy Coalitions formed and Advocacy campaign plans developed.</b>                | AS                | Materials on Coalition (MoUs, lists of members, leaders,) Advocacy Campaign plans (written).                                                                     |            |        | √         |        |            | √      |           |        |
|                                                                                                                                   | Number of National Advocacy Coalitions formed (cumulative number).                               |                   |                                                                                                                                                                  |            |        | 2         |        | 4          | 4      |           |        |
|                                                                                                                                   | Number of Advocacy campaign plans developed (cumulative number).                                 |                   |                                                                                                                                                                  |            |        | 2         |        | 4          | 4      |           |        |
| 1.2.4                                                                                                                             | <b>Indicator fully achieved.</b>                                                                 | AS                | Materials on Coalitions (MoUs, lists of members, leaders, plans, division of roles, etc.) Advocacy Campaigns' M&E Reports. Advocacy Capacity Assessment reports. |            |        |           |        |            |        | √         | √      |
|                                                                                                                                   | Number of National Advocacy coalitions established and capable of conducting national campaigns. |                   |                                                                                                                                                                  |            |        |           |        |            |        | 4         | 4      |
| <b>1.3 Four National advocacy campaigns initiated and implemented by NGOs and their coalitions</b>                                |                                                                                                  |                   |                                                                                                                                                                  |            |        |           |        |            |        |           |        |
| 1.3.1                                                                                                                             | <b>Needs assessment done. Strategy for National advocacy campaigns initiated.</b>                | AS, AC            | NGO assessment reports. Stakeholders' assessment materials. Startegy paper.                                                                                      |            |        | √         | √      |            |        |           |        |
|                                                                                                                                   | Number of NGOs assessed (NGOs' assessments)                                                      |                   |                                                                                                                                                                  |            |        | 15        | 15     |            |        |           |        |
|                                                                                                                                   | Number of stakeholders assessed (Stakeholders' assessments)                                      |                   |                                                                                                                                                                  |            |        | 15        | 15     |            |        |           |        |
|                                                                                                                                   | Strategy for National advocacy campaigns developed.                                              |                   |                                                                                                                                                                  |            |        | 1         | 1      |            |        |           |        |
| 1.3.2                                                                                                                             | <b>National Advocacy Grants awarded and National Advocacy Campaigns initiated.</b>               | AS, GM            | Grant Committee Notes (decisions). Grant Contracts signed. Advocacy Campaign Project Proposals. Project Monitoring & Evaluation Reports.                         |            |        | √         |        |            | √      |           |        |
|                                                                                                                                   | Number of National Advocacy Grants awarded (cumulative number).                                  |                   |                                                                                                                                                                  |            |        | 2         |        | 4          | 4      |           |        |
|                                                                                                                                   | Number of National Advocacy Campaigns initiated/implemented(cumulative number).                  |                   |                                                                                                                                                                  |            |        | 2         |        | 4          | 4      |           |        |

| Objective  | Results and Target Level Indicators: Description                                                                                                                                                                                           | Responsible Staff | Means of Verification                                                                                                                                                                                                                                                | 2004       |        | 2005      |        |            |        | 2006      |        |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|            |                                                                                                                                                                                                                                            |                   |                                                                                                                                                                                                                                                                      | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|            |                                                                                                                                                                                                                                            |                   |                                                                                                                                                                                                                                                                      | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>1.4</b> | <b>10 core NGOs are trained on basic issues for its sustainability improvement</b>                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      |            |        |           |        |            |        |           |        |
| 1.4.1      | <b>Baseline established. Training needs identified.</b>                                                                                                                                                                                    | AS, TTAC          | Baseline report (per each NGO).<br>Training Needs assessment report/s.                                                                                                                                                                                               |            |        | √         | √      |            |        |           |        |
|            | Number of NGOs with baseline established.                                                                                                                                                                                                  |                   |                                                                                                                                                                                                                                                                      | 10         | 15     |           |        |            |        |           |        |
|            | Number of NGOs with training needs identified.                                                                                                                                                                                             |                   |                                                                                                                                                                                                                                                                      | 10         | 15     |           |        |            |        |           |        |
| 1.4.2      | <b>Core NGOs are trained on Mission Development issue, Volunteerism, Advocacy Strategy, Coalition Building, Social Partnership, Working with Media, Membership Building, Constituency Development.</b>                                     | TTAC              | Trainers' reports. List of Participants.<br>Trainings Database. Training Participants' Evaluation Sheets.                                                                                                                                                            |            |        | √         | √      |            |        |           |        |
|            | Number of core NGOs trained in Mission Development.                                                                                                                                                                                        |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Advocacy Strategy                                                                                                                                                                                           |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Coalition Building.                                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Social Partnership.                                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Working with Media.                                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Information Campaigns                                                                                                                                                                                       |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Volunteerism                                                                                                                                                                                                |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Membership Building                                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs trained in Constituency Development                                                                                                                                                                                    |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
| 1.4.3      | <b>Indicator fully achieved.</b>                                                                                                                                                                                                           | TTAC              | Trainers' reports. List of Participants.<br>Trainings Database. Training Participants' Evaluation Sheets.                                                                                                                                                            |            |        |           |        | √          | √      |           |        |
|            | Number of core NGOs trained on basic issues for their sustainability improvement.                                                                                                                                                          |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of modules delivered to each core NGO (in average).                                                                                                                                                                                 |                   |                                                                                                                                                                                                                                                                      | 9          | 9      |           |        |            |        |           |        |
| <b>1.5</b> | <b>Public awareness on advocacy issues among target stakeholders has been increased</b>                                                                                                                                                    |                   |                                                                                                                                                                                                                                                                      |            |        |           |        |            |        |           |        |
| 1.5.1      | <b>Actual and Virtual Libraries launched and distributed among Core NGOs.</b>                                                                                                                                                              | TTAC, AC          | Concept paper on Libraries. List of Library items. CDs with Virtual Libraries (or websites) or hard versions. Verification on receipt of materials by 10 NGOs.                                                                                                       | √          | √      |           |        |            |        |           |        |
|            | Concept of Actual and Virtual Libraries developed.                                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | √          | √      |           |        |            |        |           |        |
|            | Number of items collected in Actual and Virtual Libraries.                                                                                                                                                                                 |                   |                                                                                                                                                                                                                                                                      | 50         | 76     |           |        |            |        |           |        |
|            | Number of NGOs to which Actual and Virtual Libraries were distributed.                                                                                                                                                                     |                   |                                                                                                                                                                                                                                                                      | 10         | 10     |           |        |            |        |           |        |
|            | Number of Library items distributed to each NGO (in average).                                                                                                                                                                              |                   |                                                                                                                                                                                                                                                                      |            |        | 50        | 50     |            |        |           |        |
| 1.5.2      | <b>Public awareness strategy developed and introduced to stakeholders. 2 Stakeholders meetings conducted. 10 core NGOs have been received TA and trainings on Public awareness issues. Information Campaign plans have been developed.</b> | AS, TTAC          | Public Awareness Development guideline disseminated. Stakeholder meetings' materials (list of stakeholders, agenda, etc.) Training reports. Registry Book on consultations provided (names, who provided TA). Participants' evaluations. Information Campaign plans. |            |        | √         |        |            |        |           |        |
|            | Public awareness strategy developed.                                                                                                                                                                                                       |                   |                                                                                                                                                                                                                                                                      | 1          | 1      |           |        |            |        |           |        |
|            | Number of stakeholders to whom Public awareness strategy introduced.                                                                                                                                                                       |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of Stakeholders meetings conducted.                                                                                                                                                                                                 |                   |                                                                                                                                                                                                                                                                      | 2          | 4      |           |        |            |        |           |        |
|            | Number of core NGOs received trainings on Public awareness issues.                                                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of core NGOs received TA on Public awareness issues (consultations, other support).                                                                                                                                                 |                   |                                                                                                                                                                                                                                                                      | 10         | 9      |           |        |            |        |           |        |
|            | Number of Information Campaign plans developed.                                                                                                                                                                                            | 10                | 7                                                                                                                                                                                                                                                                    |            |        |           |        |            |        |           |        |
| 1.5.3      | <b>Information Campaigns on Advocacy Issues initiated and implemented.</b>                                                                                                                                                                 | AS                | Information Campaign plans.<br>Materials/publications. Campaign Monitoring/Evaluation reports.                                                                                                                                                                       |            |        |           |        | √          | √      |           |        |
|            | Number of Information Campaigns on Advocacy Issues initiated and implemented (cumulative number) .                                                                                                                                         |                   |                                                                                                                                                                                                                                                                      |            |        | 7         |        | 7          |        |           |        |

**Counterpart International - CASC Program  
Performance Monitoring Plan - Kyrgyzstan  
(2004 - 2006)**

| Objective                                                                                           | Results and Target Level Indicators: Description                                                               | Responsible Staff | Means of Verification                                                                                                                  | 2004       |        | 2005      |        |            |        | 2006      |        |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                     |                                                                                                                |                   |                                                                                                                                        | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                     |                                                                                                                |                   |                                                                                                                                        | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>Objective 2. Increase NGO Capacity for Membership Building and Constituency Outreach.</b>        |                                                                                                                |                   |                                                                                                                                        |            |        |           |        |            |        |           |        |
| <b>2.1. PCAP with the emphasis on advocacy issues conducted at least by 10 core NGOs by the EOP</b> |                                                                                                                |                   |                                                                                                                                        |            |        |           |        |            |        |           |        |
| 2.1.1                                                                                               | <b>Core NGOs conducted PCAP in the target constituent groups. TA and training plan for core NGOs designed.</b> | AS, TTAC          | Participatory Constituent Appraisal and Action Planning Guideline (written). PCA reports narratives. CAPs developed (in paper). TTAPs. |            |        | √         | √      |            |        |           |        |
|                                                                                                     | PCAP Guideline/Resource Book developed.                                                                        |                   |                                                                                                                                        |            |        | 1         | 1      |            |        |           |        |
|                                                                                                     | Number of PCAs conducted by core NGOs in the target constituent groups.                                        |                   |                                                                                                                                        |            |        | 10        | 9      |            |        |           |        |
|                                                                                                     | Number of CAPs conducted by core NGOs in the target constituent groups.                                        |                   |                                                                                                                                        |            |        | 10        | 9      |            |        |           |        |
|                                                                                                     | Number of TA and training plans for core NGOs designed.                                                        |                   |                                                                                                                                        |            |        | 10        | 9      |            |        |           |        |
| 2.1.2                                                                                               | <b>Indicator fully achieved.</b>                                                                               | AS, TTAC          | PCA reports narratives. CAPs developed (in paper). Projects supported (on CAP problems)                                                |            |        |           |        | √          | √      |           |        |
|                                                                                                     | Number of core NGOs conducted PCAs in the target constituent groups.                                           |                   |                                                                                                                                        |            |        |           |        | 10         | 9      |           |        |
|                                                                                                     | Number of core NGOs developed 10 CAPs in the target constituent groups.                                        |                   |                                                                                                                                        |            |        |           |        | 10         | 9      |           |        |
|                                                                                                     | Number of priority problems from CAPs under resolution by core NGOs.                                           |                   |                                                                                                                                        |            |        |           |        | 10         | 9      |           |        |
| <b>2.2 10 core NGOs increased their membership base by 15%.</b>                                     |                                                                                                                |                   |                                                                                                                                        |            |        |           |        |            |        |           |        |
| 2.2.1                                                                                               | <b>Needs assessment done. Strategy for membership increase developed.</b>                                      | AS                | Assessment reports. Strategy paper on Membership increase.                                                                             |            |        | √         | √      |            |        |           |        |
|                                                                                                     | Number of NGOs with Needs assessment on membership development conducted.                                      |                   |                                                                                                                                        |            |        | 15        | 9      |            |        |           |        |
|                                                                                                     | Strategy for membership increase developed.                                                                    |                   |                                                                                                                                        |            |        | 1         | 1      |            |        |           |        |
| 2.2.2                                                                                               | <b>Membership Training for core NGOs conducted. Membership development plan designed.</b>                      | TTAC              | Training reports. Participants' evaluation sheets.                                                                                     |            |        | √         |        |            |        |           |        |
|                                                                                                     | Number of core NGOs trained in Membership Development.                                                         |                   |                                                                                                                                        |            |        | 10        | 9      |            |        |           |        |
|                                                                                                     | Number of core NGOs designed membership development plans.                                                     |                   |                                                                                                                                        |            |        | 10        | 6      |            |        |           |        |

| Objective                                                                                                                                       | Results and Target Level Indicators: Description                                                                  | Responsible Staff | Means of Verification                                                                                                                                                                                                           | 2004       |        | 2005      |        |            |        | 2006      |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                                                 |                                                                                                                   |                   |                                                                                                                                                                                                                                 | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                                                 |                                                                                                                   |                   |                                                                                                                                                                                                                                 | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| 2.2.3                                                                                                                                           | Membership base increased by per cent (15%) in average.                                                           | AS                | Advocacy Capacity Assessment Reports.                                                                                                                                                                                           |            |        |           |        | √          | √      |           |        |
|                                                                                                                                                 | Average membership increase (in per cent)                                                                         |                   |                                                                                                                                                                                                                                 |            |        |           |        | 5          |        | 15        | 42     |
|                                                                                                                                                 | Membership increase by NGO                                                                                        |                   |                                                                                                                                                                                                                                 |            |        |           |        | 5          |        | 15        | 42     |
| 2.3 10 core NGOs have formalized volunteer's program.                                                                                           |                                                                                                                   |                   |                                                                                                                                                                                                                                 |            |        |           |        |            |        |           |        |
| 2.3.1                                                                                                                                           | Needs assessment done. Strategy for Volunteerism development worked out.                                          | AS, TTAC          | Needs assessment reports. Strategy on Volunteerism development.                                                                                                                                                                 | √          | √      |           |        |            |        |           |        |
|                                                                                                                                                 | Number of NGOs with Needs assessment conducted.                                                                   |                   |                                                                                                                                                                                                                                 |            |        | 10        | 9      |            |        |           |        |
|                                                                                                                                                 | Strategy for Volunteerism development worked out.                                                                 |                   |                                                                                                                                                                                                                                 | 1          | 1      |           |        |            |        |           |        |
| 2.3.2                                                                                                                                           | Core NGOs have formalized volunteerism development program. "Volunteerism development" training conducted.        | TTAC              | Training reports. Participants' Evaluation Sheets. FVP evidence in NGOs (written volunteer recruitment policy that assigns management responsibilities for volunteer activities and includes permanent database of volunteers.) |            |        | √         |        |            |        |           |        |
|                                                                                                                                                 | Number of core NGOs trained in "Volunteerism development" training.                                               |                   |                                                                                                                                                                                                                                 |            |        | 10        | 9      |            |        |           |        |
|                                                                                                                                                 | Number of core NGOs have formalized volunteerism development program (cumulative number).                         |                   |                                                                                                                                                                                                                                 |            |        | 10        | 3      |            |        |           |        |
| 2.4 Clearinghouse for Advocacy Information and Successful Techniques has been established with the open access for all interested stakeholders. |                                                                                                                   |                   |                                                                                                                                                                                                                                 |            |        |           |        |            |        |           |        |
| 2.4.1                                                                                                                                           | The Concept of Clearinghouse developed and discussed with stakeholders. Clearinghouse accessible to stakeholders. | AS, TTAC          | Concept paper. Stakeholders' meetings materials (list of participants, agenda, decisions made, etc.) Web site.                                                                                                                  |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                 | The Concept of Clearinghouse developed.                                                                           |                   |                                                                                                                                                                                                                                 |            |        | 1         | 1      |            |        |           |        |
|                                                                                                                                                 | Number of stakeholders discussed Concept of Clearinghouse.                                                        |                   |                                                                                                                                                                                                                                 |            |        | 10        | 12     |            |        |           |        |
|                                                                                                                                                 | Clearinghouse established.                                                                                        |                   |                                                                                                                                                                                                                                 |            |        | √         | √      |            |        |           |        |
|                                                                                                                                                 | Number of stakeholders accessing /using Clearinghouse.                                                            |                   |                                                                                                                                                                                                                                 |            |        | 10        | 12     |            |        |           |        |
| 2.4.2                                                                                                                                           | Additional Resources found.                                                                                       | AS                | Documentation.                                                                                                                                                                                                                  |            |        |           |        | √          | √      |           |        |
|                                                                                                                                                 | Additional Resources found.                                                                                       |                   |                                                                                                                                                                                                                                 |            |        |           |        | √          | √      |           |        |

**Counterpart International - CASC Program  
Performance Monitoring Plan - Kyrgyzstan  
(2004 - 2006)**

| Objective                                                                                                             | Results and Target Level Indicators: Description                                                                | Responsible Staff | Means of Verification                                                                    | 2004       |        | 2005      |        |            |        | 2006      |        |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------|------------|--------|-----------|--------|------------|--------|-----------|--------|
|                                                                                                                       |                                                                                                                 |                   |                                                                                          | 12/31/2004 |        | 6/30/2005 |        | 12/31/2005 |        | 6/30/2006 |        |
|                                                                                                                       |                                                                                                                 |                   |                                                                                          | Planned    | Actual | Planned   | Actual | Planned    | Actual | Planned   | Actual |
| <b>Objective 3. Improve Government Capacity to Promote and Support Policy Dialogue at the National Level</b>          |                                                                                                                 |                   |                                                                                          |            |        |           |        |            |        |           |        |
| <b>3.1 Ten Government officials capacity for engagement has been built</b>                                            |                                                                                                                 |                   |                                                                                          |            |        |           |        |            |        |           |        |
| 3.1.1                                                                                                                 | <b>Needs assessment for TA and trainings has been done. Training and TA plans developed.</b>                    | TTAC              | Need Assessment tool. Need Assessment reports (notes). TTAPs.                            |            |        | √         | √      |            |        |           |        |
|                                                                                                                       | Tools for Needs Assessment of government officials developed.                                                   |                   |                                                                                          |            |        | √         | √      |            |        |           |        |
|                                                                                                                       | Number of Government officials for trainings/TA selected.                                                       |                   |                                                                                          | 10         | 30     |           |        |            |        |           |        |
|                                                                                                                       | Number of Government officials with needs assessed for training/TA.                                             |                   |                                                                                          | 20         | 30     |           |        |            |        |           |        |
|                                                                                                                       | Number of TTAPs developed for government officials.                                                             |                   |                                                                                          | 10         | 15     |           |        |            |        |           |        |
| 3.1.2                                                                                                                 | <b>Training for Government officials on Policy Dialogue done. Needed TA provided.</b>                           | TTAC              | Training reports. Participants' evaluation sheets. TA Registry Logs. Trainings database. |            |        |           |        | √          | √      |           |        |
|                                                                                                                       | Number of Government officials trained in Policy Dialogue.                                                      |                   |                                                                                          |            |        | 10        | 30     |            |        |           |        |
|                                                                                                                       | Number of Government officials received TA.                                                                     |                   |                                                                                          |            |        | 10        | 30     |            |        |           |        |
|                                                                                                                       | Number of trainers/consultants who provided TA to govt officials.                                               |                   |                                                                                          |            |        | 12        | 4      |            |        |           |        |
| 3.1.3                                                                                                                 | <b>At least one mechanism/forum for citizen and NGO participation on the National level established.</b>        | CD, AS            | Regulations on policy dialogue mechanism establishment, its roles&authority.             |            |        |           |        |            |        | √         | √      |
|                                                                                                                       | Number of mechanisms/forums for citizen and NGO participation at national level established.                    |                   |                                                                                          |            |        |           |        | 1          | 2      | 2         | 2      |
| <b>3.2 Three government entities established mechanisms for policy dialogue with citizens and their organizations</b> |                                                                                                                 |                   |                                                                                          |            |        |           |        |            |        |           |        |
| 3.2.1                                                                                                                 | <b>Potential government entities are identified.</b>                                                            | AS                | List of potential partners/ government entities.                                         |            |        | √         | √      |            |        |           |        |
|                                                                                                                       | Number of potential government entities identified.                                                             |                   |                                                                                          | 20         | 15     |           |        |            |        |           |        |
| 3.2.2                                                                                                                 | <b>Government entities established mechanisms for policy dialogue with citizens and their organizations.</b>    | AS                | Regulations on policy dialogue mechanism establishment, its roles&authority.             |            |        |           |        | √          | √      |           |        |
|                                                                                                                       | Number of government entities established mechanism for policy dialogue with citizens/NGOs (cumulative number). |                   |                                                                                          |            |        | 1         | 2      | 2          | 2      |           |        |
| <b>3.3 At least 4 regulations/policy change adopted/considered by local and National Government</b>                   |                                                                                                                 |                   |                                                                                          |            |        |           |        |            |        |           |        |
| 3.3.1                                                                                                                 | <b>Available resources found. Study tour proposal designed and approved.</b>                                    | AS                | Study Tour Proposal.                                                                     |            |        | √         |        |            |        |           |        |
|                                                                                                                       | Available resources found.                                                                                      |                   |                                                                                          |            |        | √         |        |            |        |           |        |
|                                                                                                                       | Study tour proposal designed.                                                                                   |                   |                                                                                          | 1          | 1      |           |        |            |        |           |        |
|                                                                                                                       | Study tour proposal approved.                                                                                   |                   |                                                                                          | √          |        |           |        |            |        |           |        |
| 3.3.2                                                                                                                 | <b>At least, number of regulations/policy changes adopted by local and national government</b>                  | AS                | Government Decrees on law, regulation/ policy change adoption.                           |            |        |           |        | √          | √      |           |        |
|                                                                                                                       | Number of regulations/policy changes adopted by local and national government (cumulative number).              |                   |                                                                                          |            |        | 2         | 2      | 4          | 4      |           |        |

## ATTACHMENT 2: SUCCESS STORIES

# Coalition of Communication Operators Successfully Advocates Fair Tariffs in the Communications Market

Prior to 2005, by-laws regulating the communications market in Kyrgyzstan did not provide a clear provision on setting tariffs for connecting to the general communication network. The national telecommunications company Kyrgyz Telecom, the owner of the general network, charged private communication operators (service providers) different tariffs for connection to the network and offered limited access to technical upgrades. The dependence of communication operators on Kyrgyz Telecom's infrastructure and unequal treatment created a distortion in the communications market, which decreased competition among communication operators and increased the cost for Internet and mobile phones for citizens.

Empowered by Counterpart International and ACSSC trainings and technical assistance in advocacy, coalition building, constituency, membership building and working with the media, the Association of Communication Operators joined forces with other interested NGOs to solve this problem of unfair competition in the telecommunications market. The Network Communication Coalition (NCC) included Public Foundation "Civic Initiative for Internet Policy", Public Foundation "Information Future" and Public Association "Bishkek Business Club". In August 2005, the Coalition developed a proposal for advocating for a universal and transparent method for calculating service tariffs in collaboration with the National Agency of Communications (NAC). The proposal was supported by an Advocacy Campaign Grant in the amount of nearly \$11,000 through Counterpart International's USAID-funded Civic Advocacy Support Program.



*Press Conference of ACO announcing success of single tariff rate for all communication providers.*

As part of its advocacy campaign, the Coalition organized a series of roundtables and negotiations with various stakeholders, including the National Agency of Communications (NAC), Ministry of Transportation and Communications, the Ministry of Justice, Kyrgyz Telecom and other communication operators. The Coalition also organized a wider public information campaign, and published articles in local newspapers and popular internet websites to increase public awareness about the issue at hand. Additionally, the Coalition members printed and distributed information booklets and small newsletters to various stakeholders and constituencies, which included the 15 members of the Association of Communication Operators, coalition members and citizens. The coalition also created on-line forum on several Internet sites where the general public could debate and opine on this issue.

In January 2006, the Ministry of Justice issued a new law that regulates the tariff setting method and enforces a single tariff rate for usage of network services across all communication operators. Thus, the Network Communication Coalition accomplished the mission of its advocacy campaign by forcing the government to adopt a law and document for calculation of tariffs for all communication operators, which provides equal conditions for competition in the communication market. The Association of Communication Operators, as a leading NGO in the Coalition, increased their capacity to conduct advocacy campaigns, increased their constituency and membership base and established good relationships with decision makers such as National Agency on Communication and Ministry of Transportation and Communications.



## Coalition “Ayan” Successfully Lobbies for Restriction of Alcohol and Tobacco Advertising

According to the findings of various research studies conducted by international and local organizations, alcohol and tobacco abuse is one of the most pressing social problems in Kyrgyzstan. According to research conducted by crisis center Sezim, nearly 85% of domestic violence cases can be linked to consumption of alcohol and other psychotropic agents. Extensive advertising by alcohol and tobacco distributors has been identified as a key factor in promoting the consumption of alcohol and tobacco products. Although certain types of advertising are in clear violation of national law, there has been minimal government oversight on the production, advertising and distribution of alcohol and tobacco products.

The local NGO Sezim, whose mission is to protect the rights of abused women by offering them counseling and shelter, was determined to tackle this serious problem. After attending a series of Counterpart International trainings in advocacy, coalition building, constituency and membership building and working with the media, Sezim formed a coalition with other NGOs including Public Association Collaboration-Sodrujestvo, Association of Substance Abuse Harm Reduction Programs, Public Association Altnai, Association of Jalalabat Women-Leaders and Alliance of Patients’ Rights Defenders.

The Sezim-led coalition designed a proposal to implement a two-part national-level advocacy campaign (1) lobby for the adoption of a Presidential decree establishing government regulation of advertising related to alcohol and tobacco products and (2) amend the existing law on advertising alcohol and tobacco products. The proposal was supported by an Advocacy Campaign Grant in the amount of \$11,950 through Counterpart International’s USAID-funded Civic Advocacy Support Program.



*Sezim NGO sponsored billboard promoting alcohol / tobacco free advertising.*

The advocacy campaign targeted a number of decision and policy-makers within the government of Kyrgyzstan, including deputies of the Kyrgyz Parliament, members of the Presidential Administration and the Parliamentary Committee on Information Policy and Security. As a first step, the Ayan Coalition conducted an assessment of the current state of alcohol and tobacco advertising and analyzed the related legislation. Next, the Coalition developed and submitted a new draft law to the Committee on Information Policy and Security. As a result, the Chairwoman of the Coalition, Ms. Ryskulova was invited to one of the Committee’s working sessions to examine the issue. The Coalition also collected about 400 signatures from concerned citizens for an appeal to stop further advertising and delivered letters to all Parliament members, written by constituents and pleading for restrictions on the advertising of alcohol and tobacco products.

To promote wider public awareness and support for the campaign issue, the Coalition launched a broad information campaign, broadcasting a video clip on national TV, publishing articles in the newspapers and distributing 5,000 information booklets. In addition, Ms. Ryskulova took part in radio broadcasts with the Kyrgyz National Television and Radio Company, 21st Century Radio-Station, the BBC and the Zamana TV show. The Coalition also issued two audio programs on the national radio and announced an essay contest in the Alas Newspaper that focused on the negative impact of alcohol and tobacco use. Finally, the Coalition rented billboards in the cities of Osh, Jalalabat, Naryn and Bishkek to increase the exposure and coverage of the campaign message.

Coalition Ayan’s proactive approach, effective work with various stakeholders, including constituents, government, other NGOs and use of mass media lead to the expansion of the coalition membership. The Coalition now boasts 400 new citizen members. Recently introduced amendments, initiated by Deputy Tekebaev, took into consideration the Coalition’s recommendations. On February 6, 2006, the President of the Kyrgyz Republic signed amendments to the Law on Advertising and Criminal Code which imposed restrictions on TV and radio advertisement of alcohol and tobacco products. From now on, no commercials endorsing these products can be run between 7 am to 10 pm. The support base of the coalition increased and the coalition felt that there is possibility to continue its work on direction of advocacy against alcoholism and tobacco consumption.

## Advocacy Campaign Results In Government Adopting and Funding Integrated Disability Rehabilitation Policy – January 2005 –

**An Integrated Disability Rehabilitation Policy for 2006-2008 was ratified by the Almaty city administration and funded at \$27 million USD.**

In the summer of 2004, NGO Namys qualified for a USAID-funded advocacy campaign grant as a part of the Civic Advocacy Support Program (CASP) implemented by Counterpart International. In order to qualify for the grant they organized a coalition of partners including the disabled groups Shyrak and Zhan, interested government officials and media outlets including the Kazakhstan Press Club. The first thing the coalition did was to convene all partners and define a campaign goal and strategy. The goal of the campaign was to ratify the Integrated Disability Rehabilitation Policy at the local and national government levels and to ensure adequate funding for the policy. The coalition created a Workplan, research strategy, media protocol and scheduled hearings with parliamentarians.

The Coalition conducted policy-based research on the Governmental Program on Disability Rehabilitation from 2001-2005. The research was conducted as a part of a national advocacy campaign to improve government services to the disabled. The research found that the previous government program only met 40% of its target indicators due to lack of an adequate amount of staff and confusing management system. The Coalition also determined that the program was under-funded and focused solely on health rehabilitation issues and did not consider psychological, professional and other issues that would increase equal access for disabled.

After organizing the coalition, strategizing the campaign and conducting research on the previous government program, campaign partners formulated a new detailed rehabilitation policy. The new policy would cover all aspects of providing equal access and integrating efforts to protect the identified needs of disabled people in Kazakhstan. It embraces all sides of the rehabilitation issue, responding to the needs of people with limited abilities and guarantees equal opportunities at all levels including such spheres as employment, access to education, transportation and qualified medical services provided to disabled females.

The coalition then lobbied for policy ratification on both the local and national levels. On the national level, the coalition established strong contacts with heads of Ministries, Parliament members and representatives of the Presidential Administration. They also worked directly with seven separate ministries including the Ministry of Labor and Social Protection, Ministry of Economy and Budgeting, Ministry of Culture Information and Sports, Ministry of Education and Science, Ministry of Transportation and Communications, Ministry of Public Health and Ministry of Industry and Trade. Conducted number of discussion meetings on a top level with Parliament members where was discussed perspectives of the policy promotion in Government. The proposed policy has not yet been ratified at the national level but the government is fully engaged on the issue and receptive to the new policy.

In late 2005, the Almaty city administration ratified the newly designed integrated rehabilitation policy designed by the advocacy coalition led by Namys as well as a budget of \$27 million for implementing the new policy. This was an unqualified advocacy campaign success resulting from sound policy research and constructive engagement by NGOs of government officials.

*The Almaty City Government Disability Rehabilitation Program for 2002-2005 had a budget of approximately \$2 million. The newly approved budget of the Integrated Disability Rehabilitation Policy for 2006-2008 for Almaty is \$27 million – an increase of 1,350% as a result of the advocacy campaign.*



*Namys Representatives participate at the conference  
in Kazakhstan Press-Club*



## ATTACHMENT 3: CASC Project Descriptions

### Kazakhstan

| Organization                                                                        | Project Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Project Cost                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Status - Women's Federation</b></p>                                           | <p>In Kazakhstan, access to environmental information is an integral right of citizens. While most major industrial enterprises report to national government bodies, local level authorities are not always provided with access to industry-related environmental information.</p> <p><b>Project objectives include:</b></p> <ol style="list-style-type: none"> <li>1. Increased competence of representatives of the civil sector in three ecologically unfavorable regions of Kazakhstan in the area of right to access to environmental information and e-government (electronic government).</li> <li>2. Formation of a team of virtual stakeholders, who promote demands of the public for access to ecology-related information for specific ministries and the government.</li> <li>3. Creation of interactive Web-sites of governmental bodies and organizations, which have environmental information and provide access to it.</li> <li>4. Dissemination of the most successful practices of the project among the civil sector of Kazakhstan for building the dialogue in the format of e-government. It is planned to publish and place on partners' sites corresponding methodical materials.</li> </ol> <p><b>Coalition members include:</b></p> <ul style="list-style-type: none"> <li>- Women's federation «Status», Oskemen;</li> <li>- Mass Media Support Center, Karagandy;</li> <li>- PA «Challenger», Pavlodar.</li> </ul> <p><b>Co-financing:</b> The Department of Internal Policy of the Oskemen oblast Akimat provides 30% of office rent payment.</p> <p><b>Beneficiaries include:</b> Residents of three ecologically unfavorable regions (of Eastern Kazakhstan, Karaganda and Pavlodar oblasts).</p> | <p>Creation of new mechanisms of dialogue between the Government and the civil sector by means of more active introduction of elements of e-government. Direct outcomes of advocacy campaign will include increased citizen access to environmental information by means of utilization of existing virtual resources of civil and state sectors.</p>                                                                                                                                                       | <p><b>Total budget:</b><br/>\$18,880</p> <p><b>Requested budget:</b> \$15,000</p> <p><b>Proposed Cost Share:</b><br/>\$2,880 (16,31% in communication costs, office equipment and labor)</p> |
| <p><b>Namys – Public Association of disabled people with a higher education</b></p> | <p>In April 2005, the President has signed the new law «On social protection of disabled people in RoK» and some amendments and additions to the legislative acts. Adoption of the new law should lead to a better program of rehabilitation of the disabled people during 2006-2008 years and approval of regional programs of rehabilitation of disabled people. Unfortunately, not all aspirations of the disabled were taken into account during development of the new law. Yet, associations of the disabled still have a chance to add their suggestions during formation and approval of republican and regional programs on rehabilitation of the disabled for 2006-2008. At the regional level, there appeared an opportunity for associations of the disabled to participate in budgeting process from the very beginning: from the process of program formation and its review together with Akimat till approval of this program in Maslikhat, and in monitoring and control over its implementation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Involvement of disabled people in the discussion and development of the rehabilitation program at the national and regional levels; disabled people's interests are taken into account in the rehabilitation program.</li> <li>• Establishment and development of partnership relations of organizations of disabled people with regional authorities (creation of coordination councils in Akimats, participation in regional events and initiatives);</li> </ul> | <p><b>Total budget:</b><br/>\$18,800</p> <p><b>Requested budget:</b> \$15,000</p> <p><b>Proposed Cost Share:</b><br/>\$3,800 (20,21% in materials and office equipments)</p>                 |

|                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                       |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                               | <p><b>Coalition members include:</b><br/>Public Association of the disabled people who have higher education «Namys», Almaty<br/>Asian Association on rights of disabled people «Zhan», Almaty;<br/>Association of disabled women «Shyrak», Almaty.<br/><b>Co financing:</b> none<br/><b>Beneficiaries include:</b> Disabled people of Kazakhstan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Direct involvement of the coalition in budget formation process;</li> <li>• Ability to involve members of the coalition and other organizations of disabled people as experts on monitoring and evaluation of state programs related to disabled people;</li> <li>• Increase of membership base of organizations of the coalition by means of conduction of specific activities (round table talks, press- conferences, etc.)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                       |
| <p><b>Tax Culture Foundation – Public Association</b></p>                     | <p>Promotion and protection of interests of non-commercial organizations which have the right to implement entrepreneurial activities according to the legislation of RoK but can not implement their right in full amount, because in some norms of tax legislation (item 5 article 120 of tax code of RK) there is the limitation, which obliges NGOs to pay tax out of not existing income. Campaign aiming at exclusion from the tax code the norm that limits their rights Within the framework of this campaign there will be introduced amendments to the tax code, which will be related to inclusion of income from monetary funds, received in the framework of the state order (so called state grant) in the list of revenues, not liable to corporate income tax and social tax.</p> <p><b>Coalition members include:</b><br/>- PA «Formation of the tax culture», Almaty;<br/>- Public fund «Decenta», Pavlodar;<br/>- Confederation of non-governmental organizations of Kazakhstan » (KHOK), Astana;<br/>- «Taldykorgan regional center of assistance to democracy», Taldykorgan<br/><b>Co financing:</b> no<br/><b>Beneficiaries include:</b> NGOs of RK</p> | <ul style="list-style-type: none"> <li>• Introduction of amendments and additions to the tax code of RK on taxation of entrepreneurial activities of NGOs, including state social order legislation (item 5 article 120 of tax code of RK).</li> <li>• Amendments to the tax legislation will lead to possibility of fair (equal) taxation of entrepreneurial activities, compared with business structures and preferential taxation of the state social order, which corresponds to its aim. At the end of the day, it will allow NGOs to develop new sources of funding and become more financially sustainable.</li> </ul> <p>Activities of the PA «Formation of the tax culture» in partnership with the coalition will result in strengthening of organizational influence, its publicity, extension of its membership base. All these factors will in their turn enhance financial sustainability of the organization.</p> | <p><b>Total budget:</b><br/>\$19,697<br/><b>Requested budget:</b> \$15,000</p> <p><b>Proposed Cost Share:</b><br/>\$4,697 (23,84% in labor and office equipments)</p> |
| <p><b>National Association of TV and Radio Broadcasters of Kazakhstan</b></p> | <p>Establishment of cooperation mechanisms between state structures and the public on promotion of the law «On mass media» as the main instrument in formation of democratic institutions, including freedom of word, citizens' rights to get access to timely and unbiased information.</p> <p><b>Coalition members include:</b><br/>- National Association of TV and Radio Broadcasters of Kazakhstan, Almaty<br/>- “Adil Soz” Freedom of Speech Protection International Fund, Almaty<br/>- Mass Media Legal Support Center, Karagandy.<br/><b>Co financing:</b> none<br/><b>Beneficiaries include:</b> Mass media and the population of RK</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Official approval of norms of the law «On Mass Media», suggested by three NGOs.</li> <li>• Provision of practical assistance to television and radio companies in protection of their interests in legislation aspects.</li> <li>• Increase of membership base of the organization, increase of its publicity and significance of National Association of television Broadcasters of Kazakhstan among journalists.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Total budget:</b><br/>\$18,161</p> <p><b>Requested budget:</b> \$14, 987</p> <p><b>Proposed Cost Share:</b><br/>\$3,074 (16,92% in labor)</p>                   |

## Kyrgyzstan

| Organization | Project Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Anticipated and desired results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Requested Budget |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Akyikat-Jolu | <p>Unemployment in Kyrgyzstan contributes to labor migration. According to unofficial data, about 500,000 Kyrgyz citizens work abroad. Labor migrants face a lot of issues. And according to surveys conducted, inactivity and incompetence of state authorities and lack of a clear national conception on improvement of labor migration are the main problems for labor migrants.</p> <p><b>Project objectives:</b></p> <ul style="list-style-type: none"> <li>• observation of labor migrants' legal rights;</li> <li>• solution of social and economic problems of the Kyrgyz labor migrants.</li> </ul> <p><b>Coalition members include:</b></p> <ul style="list-style-type: none"> <li>• “Akyikat-Jolu” Public Association (CASC core NGO);</li> <li>• Alliance of Patients' Rights Defenders (CASC core NGO);</li> <li>• “Sezim” Crisis Center (CASC core NGO);</li> <li>• “Pangea” International Foundation; Congress of Business Associations;</li> <li>• “Andropolis” Public Association;</li> <li>• “Soglasie” Public Association;</li> </ul> <p><b>Beneficiaries:</b> about 500,000 labor migrants</p> <p><b>Co financing:</b> own contribution of the organization, partners, other donors, which estimates 72 % of the coalition budget for National Level Advocacy Campaign (\$ 41, 990)</p> <p><b>Institutes involved:</b> Coalition of NGOs, Kyrgyzstan Government, Kyrgyzstan state authorities and international organizations related to migration;</p> | <p><b>Anticipated Results:</b></p> <ul style="list-style-type: none"> <li>• a national program on labor migration developed and proposed to the Government for adoption;</li> <li>• research and expertise on legislature and statistic data on labor migrants conducted;</li> <li>• information campaign to raise legal literacy and awareness of potential beneficiaries;</li> <li>• a national program for the labor migration adopted by the Government;</li> <li>• a special state authority on labor migrants established.</li> </ul>          | \$12,000         |
| Sezim        | <p>According to research and analytical data of international and public organizations, alcoholism and drug abuse is one of the most acute social problems in Kyrgyzstan. About 85 % of violence in families is linked to the use of alcohol and psychotropic agents. Alcohol and drug abuse are linked to unrestricted, sometimes illegal, advertisement of alcohol and tobacco products and lack of strict state control on production and distribution of alcohol products.</p> <p><b>Project purpose:</b><br/>To lobby adoption of a Decree on Regulation of advertisement through reinforcing of state control on advertisement of alcohol and tobacco products, amendments to the “Advertisement” law.</p> <p><b>Coalition members include:</b></p> <ol style="list-style-type: none"> <li>1. Colrabatich Public Association;</li> <li>2. Association of programs lowering harms;</li> <li>3. “Altynai” Public Association;</li> <li>4. Jalalabat women-leaders Association;</li> <li>5. Alliance of Patients' Rights Defenders.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Anticipated results:</b></p> <ul style="list-style-type: none"> <li>• inform population about the socially dangerous tendencies of alcoholism and psychotropic agents;</li> <li>• changing of state policy on the problem of alcoholism and narcotism of society;</li> <li>• lobby adoption of the a Decree on Regulation of advertisement reinforcing state control on advertisement of alcohol and tobacco products, amendments to the “Advertisement” law;</li> <li>• creation of conditions in the framework of this project to</li> </ul> | \$ 11,950        |

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                         |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                        | <p><b>Co-financing:</b><br/>Own contribution of “Sezim” (USD 2850)</p> <p><b>Beneficiaries:</b><br/>Population of Kyrgyzstan</p> <p><b>Institutes involved:</b><br/>President’s Administration, Parliament, mass media, commercial companies and NGOs</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>adopt a National Program on lowering of the level of influence of alcoholic and psychotropic agents;</p> <ul style="list-style-type: none"> <li>• informing of 90% of the Kyrgyzstan population about the Project through different activities and Mass Media propaganda</li> <li>• gathering of 10,000 signatures for an appeal to the President;</li> <li>• participation of 15,000 in actions of Bishkek and regions of Kyrgyzstan;</li> <li>• participation of 60 people – state authorities, local self-government and public organizations representatives in a Round Table in Bishkek.</li> </ul> |                         |
| <p><b>Nash Dom</b></p> | <p>Legal exercise of property rights on Land Parcels around multi-unit houses is one the challenges for Home and Apartment Owners who have not formed condominium associations. Use of these land parcels may be one of the main sources for financing of necessary repairs of multi-unit houses.</p> <p><b>Project purpose:</b><br/>To conduct an advocacy campaign for including funds in the budgets of Bishkek, Tokmok, Karakol, Jalalabat, Cholpon-Ata cities for determining borders and registration of rights on Land Parcels in 2006-2007 and public oversight and transparency of budget management.</p> <p><b>Projects tasks:</b></p> <ol style="list-style-type: none"> <li>1. To conduct an information campaign among the population urging their participation in budget hearings;</li> <li>2. To reach inclusion of Land Parcel items into the budgets of city Keneshes;</li> <li>3. To determine jointly with city Keneshes percentage of the land parcel items in the budgets;</li> <li>4. To participate in the preparation of schedule of the Land Parcels determination according to applications of Associations of Home Owners in accordance with approved budgets;</li> <li>5. To create Coalition Councils and provide transparency and openness of budget realization under the city Keneshes.</li> </ol> <p><b>Coalition members include:</b></p> <ol style="list-style-type: none"> <li>1. “Chamber of Independent Appraisers” Public Association</li> <li>2. Association of dwellers’ organizations of Tokmok city;</li> </ol> | <p><b>Anticipated results:</b><br/>Dwellers rights on Land Parcels protected and city budgets changed</p> <p><b>Desired results:</b><br/>Dwellers rights of Kyrgyzstan for land parcels protected and city budgets changed</p>                                                                                                                                                                                                                                                                                                                                                                              | <p><b>\$ 12,000</b></p> |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                    |                         |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                                                   | <p>3. Association of Central Region dwellers' organizations (Jalalabat);<br/> 4. "GenEco Youth Movement" Public Association;<br/> 5. "Mirra" Association of dwellers' (Kara-Balta city);<br/> 6. "Center of Civil Society Support Center" – Karakol</p> <p><b>Co-financing:</b><br/> Own contribution (\$ 5,361.60) of "Nash Dom"</p> <p><b>Beneficiaries:</b><br/> Dwellers, Population of Kyrgyzstan</p> <p><b>Institutes involved:</b><br/> City administration of Kyrgyzstan</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                    |                         |
| <p><b>Communication Operators Association</b></p> | <p>An issue of telecommunication networks merger is poorly developed in the Kyrgyz legislature and observed through existing regulations. The existence of different networks causes new tariffs and adds complexity to network operations.</p> <p><b>Project purpose:</b> merger of telecommunication networks</p> <p><b>Purpose tasks:</b></p> <ul style="list-style-type: none"> <li>• To create new common principles on merger of the networks;</li> <li>• To create new methods in inter-operator calculations;</li> <li>• To recommend a new form agreement for merger;</li> <li>• To conduct information campaign on lobby and adoption of mentioned documents.</li> </ul> <p><b>Coalition members include:</b></p> <ul style="list-style-type: none"> <li>• "Association of Communication Operators" Public Association of legal entities;</li> <li>• "Civic initiative of Internet Policy" Public Foundation;</li> <li>• "Information Future" Public Foundation</li> </ul> <p><b>Co-financing:</b><br/> Own contribution (USD 3982) of "COA"</p> <p><b>Beneficiaries:</b><br/> Population of Kyrgyzstan, Communication Operators</p> <p><b>Institutes involved:</b><br/> Ministry for Transport and Communications, KyrgyzTelecom enterprise</p> | <p><b>Anticipated results:</b><br/> Legislature on telecommunication networks merger developed and the networks merged</p> <p><b>Desired results:</b><br/> Rates become low and connection between the networks becomes easy (traditional, cellular, Internet)</p> | <p><b>\$ 10,838</b></p> |

**ATTACHMENT 4**

# **CIVIC ADVOCACY SUPPORT COMPONENT**



## **Advocacy Training Module Summaries**

**Kazakhstan & Kyrgyzstan  
2005**

# Advocacy Training Guide

This *Advocacy Training Module Summaries* has been compiled by the *Civic Advocacy Support Component* (CASC) program to help professional associations and non-governmental organizations be better equipped to carry out advocacy campaigns at the national and local level.

Good government policies and regulations is the result of many interests having input into public policy decision-making. For professional associations and non-governmental organizations to be able to do this, it is important for them to be knowledgeable about all fields concerned with developing and implementing advocacy campaigns. CASC hopes that these eight modules will make an important contribution towards this need by giving trainers and consultants the materials with which to pass this knowledge on to those wishing to develop campaigns.

The *Module Summaries* are an overview of the contents of the *Advocacy Training Guide* - the result of 17 trainers with advocacy experience coming together for six days in March 2005 to review existing literature and materials on various aspects of advocacy issues. The eight modules in this cover the following topics:

- Advocacy Strategies (including *Advanced Mission Development* topic)
- Coalition Building
- Membership Development
- Constituency Outreach
- Social Partnership
- Working with the Media
- Information Campaign
- Volunteerism

## Acknowledgements

CASC would like to thank all the participants at the *Module Development Meeting* for their time and hard work in compiling the modules for this *Guide*. We would also like to pay particular thanks to our friends in Uzbekistan who compiled the original modules that we could then go on to revise. CASC acknowledges that many materials in the field of advocacy, including those in these modules, are not new. We therefore wish to express our gratitude to all those who in some way have contributed to this product, but whom we may not have given credit to. We hope that together, these eight modules can now make a unique contribution to the field of advocacy, tailored as they are, to the needs of civil society in the Republics of Kazakhstan and Kyrgyzstan.

CASC would also like to thank the United States Agency for International Development (USAID) for its continued support of CASC, without which, it would not have been possible to undertake this project.

# Advocacy Training Guide

## Advocacy Strategies

### Module 1

**Goal:** Increase capacity of NGOs to develop, implement, and evaluate advocacy campaigns.

**Duration of the training:** 3 days

#### Main topics:

- *Mission Development* as an aspect of advocacy
- Definition of advocacy and related concepts, including *Social Partnership*
- Steps in organizing an advocacy campaign
- Setting goals and objectives for advocacy campaign
- Targets of advocacy campaign
- Organizational resources for advocacy campaign
- Basic strategies and tactics of advocacy campaign
- Strategy and tactics development of campaign by coalition members
- Message development
- Monitoring and evaluation

#### Output/results:

- NGOs develop advocacy campaign strategies
- NGOs implement advocacy campaign
- NGOs develop monitoring and evaluation tools for advocacy campaigns

## Advocacy Training Guide

# Social Partnership\*

### Module 2

**Goal:** To define basic principles and best practices of social partnership: how civil society can work with government..

**Duration of the training:** 1 day

### Main topics:

- Conditions, indications and principles of Social Partnership
- Social Partnership goals
- Tools and mechanisms of Social Partnership
- Forms of Social Partnership
- Steps in Social Partnership planning and results

### Output/results:

- NGO develop plan for Social Partnership
- Social partnership advantages of social partnership in decision of social issues
- NGO (and state officials) are able to explore principles and conditions of social partnership
- Mechanisms and legislative base of social partnership defined

\*Note: Full Module to be used for awareness-raising with government officials.

## Advocacy Training Guide

# Coalition Building

### Module 3

**Goal:** Training NGOs about coalition building and how to implement coalition building activities.

**Duration of the training:** 2 days

#### Main topics:

- Forms of interaction in the third sector
- Definition and features of coalition
- Types of coalitions
- Steps in coalition building
- Motivating coalition members
- Coalition management (allocation of responsibilities, decision making process, coalition structure, leadership)
- Developing action plans
- Monitoring and evaluating coalition activities

#### Output/results:

- NGOs map potential coalition partners
- NGOs establish coalition appropriate for targeted issue
- Coalition develops *modus operandi* (how it will function)
- Coalition supports advocacy campaign

## Advocacy Training Guide

# Constituency Development

### Module 4

**Goal:** Provide NGOs with basic knowledge and skills in the sphere of constituency development (reaching out to allies and beneficiaries).

**Duration of the training:** 1 day

#### Main topics:

- Definition and purposes of constituency development
- Strategy of constituency extension
- Developing a constituency development plan

#### Output/results:

- NGO prepare constituency development plan
- Participants become aware of the constituency development necessity

# Advocacy Training Guide

## Working with Mass Media

### Module 5

**Goal:** Increase NGOs skills of working effectively with mass media in advocacy campaigns.

**Duration of the training:** 2 days

#### Main topics:

- Working with mass-media
- Role of mass-media, social advertising and PR in advocacy campaigns
- How to interact with mass media
- PR methods in advocacy campaigns
- Information support in advocacy campaigns
- Information management
- Strategic planning in working with mass-media

#### Output/results:

- NGOs learn how to choose mass-media for advocacy campaign
- NGOs develop skills for using PR methods in advocacy campaigns
- Strategic Planning for cooperating with mass-media developed
- NGOs create press releases, information packs, mass-media database.
- Monitor media coverage

## Advocacy Training Guide

# Information Campaigns

### Module 6

**Goal:** Increase NGO ability to organize and conduct advocacy information campaigns.

**Duration of the training:** 2 days

#### Main topics:

- Information campaigns as a tool of advocacy
- Working with target audience in information campaign
- Strategic planning of information campaign
- Stages of an information campaign: planning, prediction, monitoring and evaluation.

#### Output/results:

- NGO confident to plan and organize information campaigns in advocacy campaigns
- NGOs carry out an information campaigns in advocacy campaign

## Advocacy Training Guide

# Membership Development

### Module 7

**Goal:** To assist NGOs increase their membership base.

**Duration of the training:** 1 day

### Main topics:

- Role of NGOs in society
- Typical features of membership organization
- Decision-making process in membership organization
- Role of members and staff of membership organization
- Effectiveness elements in the work of membership organization
- Significance of membership fees

### Output/results:

- NGOs develop formal procedures for new members
- NGOs develop decision-making procedures
- NGOs provide demand services to members
- NGOs able to identify potential members
- NGOs increase number of fee-paying members
- NGOs able to define elements of an effective membership organization

## Advocacy Training Guide

# Volunteerism

### Module 8

**Goal:** Increasing NGO capacity to develop concept of volunteerism and cadre of volunteers.

**Duration of the training:** 1 days

#### Main topics:

- Definition of the term “Volunteer”
- Ways to attract and motivate volunteers
- Volunteer selection
- Formal relationship with volunteers
- Ways to keep volunteers
- Monitoring and evaluation of volunteers’ work
- Planning work with volunteers

#### Output/results:

- Strategy to increase number of, and to select, volunteers
- Actual increase in number of volunteers NGO can call on for help
- Strategy on how organization can develop long-term skills of volunteers for mutual benefit
- Knowledge of ways to select and motivate volunteers