
THE COUNTERPART CONSORTIUM

NGO SUPPORT INITIATIVE FOR CENTRAL ASIA

QUARTERLY REPORT

OCTOBER 1- DECEMBER 31, 1997

Submitted to USAID/Almaty

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Grantee's Name:	Counterpart International, Inc.
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P r o g r a m G o a l:

To help the people of Central Asia build and maintain the political, legal, and social institutions critical to the emergence and development of functioning, healthy, stable democratic societies.

P r o g r a m P u r p o s e:

To create effective, democratic and sustainable non-governmental organizations (NGOs) in Central Asia capable of expressing citizens' interests in dialogue with governments, providing services to vulnerable groups within the population while working in sectors critical to the economic, political and social development of the region.

TABLE OF CONTENTS

	PAGE
I. OVERVIEW OF PROJECT MANAGEMENT	1
II. BROAD SECTOR SUPPORT: COUNTERPART INTERNATIONAL	3
A. PROJECT PURPOSE	3
B. ACTIVITY HIGHLIGHT (BY PROGRAM OBJECTIVE).....	3
C. PROJECT IMPACTS	27
D. ISSUES AND/OR PROBLEMS	33
E. LESSONS LEARNED	34
F. PROJECT CHANGES	35
G. COORDINATION AND COOPERATION	35
H. LEVERAGING.....	37
III. AID TO ARTISANS	39
A. PROJECT PURPOSE	39
B. ACTIVITY HIGHLIGHT (BY PROGRAM OBJECTIVE).....	39
C. PROJECT IMPACTS	41
D. ISSUES AND/OR PROBLEMS	42
E. LESSONS LEARNED	43
F. PROJECT CHANGES	43
G. COORDINATION AND COOPERATION	44
H. LEVERAGING.....	45
IV. THE CITIZENS NETWORK FOR FOREIGN AFFAIRS	46
A. PROJECT PURPOSE	46
B. ACTIVITY HIGHLIGHT (BY PROGRAM OBJECTIVE).....	46
C. PROJECT IMPACTS	47
D. ISSUES AND/OR PROBLEMS	47
E. LESSONS LEARNED	48
F. PROJECT CHANGES	48
G. COORDINATION AND COOPERATION	49
H. LEVERAGING.....	50
V. INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW.....	51
A. PROJECT PURPOSE	51
B. ACTIVITY HIGHLIGHT (BY PROGRAM OBJECTIVE).....	51
C. PROJECT IMPACTS	56
D. ISSUES AND/OR PROBLEMS	56
E. LESSONS LEARNED	57
F. PROJECT CHANGES	58
G. COORDINATION AND COOPERATION	58
H. LEVERAGING.....	59

C

ATTACHMENTS

TABS FOR QUARTERLY REPORT:

1. Performance Plans¹
2. Financial Pipelines
3. Counterpart Consortium Grant Guidelines
4. Counterpart Consortium Training Plan
5. Tashkent Resource Center Flyer
6. Grant Summary
7. Ashghabat NGO Seminar Agenda
8. Ashghabat Survey and Survey Results
9. Turkmenistan Site Visit Report
10. ICNL Trip Report
11. ICNL Conference Schedule
12. ATA Photos

¹ Performance Plans for Counterpart's field offices and for ICNL will be included in the January Monthly Report.

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I. OVERVIEW OF PROJECT MANAGEMENT

During the final quarter of 1997, programming for Phase II of the project moved into high gear on a range of fronts.

The massive effort at training of new contract trainers, which began in the previous quarter was largely completed on October, creating *a cadre of more than 72 NGO trainers throughout the region*. Since most are active leaders in the NGO movement, this is a vital step in institutionalizing sustainable training capacity in the region. Through such a major expansion of training capacity, *Counterpart is now able to target specific NGOs for advanced training in an increasing array of new modules while continuing to reach new groups further out in the hinterlands of Central Asia*.

The Kazakstan, Kyrgyzstan and Uzbekistan programs have each *developed a strategy to target specific associations for partnership*. Additionally the Washington office has designated Lorel Donaghey, Senior Program Officer, as the Washington-based point person for partnership development/coordination and maintenance of linkages with American groups for partnership (see pages 8-13).

The grant program began again in October with a revised set of grant guidelines emphasizing the new democracy focus of the project (See attachment 3), after a hiatus of some eight months. \$325, 736 has been awarded in new grants through December 31.

Counterpart has begun a stronger emphasis on *conducting roundtables throughout the region, to help NGOs in various cities get into dialog with each other and with local government about addressing community needs*. These are a vital first step in getting local government and NGOs to cooperate in addressing local needs (See pages 14, 16 and 25-26). Later this year, this effort will be further bolstered by the introduction of modules on Participatory Rural Appraisal and Social Partnerships.

After several months of hard work by Roselie Vasquez, *Counterpart's office and NGO Resource Center in Ashgabat, Turkmenistan was fully staffed and opened in December*. In addition, in December Counterpart helped organize (with the United Nations) an historic conference of Turkmen NGOs. The day gave NGO leaders their first opportunity to brainstorm about who they are as a community, what their characteristics are, where they are headed, and how they can work together and work with donor agencies and their local government to promote their activities and improve civil society in Turkmenistan. At day's end, the UN Resident Coordinator, requested Counterpart to follow-up the conference in early February with a project design seminar (See pages 11 and 16). During the quarter, the Counterpart/Turkmenistan office also facilitated the assessment visit of ATA Director, Margaret Bishop, to Turkmenistan in December as a preliminary step in eventual start-up of operations in Turkmenistan.

The Almaty regional office was renovated during December to create a more efficient workspace and to address security recommendations made by the Embassy Security Officer, George Nutwell III. A holiday reception was held on December 12 to acquaint local NGOs, USAID officials and other donors with the new space.

During the quarter we began to address *the reorientation of Counterpart's staff trainers as "program officers," to reflect the new direction of the program under the extension*—providing more individualized attention to specific associations, advocacy groups and other targeted democracy organizations—while contracting out the bulk of training. This will require staff training to create a significant shift in mindset and approach and the development of a new set of skills. This process began with a staff meeting and workshop on December 13-14.

On December 13, the Counterpart Proposal Review Committee meeting was followed by a meeting of the Counterpart regional senior staff to discuss strategy, priorities and programmatic issues of the Phase II program. Joel Levin and Arlene Lear also participated in this meeting. The Chief of Party and Ms. Lear oriented the field staff on the new directions the program is taking to reflect USAID's democracy objectives.

Other issues discussed at the Counterpart regional senior staff meeting were as following:

- collecting success stories/providing impact reports
- draft grant guidelines, (including institutional eligibility criteria, project objectives, proposal review criteria, grant categories and grant notification procedures
- monitoring/evaluation
- partnership strategy
- targeting associations
- new questionnaire for revised Counterpart NGO database, updating database
- training

On December 14, a workshop for all Country Directors and representatives of program and training staff was held to promote better understanding of the changes and additional requirements of Phase II and its demands on programs and staff. The workshop was prepared by John Barbee, Director of the Counterpart office in Dushanbe, and facilitated by Ms. Sally Williams (For further discussion, see page 34).

Following directives from the US Embassy and strong advice from USAID/CAR, Counterpart expatriate staff were evacuated at the end of November from Dushanbe to Almaty. Farhod Bokiev was placed in charge of the Counterpart/Tajikistan office and the staff advised to restrict operations to daylight hours and to maintain a low profile. The Country Director has remained in contact on a regular basis with program staff by telecommunications from Almaty. In this manner program operations have been maintained despite the limitations and constraints of the difficult situation. This status has continued through the end of 1997.

Counterpart's on-going collaboration with UNHCR expanded from Kyrgyzstan into Uzbekistan during the quarter with the opening of co-funded offices in Fergana and Nukus. Counterpart has now received a total of nearly \$400,000 from UNHCR in these two countries and negotiations are now on-going to expand our cooperation into the other three countries of the region. (See pages 37-38)

Counterpart refined its monitoring questionnaire for assisted NGOs to gather information to effectively track USAID's democracy objectives and fine tune the program to the new democracy focus. In December, a first draft of the revised monitoring report form was prepared and submitted to the Counterpart offices for a feedback by Counterpart/Kazakstan intern Jake Pickard. This questionnaire tracks NGOs who have received grants and training and is separate from the more general questionnaire for the broader database.

Each NGO Resource Center has completed a ***comprehensive database of donors for NGOs*** in their country. It is available to all NGO visitors to the centers to help them to coordinate their fundraising strategies.

II. BROAD SECTOR SUPPORT: COUNTERPART INTERNATIONAL

A. PROJECT PURPOSE

The purpose of the Counterpart project component is:

To identify and empower a broad array of Central Asian non-governmental organizations in both rural and urban areas, regardless of sectoral focus.

B. ACTIVITY HIGHLIGHTS (BY PROGRAM OBJECTIVE)

OBJECTIVE 1

Design and implement a demand-driven training and technical assistance program for NGOs in support of institutional and programmatic viability, using existing in-country training resources whenever possible. (USAID IR 2.1.1.2)

KAZAKSTAN ACTIVITIES

Training of Trainers

- A Training of Trainers (TOT) on two topics was held from October 6-10 in Almaty. The topics were “Public Education through Mass Media” and “Fundraising for Development.” Twenty-eight contract trainers from the Central Asian region, of which 6 were from Kazakhstan, participated along with two Almaty office staff trainers. The training was conducted by the team of Counterpart staff trainers, which included Viktor Tsoi (Tashkent office), Barno Gaibullaeva (Dushanbe), Zhanna Rysakova (Bishkek), and Almaty Office Deputy Director, Marat Aitmagambetov, who headed and coordinated the work of the team. On the last day of training Jay Cooper, Counterpart Regional Deputy Director conducted a staff trainers discussion.

The Public Education through Mass Media module has shown to be very effective in enabling NGOs to raise their media profile and more effectively use the media to conduct advocacy. The Fundraising module is valuable in helping groups to broaden their funding base and move towards financial sustainability. This TOT will greatly expand regional capacity to conduct these trainings.

Training

October

- NGO Management: 14 participants
- Strategic Planning: 14 participants
- Public Education through Media: 16 participants
- Fundraising for Development: 16 participants

November

- Public Education through Media and Fundraising for Development: 16 participants.
- NGO and Community and NGO Management: Components of Success: 20 participants
- Project Design and Strategic Planning: 20 participants

December

- NGO and Community and Project Design: 16 participants
- Project Design: 28 participants

- Public Education Through Mass Media and Fundraising for Development: 23 participants
- Public Education through Mass Media: 10 participants
- NGO and Community and Project Design
- Counterpart staff trainers were invited by the Kazakstan Red Cross office to conduct a one-day training on Organizational Capacity Building for 41 oblast representatives of Kazakstan Red Cross Society and staff personnel of the State Committee on Emergency Situations.

NGO Conferences

- In December, Jamilya Asanova was invited by Counterpart office in Turkmenistan to serve as a moderator at the UN Conference on Civil Society Organizations of Turkmenistan co-sponsored by both UN and Counterpart. *This is a good example of Counterpart's strategy of using the human resources from more established programs to jumpstart the new program in Turkmenistan.* (See page 15)

KYRGYZSTAN ACTIVITIES

Training of Trainers

- Please see Kazakstan Activities

Training

- | | |
|--|-----------------------------|
| • 8 workshops "NGO and Community" | 149 participants of 97 NGOs |
| • 4 workshops "Project Design" | 84 participants of 53 NGOs |
| • 3 workshops "Strategic Planning" | 51 participants of 45 NGOs |
| • 3 workshops "Fundraising" | 39 participants of 36 NGOs |
| • 2 workshops "Public Education through the Media" | 27 participants of 26 NGOs |
| • 1 workshop "NGO Management" | 21 participants of 18 NGOs |
| • Totals: 21 workshops, 364 participants, 268 NGOs | |

TAJIKISTAN ACTIVITIES

Training of Trainers

- Please see Kazakstan Activities
- External training: Training Manager Kiomuddin Davlatov attended a workshop in Tashkent to develop and give final input to the newly revised NGO Management training module.
- Staff training (3 hours) in use of email software was conducted over a three-day period in early December. Staff members took part in this useful effort in staff development.

Training

- Counterpart/Tajikistan training during the last three months of 1997 focused on the further development of Contract Trainers. An average of nine NGO training workshops per month were carried out by contract trainers under the supervision of program and training staff. Over 300 participants from over 200 NGOs completed the training workshops that encompassed the topics: *NGO & the Community; Project Design; Public Education Through Media; Strategic Planning and Fundraising/Resource Development.* Nearly one half of the trainings were held outside of

Dushanbe in Kulyab, Kurghan teppe, Khojand and Penjikent. Efforts to hold trainings in Khurog, in Gorno Badakhshon Autonomous Region were thwarted by continuing bad road conditions and weather conditions that prevented transportation by air.

Tajikistan Social Investment Fund (TASIF)

[Note: The Tajikistan Social Investment Fund (TASIF) submits separate reports to USAID Office of Social Transition and is included here to provide a comprehensive picture of Counterpart activities in Tajikistan.]

- Mr. Ara Nazinyan was on duty as the Management Advisor to the TASIF for the month of November. He completed his six-month work plan and established harmonious relation with the TASIF Executive Director and staff. Together with the Executive Director he drafted the Terms of Reference for the Community Participation Specialist/Advisor that was subsequently presented for review and comment to Counterpart Consortium, USAID and the World Bank.
- Meetings were held involving John W. Barbee, David A. Smith and Ara S. Nazinyan on several occasions and with World Bank Mission representatives on one occasion during the month. John Barbee, Counterpart/Tajikistan Country Director also met with Jamshed Karimov, the TASIF Executive Director on three occasions to establish and ensure effective communications between TASIF and Counterpart/Tajikistan.
- Due to the deteriorating security situation in Dushanbe, Mr. Nazinyan and his wife were evacuated to Almaty at the request of USAID on November 26, 1997. He will remain there on TDY status until further notice. Mr. Nazinyan has been in regular contact with TASIF Executive Director and staff colleagues and has continued to assist TASIF on several management and operations issues, despite the problems with telecommunications between Almaty and Dushanbe.

TURKMENISTAN ACTIVITIES

Training

- Almaty Program Officer, Jamila Asanova gave a well received mini-training session on "What is an NGO" at the Counterpart/UN NGO conference in December. Plans are being finalized to invite over 40 participants back to Ashghabat in March for an intensive NGO and Community/Project Design workshop in collaboration with UNDP. (For details on the conference itself, please see page 11)

Technical Assistance

- Consultant, Scott Yetter, led a team on a site visit to Dashovuz velayet to determine the viability of developing a water user's association there. Recommendations were submitted to Counterpart regarding how to approach association development in the target community making the best use of local resources and existing Counterpart training in association development. (Please see attachment 9 for his final report.)

ATA Craft Fair

- Two representatives of a Turkmen Artisan group were sent to the craft fair sponsored by ATA in Almaty. As a result of the trip, ATA Director, Margaret Bishop conducted an initial visit to Turkmenistan in December. The quality of the items taken to the craft fair inspired Ms. Bishop to do an initial assessment of the artisan community in Turkmenistan earlier than what was

projected. Artisan leader, Leili Haidova, is currently working with Ms. Bishop to develop sample materials that might be included in the New York craft fair.

UZBEKISTAN ACTIVITIES

Training of Trainers

- Please see Kazakstan Activities.
- Tashkent hosted a “mini-TOT” for trainers from Kazakstan, Kyrgyzstan, Tajikistan, as well as our own trainers and Dima Grigoriev from Moscow’s Marshak Foundation. The purpose was to make necessary changes to strengthen the NGO Management training module. The trainers are now satisfied with the module’s content and are eager to put it to use.
- A TOT for contract trainers on “NGO and the Community” and “Project Design” was conducted in Tashkent

Training

- In the period from October through the end of December, Counterpart Tashkent provided various seminars for a total of 60 participant NGOs, with 85 individuals taking active part.
- **October**
 - ❖ “Strategic Planning,” **Tashkent**
 - ❖ “NGO and the Environment,” **Tashkent**
 - ❖ “Public Education Through the Media,” **Tashkent**
 - ❖ “Project Design,” **Samarkand**
- **November**
 - ❖ “NGO and the Community,” **Tashkent**
 - ❖ “Project Design,” **Tashkent**
 - ❖ “Public Education Through the Media,” **Tashkent**
 - ❖ “NGO and the Community,” **Bukhara**
 - ❖ “Public Education Through the Media,” **Nukus**
- **December**
 - ❖ NGO and Community, **Tashkent**
 - ❖ Project Design, **Tashkent**
 - ❖ Strategic Planning, **Fergana**
 - ❖ Project Design, **Fergana**
 - ❖ NGO and Community, **Nukus**
 - ❖ Strategic Planning, **Nukus**
 - ❖ NGO Management, **Tashkent**
 - ❖ Mass Media, **Tashkent**
 - ❖ Mass Media, **Fergana**
 - ❖ Fundraising, **Tashkent**
- An important footnote: due to a logistical mix-up on the part of Abt (upon arrival, Deputy Director Lola Abdusalymova was informed that the majority of the participants were very weak in oral comprehension of Russian,) *the training seminars in Fergana in Strategic Planning and Project Design became the first ever to be delivered in Uzbek*. Lola was able to translate the materials “on the fly” and deliver what was – according to participant evaluations – a highly

successful seminar. In fact, this unplanned change was timely: for some time now, Counterpart/Uzbekistan has received several requests to offer seminars in Uzbek.

It is our belief that to do so would be of enormous benefit to all, Counterpart included. Not only would we be able to get training concepts across to various audiences with a greater level of comprehension, but also we would be able to significantly increase our outreach.

With a very capable Russian/English/Uzbek translator on staff in Gulya Salimova, and a group of five native Uzbek contract trainers, the problems presented by such an effort would be minimal, calling for little more than translation of the training manuals developed by Counterpart/Kyrgyzstan training staff.

OBJECTIVE 2

Catalyze the development of creative partnerships and strategic alliances between and among indigenous, U.S. and other foreign NGOs (supports USAID IR 2.1.1.2).

HEADQUARTERS ACTIVITIES

Counterpart Washington has assumed a more pro-active role in partnership development through:

- development of management processes to coordinate all efforts, in the field and in Washington
- proactive mobilization of potential US partners
- facilitation of partner communications

Coordination and Management Processes

- All efforts to stimulate partnership development are now coordinated by Lorel Donaghey, Senior Program Officer and formerly Counterpart's Uzbekistan Country Director, who dedicates 50% of her time to the project.¹ She has four years of field experience in Central Asia, a strong background in NGO development and solid contacts in the US non-profit sector. *The addition of a professional position to focus solely on partnership and corporate outreach has mobilized partnership development efforts.*
- Counterpart has developed a number of guiding documents to assist field staff in partnership development. These include a Partnership Development Strategy and lists of potential US partners and other available resources. *Partnership development is integrated into all aspects of the program, as demonstrated in recently revised Grant Guidelines.* Regular informal correspondence with field staff continues to encourage a focus on partnership development for associations and other target groups.

Partner Communications

- Poor communication channels and language skills are often a severe barrier to forming partnerships. *While a seemingly simple service, facilitating communication between partners is an extremely valuable component of Counterpart's partnership development strategy.* Requests for assistance have originated both from Central Asian NGOs and from interested potential partners in the United States.

Proactive US Partner Mobilization

The real results of coordinated efforts to develop partnerships are the growing list of active partnerships in various stages of development. Following are concrete highlights of those efforts and the resulting partnerships:

- Counterpart has developed a solid working relationship with **the American Society of Association Executives (ASAE)** and is now working with them to develop a concrete plan for facilitating partnerships with ASAE members. An ASAE member and consultant currently on another assignment in Central Asia will provide facilitation services pro-bono to ensure that ASAE expertise and individual member energy will benefit Central

¹ Counterpart is charging 50% of Ms. Donaghey to the project in lieu of 50% of an accountant and 20% of the Program Manager.

Asian NGOs through active and sustainable partnerships.

- ASAE has already provided information about potential partners for a **Water Users Association in Turkmenistan**, as well as access to their library and member services web site to conduct research to support efforts to develop the Turkmen association.
- The **Physician's Association of Uzbekistan** and a potential partner, the Investment Group, have sought support from Counterpart offices in the US and in Uzbekistan and are continuing to refine their vision of a partnership eligible for Counterpart partnership grant funding.
- The **Kridi Club of Uzbekistan** and the **National Parent Networking Association** have already formed a partnership and are now finalizing a partnership grant proposal working closely with Counterpart staff to facilitate communication.
- In Tajikistan, a number of partnerships are nearing finalization, but have been delayed by recent events in Tajikistan. Counterpart Washington is assisting by maintaining contact between the partners. US partners include **Youth Advocate Program International**, **National Committee for Radiation Victims** and the **National Association of Concerned Veterans**.

KAZAKSTAN ACTIVITIES

- The COP met on several occasions in early December with Sharon Hekman--who was in Kazakstan on a consultancy with the International Executive Service Corps and whose wide-ranging connections in government and the not-for-profit sector make her uniquely able to facilitate a range of partnerships between US groups and Kazak NGOs. The meeting with Ms. Hekman was facilitated initially by Elizabeth Schuster, Director of Internews, as a follow-up to efforts by Counterpart and Internews to identify a partner that can provide capacity-building assistance to **ANESMI** (Association of Independent Electronic Mass Media of Central Asia).
- In December, Marat Aitmagambetov served as a moderator and Jamilya Asanova as facilitator at the *First Forum of Kazakstan Ecological NGOs* with the Soros Foundation as a principal sponsor and Counterpart and other donor organizations as co-sponsors.
- We are working to build a partnership between the American Society of Association Executives and several possible Almaty-based groups.
- **Young Leaders of Almaty** and several other civic education groups in Kazakstan have adopted the methodology of Washington-based Street Law, Inc. Counterpart has been in discussions with these groups for some months about developing this into a more formalized partnership.
- The following organizations have been targeting for focused support and partnership:
The Republican Association of Cooperatives of Apartments Owners
(National Association of Housing Condominiums)
National Association of Consumer Rights Protection Societies
Business Women Association (BWA)
- Other potential targets in Kazakstan include:
Kazakstan Human Rights Organization

Lawyers' and Judges Associations
Association of Food Enterprises
Ecological Organizations
Dealer, Brokers' Association
Accountants' Associations
The Feminist League

KYRGYZSTAN ACTIVITIES

- Counterpart hired a local hire consultant in October to focus support to the **Chui Regional Housing Association** that had been established with the help of ICMA. In addition, the consultant conducted research on associations' general level of activity in Kyrgyzstan and gathered information on association basics as preparation for the "Association Development" Training of Trainers that will take place in February 1998. The consultant, Ms. Imanalieva identified and focused on several other associations that may receive targeted support through Counterpart Consortium.
- Advanced training on project design was provided to the leaders of the ICMA's **Housing Association** and **Pragma's Association of Registrars and Depositories**. Both associations were advised on their project proposals for small grant support.
- After advanced training and consultations provided by Counterpart, the Chui regional **Housing Association** received grant support \$5,000 to conduct a project for four months starting December 1, 1997 (to train representatives of housing cooperatives, provide them with consultations and to gather legal documents on housing issues). The **Association of Registrars and Depositories** attended Counterpart's training on project design and successfully applied for grant support at the December Grant Committee.
- Initial discussions concerning training on legal issues for associations took place with ICNL. It was agreed that ICNL would cooperate with Counterpart in the development of this module for the five republics. Counterpart started to identify associations to include in the target group.
- The Forum of the Environmental NGOs of Kyrgyzstan was held in Bishkek on 21-22nd of November. Counterpart Program Officers took part at the Forum.
- The following is a list of potential associations and coalitions, which may be targeted by Counterpart in Kyrgyzstan. (International organizations already providing them assistance are shown in parentheses):
 - ❖ **The Broker Dealers Association** (Carana)
 - ❖ **Housing Association** (ICMA)
 - ❖ **Association of Lawyers** (ABA CEELI)
 - ❖ **Associations of Judges** (ABA CEELI)
 - ❖ **Association of Private Television Stations** (Internews)
 - ❖ **Oblast Private Farmers Associations** (CNFA)
 - ❖ **Association of Registrars and Depositories** (Pragma)
 - ❖ **Association of Teachers** (Counterpart's Ethnic Tolerance Program funded by UNHCR)
 - ❖ **Coalition of Ecological NGOs**

TAJIKISTAN ACTIVITIES

- Ms. Latofat Kenjaeva a leader of the NGO *Istiqbol*, alumna of the USAID/AED Global Training & Development (GTD) Project, followed-up her contacts with the American Institute for Arts Education, Tallahassee, Florida and received a shipment (35 kg.) of arts education instructional materials and supplies for children (estimated value \$900). The materials were sent via Counterpart/Kazakstan and Counterpart/Tajikistan offices. The materials will be used in arts education activities conducted by the NGO in Tajikistan.
- The Executive Director of Counterpart/Germany arrived in Tajikistan in early November to set up their EU/TACIS-funded operations, designed to be in harmony and cooperative with those of Counterpart/Tajikistan. They chose a local NGO *Dastgiri* (literal meaning: "hard working") as their local partner. (Counterpart/Tajikistan has worked intensively with *Dastgiri* in the past.) Several coordination meetings were held by the two Counterpart affiliates to ensure that their operations would be complementary and that needs and opportunities for cooperation and liaison were discussed. Among the topics discussed were the close cooperation necessary for Counterpart/Germany to establish a satellite office in Khojand and the mutual assistance needed to establish an NGO Resource Center there. Principal among Counterpart/Germany's services to local NGOs would be the fostering of partnerships with European NGOs. Agreement was made to cooperate in planning and coordinate activities to the maximum extent possible. Unfortunately, because of the rapidly deteriorating security situation and the escalating level of risk for foreigners in Tajikistan, the Counterpart/Germany project in Tajikistan was closed by TACIS pending improvement in the situation and outlook for the future.
- Khojand satellite office Manager, Dilorom Aralbaeva assisted Counterpart/Germany to begin operations in its office in Khojand. When their operation was terminated in early December by TACIS, their donor agency, due to the security situation in Tajikistan, assistance was again rendered to this Counterpart affiliate. Office operations continue, assisting especially with organizing and supporting training in Leninabad Oblast and with key logistical support of operations in the rest of the country.

TURKMENISTAN ACTIVITIES

- Counterpart/Turkmenistan and UNDP jointly sponsored *the first ever conference of NGOs in Turkmenistan*. Representatives of over 32 NGOs were present along with prominent members of the government and other international organizations. Bibi Tagieva of the Ministry of Justice spoke about the government's desire to work with the NGOs to create a better enabling environment for the activities of civil society organizations. The goal of the day was for the NGO representatives to gather from all over the country and meet one another to exchange ideas. *The daylong conference program focused on activities that helped the NGOs define their NGO community, identify the challenges to NGOs in Turkmenistan and jointly discuss possible solutions to their problems.* NGOs in related sectors discussed the potential for future collaboration and were excited to learn from the experiences of fellow NGOs (See Attachment 7 for Agenda of Conference).

Following the successful event, UNDP and Counterpart are preparing a follow-up training workshop for NGOs in March. Counterpart's capacity building program is considered a useful resource to the UN, which is considering launching an NGO program of its own in 1998 to support specific projects being financed by UN agencies. Since UNDP does not have training in civil society development, it is likely that this collaborative effort will be ongoing.

- A site visit team which visited the Dashovuz region to assess the viability of developing a water

user's association. The team met with local NGOs, **Dashovuz Ecology Club**, **English Resource Center** and **Young Cheetahs** to determine what role they could play in assisting Counterpart in working with local communities to form water user's associations. Representatives of these local NGOs accompanied the Counterpart team to meetings with local government officials (See Attachment 9 for Site Visit Report).

- As a result of the discussions at the NGO Conference, international NGO, Aid to the Turkmenistan Area (ATTA) approached the **Women's Club of Nebit Dag** to assist ATTA in the distribution of public health materials, which were developed by ATTA this year. *Prior to the conference, ATTA was not aware of any indigenous NGOs working in Nebit Dag and told Counterpart that they were very excited about the potential to work with the Women's Club on more activities. If not for this meeting, ATTA probably would not have pursued distributing their valuable health information in Nebit Dag.*

UZBEKISTAN ACTIVITIES

- Lola Abdusalyamova, Counterpart/Uzbekistan Deputy Director, took part in a meeting of an initiative group, established to design a program for bringing together the women's NGOs of Uzbekistan. Among the women in the initiative group are: Zelfira Sattarova (**Society "Sof Dil"**), Olga Avanesova (**Youth Studio**), Rakhima Nazarova and Gulnoz Khidoyatova (**Center of Women-Leaders**), Flora Pirnazarova (**"Mekhri" Women's Society**), Elena Sabirova (**Center "Umidvorlik"**) and Lola Abdusalyamova (Counterpart Consortium).

Counterpart/Uzbekistan will be targeting the following associations for assistance:

1) The Association of Judges of Uzbekistan.

This group is as yet unregistered, but working towards it. We were introduced to them by ABA/Ceeli. The Country Director and Deputy Director met with them and outlined what Counterpart could offer in the way of grants and training. There is potential for a three-way partnership project with them involving Counterpart, the Judges and ABA/CEELI, to put together a partnership with an analogous U.S. organization. They are an association in the real sense in that they are dedicated to ensuring the welfare of their membership. Their goals are:

- active participation in legal and judicial reform
- supporting judges in ensuring rule of law in the implementation of justice and protecting judges from outside pressures
- maintaining the independence of courts and ensuring the separation of the judicial branch from the executive and legislative branches

2) The Association of Lawyers of Uzbekistan

This is another new group that has been working with ABA//CEELI. They are registered. The key goals in their charter are:

- creating a strong and independent advocacy, adequate to the current level of public development
- representing the interests of lawyers in state authoritative bodies
- protecting the professional and social rights of attorneys, their prestige and honor
- improving the skills of lawyers

3) The Physicians' Association of Uzbekistan

This is an organization that Counterpart has been working with for some months. Their director, Shukhrat Irgashev, participated in the Global Delegation in 1997. We have already received a proposal from them, but it was not fundable in its current form and staff are continuing to work with

them on developing a fundable project.

4) The Association of Accountants and Auditors of Uzbekistan

These are previous CC grantees and currently working on another proposal. They are highlighted this month under the Uzbekistan impacts section (page 35). This is an organization that is very interested in having a positive impact on the NGO community in Uzbekistan.

5) "Tadbirkor Ayol," Businesswomen's Association

This is the largest NGO in Uzbekistan, with branches throughout the republic and tremendous potential for impacting large numbers of women. They have also been very active in advocating on behalf of the NGO and small business communities.

- During the December visit of Arlene Lear, David Smith and Joel Levin to Tashkent, Counterpart/Uzbekistan organized an informal roundtable meeting of previous Uzbek delegates of the Global Training for Development (GTD) program in the United States. The dual purpose of the meeting was to bring to light impacts that this opportunity may have had on the participants, as well as to encourage these groups to take advantage of both local and Washington Counterpart staff in establishing partnerships with U.S.-based NGOs.
- With the opening of Counterpart/Uzbekistan's Information Resource Center, we are encouraging NGOs to use the base of literature built up on potential funding sources, as well as free e-mail, in their search for partnerships.

OBJECTIVE 3

Develop a functioning and sustainable communications and information-sharing network for Central Asian NGOs (USAID IR 2.1.1.2).

KAZAKSTAN ACTIVITIES

Database

- An important part of the Almaty office activity continued to be work on restoration of the lost Kazakstan NGO database. By October 10th, the Kazakstan database was completely operational and the Counterpart/Kazakstan office was ready to begin to collect data against new USAID performance indicators.

Performance Indicators

- Counterpart/Kazakstan continued to discuss new indicators with USAID representatives and with Counterpart staff. The Chief of Party and the Kyrgyzstan Counterpart Director had an impromptu meeting with Steve Wingert, USAID consultant, and discussed certain aspects of his proposed revisions as well as some of the earlier comments that have been provided to USAID in Counterpart's first Memorandum in September. Counterpart suggestions were reflected in the second Counterpart Memorandum sent to USAID on 25 October.
- In October, the first draft of the revised Counterpart Database questionnaire -- reflecting the draft of USAID's Performance Indicators received in Counterpart's office in previous month -- was prepared and distributed among Central Asia Counterpart offices for analysis and feedback. The Chief of Party briefed the Bishkek office software specialist about the new USAID indicators so that he could start updating Counterpart Regional Database software to correspond to the draft of the revised Counterpart NGO Database.
- In December, after USAID had provided Counterpart with the final version of the Performance Indicators package, the Almaty Counterpart office again revised and reworked the Counterpart Questionnaire to conform to the USAID Performance Data: Baseline, Targets, and Actual Results and Result Indicators. It was distributed among Counterpart Central Asia offices. Immediately, Almaty staff started to distribute the questionnaire among Kazak NGOs. By the end of the year, about 50 filled out new questionnaires had been returned to the Counterpart office.
- On December 29-30, Ivan Apanasevich, Counterpart NGO specialist and Jake Pickard, Almaty office database manager, made a trip to the Bishkek Counterpart office and met with Bishkek office software specialist Alexander Korovinski on ways to make the NGO Database available for use in all Counterpart Central Asia offices.
- By December 29, as agreed with USAID, the Almaty Counterpart office gathered the 1997 data collected against the new USAID performance indicators for the region and submitted it to USAID the same day.

Local Roundtables

- In October, Counterpart Program Specialist, Jamilya Asanova traveled to Karaganda to prepare and participate in a very successful roundtable of nine local NGOs with the American Ambassador, Ms. Elisabeth Jones. *This was a unique opportunity for them to discuss local needs and coordinate their future activities.*

KYRGYZSTAN ACTIVITIES

Database

- The Counterpart Consortium database of NGOs of Central Asia has been revised in accordance with the new form of the NGO questionnaire, which corresponds to USAID indicators. Additional improvements were made to improve the database report service (reports can be easily converted to the MS Word format). The Database Manager A. Korovinsky completed the design of the database user guide.
- Information on all local NGOs and donor agencies will be updated starting in December 1997.

Central Asia NGO Website

- The File Server (UNIX) was installed in the office in October, allowing full Internet access for the staff. Each staff member received a personal E-mail address. The Information System's Manager M. Priezzhev is designing and developing Web Sites for the CANGONET and Counterpart Web Sites for Central Asia NGOs. At the moment, NGO Database and CANGONET are available on the Counterpart Web Site: <<http://www.cango.net.kg>>
- With the upgrade of its computers in October, Counterpart/Kyrgyzstan has now completed set up of its Internet Resource Center for NGOs. The Internet Center provides staff and members of NGOs the opportunity to use one of four computers for writing projects as well as Internet and e-mail use. ***Counterpart's office functions as an NGO service center with resources, both human and material, ready for support of NGOs and satellite offices. A UNIX Mail Server was installed in the Resource Center, allowing visitors full Internet access through the Counterpart information system. This is a unique tool which facilitates Kyrgyz NGOs' linkages with organizations in other countries and access to the vast information resources of the Internet.***

Documents/Publications

- Training manuals for training modules ("Fundraising", "Strategic Planning" and "Public Education through Mass Media") were published in October. Two brochures devoted to the Counterpart Training Program and Overview of Counterpart Activity in Kyrgyzstan were prepared and published.
- The brochure on training has been updated in English and Russian. An overview brochure on Counterpart activities in Central Asia has been written and produced in both English and Russian. Two new training manuals on "Fundraising" and "NGO Management" have been produced and distributed among the contract trainers.

TAJIKISTAN ACTIVITIES

- Database and Technical Support Manager, Jamshed Rahmonberdiev, visited Almaty to consult with technical staff regarding Internet access, e-mail systems and database installation requirements and procurement. The revised NGO database, questionnaire and the hardware to run it have been obtained and installation begun. The new installation and database operation improves the quality of data for reporting and management. Options for improved e-mail access for NGOs and for the Counterpart/Tajikistan program are still under investigation and evaluation. Internet access still remains a problem for Tajikistan, due to the local telecommunications system and the lack of a direct Internet node.

- Gorno Badakhshon is an area in chronic crisis since the onset of civil conflict in 1992, but there are many and diverse NGO interests and a small pool of talented and motivated contract trainers. Because of very poor transportation links, servicing the needs of this remote community from Dushanbe has been an on-going challenge. Contacts and preliminary arrangements have been made with Ogonazar Aknazarov, a leader of the NGO *Pamir Ecocenter* in Khurog, the seat of government of the Gorno Badakhshon Autonomous Region, and with a potential cooperating donor organization. We are assessing the need and viability of establishing an NGO Resource Center there in cooperation with this strong local NGO.

TURKMENISTAN ACTIVITIES

NGO Database

- Counterpart Database Questionnaires were distributed and collected at our December NGO conference. The information from the questionnaires has been included in the Turkmenistan portion of the Counterpart CANGONET database. The current number of NGOs in the Turkmenistan database has increased from 13 to 34.

Advocacy

- Monthly Reports on NGOs in Neutral Turkmenistan Newspaper: As a result of her attendance at the Counterpart/UN NGO Conference in December, a journalist from the state newspaper committed to publishing at least one article on NGOs per month. Since December 17th three articles have been printed about NGO activities including Counterpart Grantees Turkmen Youth Leadership Center Dialogue, Ynam (formerly called Ayal), and ICCA. These articles included informative descriptions of civil society and the role of non-governmental organizations in Turkmenistan. *As this is the state newspaper, it is a very favorable indication that the government is supportive of Counterpart's activities and is approving of this journalist's attempt to educate the public on the third sector.*
- Meeting with members of US Foreign Relations Committee: Counterpart participated in Roundtable discussion with other USAID contractors to discuss current USAID funded projects in Turkmenistan. Counterpart Country Director described the state of NGOs in Turkmenistan, and emphasized the positive reception of the government, thus far, related to NGO activities. Counterpart was asked whether or not there was capacity in the NGO community to absorb additional funding for NGO development in Turkmenistan and responded affirmatively.

Documents/Publications

- An NGO contact list was developed in conjunction with the Turkmen NGO conference. The list includes the names of NGO representatives and international organization representatives who were present at the conference. The list was distributed to all participants in an effort to improve internal communication between NGOs as well as between NGOs and donor agencies. *Several members of NGOs have visited our office and expressed their appreciation for the list that has enabled them to make important contacts regarding collaboration on projects as well as funding sources. In particular, several Peace Corps SPA grants have been awarded to resource centers in the regions outside of Ashgabat. The centers, though aware of each other, did not previously have regular contact. Resource Center representatives from three of the Peace Corps funded projects were able to meet for the first time at the NGO conference and have expressed their thanks for the opportunity to meet one another and exchange experiences.*

- In collaboration with the UNDP, Counterpart/Turkmenistan has published a brochure describing the highlights of the jointly funded conference. The brochure will be distributed to all participants as well as to international organizations and government agencies in Turkmenistan. In addition to the brochure, a summary of the survey on “How the NGO Community in Turkmenistan Defines Itself” and the results of the small group sessions on “challenges” “solutions” and “future goals” is being distributed to the participants of the conference.

E-mail Access

- NGO members working in two of the more rural regions with poor communication systems have approached Counterpart to assist them in attaining e-mail access. Counterpart has been discussing their request with grantee NGO, ICCA, to extend the e-mail access to these NGOs. ICCA is developing a new grant proposal to try to address these and other problems involving communication between Turkmenistan’s NGOs.

Resource Center

- The Counterpart/Turkmenistan Resource Center became fully operational in December. Several of the NGOs that have visited the office in its first month have received information on the donor resources available in Turkmenistan. Donor agencies working in Turkmenistan were included in the Central Asian database.

UZBEKISTAN ACTIVITIES

Resource Center

- Our Information Resource Center opened on December 1st. NGOs are encouraged to come in and make use of the constantly expanding selection of over 300 titles. (See attachment 5 for our publicity newsletter.) Resources include literature on project design, other areas of training, newsletters from local and international NGOs, guides to funding organizations, etc. In addition, NGOs may use e-mail free of charge and use the Center’s photocopier at reduced rates. In the very near future, we plan to make an Internet link available, as well as to set up a further two computers. One part-time employee staffs the center.

OBJECTIVE 4:

Assist Central Asian NGOs in accessing financial resources in-country and abroad (USAID IR 2.1.1.2)

KAZAKSTAN ACTIVITIES

- At the October Counterpart Grants Committee Meeting three NGO and one Partnership grant were approved for Kazakhstan. NGO grants were awarded to the following organizations:
 - ❖ **Feminist League, Almaty**, for the project “Feminist Specialized Video Library” was awarded with \$3,713
 - ❖ NGO “**Equal to Equal**,” Almaty was awarded with \$5,000 for the project “Educational Center for Teenagers and Youth”
 - ❖ NGO “**Help-Vivitum**” from Kustanai was awarded with \$7,820 for the project “Youth Narcotics Prevention”
 - ❖ Partnership grant of \$15,000 was given to Almaty-based NGO Association “**Bridge**”, for the project “Kazakhstan-USA Cultural Cooperation” conducted in cooperation with the American NGO Central Asian Cultural Exchange (CACE).

- At the November Counterpart Grants Committee Meeting the following six project proposals from Kazakhstan were awarded:
 - ❖ Consumer Protection Society “**ADAL**” was awarded \$8,724 for the project aiming to protect the consumer rights in Aktjubinsk
 - ❖ League “**Ak Bota**”, Almaty was awarded \$7,384 to protect the rights of disabled children
 - ❖ Not-for profit TV company “**Ecological Project**” was awarded \$7,000 for the project “Social and Ecological Advertising
 - ❖ **Society of Mothers of Disabled Children**, Semipalatinsk, was awarded \$4,000 for choreographic school for children
 - ❖ **Public Charitable Foundation XXI Century** was awarded \$5,000 to improve the quality of production of their printing workshop for NGOs
 - ❖ Public Society “**Alpamys**”, Taldykorgan was awarded \$5,000 for the project aiming to protect rights and improve conditions of children with retarded mental development.

- In December five grants for Kazakhstan NGOs were approved:
 - ❖ **Scouts of Kazakhstan** from Almaty were awarded with \$3,720 for publishing the newspaper “World of Scouts”;
 - ❖ Ecological NGO “**Belovodje 1**” from Eastern Kazakhstan city Leninogorsk was awarded with \$8,020 for establishing City Youth Center;
 - ❖ **Center for Civic Initiatives** from Almaty received \$9,350 for the project “NGOs and Government: from Cooperation to Collaboration”;
 - ❖ Consumer Rights Protection Society “**Contact**” from Taldykorgan received \$6,235 for the project “Consumers’ School”;
 - ❖ **National Association of Societies of Consumer Rights Protection of Kazakhstan** from Almaty was awarded with \$5,316 for the project Consumer’s Booklet.

Support to the Central Asian Women Conference “Women in Politics”

- On November 11-12, a Counterpart grantee, the Almaty-based women’s association **LIANA**, hosted a conference “Central Asian Women in Politics” at which First Lady Hillary Clinton spoke during her visit to Central Asia. Counterpart supported LIANA with \$7,000 to cover

transportation and accommodation costs for the participants from Central Asian republics other than Kazakhstan and helped USAID in identifying participants. The event was filmed by the Constituency Building component and has been integrated into the video "Women in Central Asia"

KYRGYZSTAN ACTIVITIES

- During the months of October, November, December; 19 projects (totally approximately \$110,000) were approved during the Grant Review meetings for Central Asia. All projects were evaluated in the In-country Grant Review meeting for Kyrgyzstan. Advisory Project Design training was included in the project review process. The goal of the Advisory Project Design training is to provide additional consultative support to groups who submitted projects. Program Officers held this training for more than 20 participants of 20 NGOs.
- The staff of the Jalal-Abad Center took part in meetings of the donor agencies representing the South of Kyrgyzstan focused on increasing the level of coordination between international agencies.
- The NGO "Tendesh" has received a small grant from the Soros Foundation to develop a Women's Crisis Center. Counterpart's NGO Support Center in Kara-Balta has provided on-going consultation and support to this NGO.

TAJIKISTAN ACTIVITIES

- The Counterpart Consortium Central Asian Regional Grant Review Committee approved and authorized four grants to NGOs in Tajikistan during this quarter:
 - ❖ The NGO **Fidokor** proposal to work with returning refugees and communities through conflict reduction and reconciliation training in Kabodian district and received a grant of \$12,000.
 - ❖ NGO **Foundation of Medical Assistance** was granted a \$6,000 support grant for its expanding "Assistance on Wheels" project and was encouraged to seek additional matching funds (1:1 or better) from other donor source(s). This NGO is the only entity dealing with the very nasty problem of the abandoned/stranded and disabled elderly population in Tajikistan. In view of its successful track record over the past few years and the daunting challenge of the continuing problem of the indigent elderly, we are encouraging the NGO to expand and diversify its funding base and membership. We offered assistance in identifying and linking with other such programs in the NIS and beyond.
 - ❖ NGO **Adabsaro** was given a support grant of \$6000 for its project "Makhalla (Community) Cultural and Education Center for Girls" in a very low-income area of Dushanbe. While we were concerned that there were too few beneficiaries to warrant their larger operations grant request; we authorized the funds for capacity building and recommended that the NGO develop alternative means and activities that will enable it to reach a larger number of beneficiaries and more positive impact(s), e.g. training local community volunteers as literacy teachers, so that scarce resources are better "leveraged."
 - ❖ NGO **Refugee Children and Vulnerable Communities (RCVC)** was given a support grant of \$7,600 for its "Street Children Assistance Project –Dushanbe." This NGO has a well-earned reputation and track record for supplying high quality children and youth program services. The problem of street children is a major one in Dushanbe and this NGO is well placed and growing in its ability to become a contractor of services to Government and international assistance organizations.

TURKMENISTAN ACTIVITIES

- NGO “**Dialogue**” has been awarded its second grant from Counterpart Consortium in the amount of \$15,000.00. The project is a continuation of Dialogue’s civic education program that includes new modules designed as TOTs to expand the teaching of civic education into more schools. A module on the role of NGOs in society has been designed to include a description of donor organization activities. The project leader believes that by educating more teachers about civic education, Counterpart will be able to identify more community activists and community leaders.

International Donor Panel Discussion at the Counterpart/UNDP NGO Conference

- During the afternoon of the conference, an international donor panel discussed the funding opportunities available to Turkmen NGOs through their respective organizations. Organizations represented on the panel were: Counterpart Consortium, UNDP, UNHCR, IOM, Winrock International, Peace Corps, and ATTA. Other international organizations that were present at the conference included the World Bank and TICA (Turkish aid agency). The embassies of France, Turkey and Pakistan were also present.

Referrals

- Counterpart/Turkmenistan received a phone call from the French Consular General’s office requesting the names of local organizations working with children. The request was made after the Consul General attended the NGO conference and heard the representative of the NGO, **Begench**, speak about the work of her organization. The week after the conference, the French consulate received a request from the French Agency for Vulnerable and Innocent People which is considering rendering assistance to NGOs working with children in Turkmenistan. *Prior to the conference, the Consul General was not aware of NGOs working in this area.*
- Counterpart/Turkmenistan responded to a request from USAID Almaty to recommend female NGO leaders to participate in the “Women in Politics” conference held in Almaty as a part of the events for First Lady Hillary Clinton’s Central Asian visit. Ludmilla Petukhova of the **Women’s Center Ynam** attended the conference as the female NGO representative from Turkmenistan.

UZBEKISTAN ACTIVITIES

- The following NGOs were approved for grants in November:
 - ❖ **Alcoholics Anonymous Association:** A proposal from one of Tashkent’s Global/NET delegates, calling for the creation of a network of small AA groups around the city, especially in areas with large industrial complexes (and in the factories themselves.)
 - ❖ **Association of Environmental and Local History Clubs:** A proposal uniting 10 groups with an interest in educating Tashkent’s elementary and junior high-school students about the environment and their country’s rich natural and ethnic history.
- The following NGOs were approved for grants in December:
 - ❖ **Matonat:** This group, formed under the auspices of a successful sports club for the disabled, will provide legal and consultative aid to disabled persons in Tashkent.
 - ❖ **Umidorlik:** Similar to successful proposals previously put forward by Grenada Kurochkina and the “Kridi” Club, Umidorlik intends to train parents in at-home physical rehabilitation of their disabled children.

- ❖ **Sof Dil:** Sof Dil seeks to set up a republic-wide network of diabetic groups. Since providing support for coalitions and similar groupings of NGOs is a new priority for Counterpart, we will be monitoring this project very closely, seeking to draw from its implementation possible lessons for use in facilitation of networking among NGOs.
- ❖ **Paritet Professional Training for the Disabled:** Similar to a successful project implemented by the Association of Accounts and Auditors, Paritet will provide computer training for disabled persons, in hopes of increasing their ability to find work and increase the social visibility of the disabled in Uzbekistan. In a departure from normal Counterpart procedure, the group was offered more money than they had requested, provided that they implement an “internship” element in their job placement scheme.

OBJECTIVE 5

Facilitate interaction between NGOs and all levels of government to serve community needs (USAID IR 2.1.3);

KAZAKSTAN ACTIVITIES

Satellite Offices

- In order to create satellite offices in Kazakstan, the Chief of Party developed a strategy, proposed a workplan and defined three target cities for the satellite offices, which are Akmola, Chimkent, and Atyrau or another city in the west of the country. In December, Counterpart Deputy Director Marat Aitmagambetov made an orientation trip to Akmola and conducted a round table of local NGOs. They were briefed about Counterpart's plan to open a satellite office in that city and to start a process of identifying a Counterpart representative, who will be selected in January 1998. *Facilitation of dialog between NGOs and local government has been an important activity in our Kyrgyzstan satellite offices (see below) and will be an increasing focus of the program throughout the region.*

KYRGYZSTAN ACTIVITIES

Jalal-Abad NGO Support Center

- The Center's staff took part at the roundtable conducted by Jalal-Abad State Administration on the 11th of November, in which representatives of NGOs and local government discussed issues concerning collaboration between local authorities and the NGO community.
- The Center's staff together with the leaders of the NGO "**Justice**" conducted a roundtable on the 16th of October, in which representatives of NGOs and local government discussed issues of human rights protection and collaboration between local authorities and NGO community.
- The Center's staff started to update information on NGOs for the Counterpart database using the new questionnaire.

Kara- Balta NGO Support Center

- Counterpart Center staff has disseminated questionnaires among refugee families from Jayl, Panfilov and Moscow Rayons which will allow the staff to extract more precise information about problems facing refugees.
- The project to repair a secondary school in the Kara-Tobo Refugee Village was completed. It was initiated by the influence of a **local Women's Refugee group**. The local government was one of the implementation partners of this project.

Naryn NGO Support Center

- The Center's staff together with the members of local NGOs and government conducted the tenth, eleventh and twelfth meetings of Naryn Oblast local NGOs and community representatives.
- The Center's staff together with the PC Volunteers conducted a meeting with representatives of local groups on the 28th of October. This meeting was devoted to issues of differences between non-profit and commercial organizations, grants and credits, business and non-commercial projects.

TAJKISTAN ACTIVITIES

- A current grantee, **Fidokor**, conducted an interactive workshop in Kabodian district, an area in the south impacted by the civil conflict in Tajikistan. The workshop involved local NGOs and CBOs, community members (children and adults) and local government officials in intensive problem-solving and reconciliation activities. It was supported by a current Counterpart grant for its project titled "Peace to the Homes of All." The interactive sessions involved leaders and community members spanning different ethnic groups, including: Tajiks, Uzbeks, Afghans and Turkmen. The Fidokor facilitators included Counterpart/Tajikistan contract trainers and used appropriate local case studies based on actual situations in the district. *The workshop outcomes included plans to implement cooperative initiatives for children and teenagers in activities such as alternatives to violent/armed conflict, restoration of peace and strengthening mutual respect and friendship.* Children wrote essays, recited poetry and showed their drawings about how peaceful communities and people can work together, despite their differences. A videotape was made of the workshop and was showed on local TV.
- Counterpart/Tajikistan met and discussed common interests with the UNHCR Resident Representative, Regional Coordinator and Kyrgyzstan Project Director regarding the possibility of working together to plan and implement efforts to establish a *Conflict Transformation and Tolerance Education project in Tajikistan*. The idea includes elements of the Kyrgyzstan project, especially full ownership and participation of the Tajikistan Ministry of Education and other relevant Government agencies. The project would probably focus particularly on conflict-impacted areas in the south and east, but would ultimately be applied nation-wide. *Of particular interest was the very apparent need for assistance in areas and communities where many refugees have been repatriated and where effective efforts in reconciliation are badly needed.*
- A collaborative effort of the International Center for Non-profit Law (ICNL), a local NGO "Society and Law" and Counterpart/Tajikistan organized two conferences for NGOs and key government officials scheduled to be held at the end of November. The topic was the NGO-enabling legislation reform and the purpose was to review two drafts of legislation to revise the present law governing NGO registration and operation in Tajikistan. Unfortunately, the conferences had to be cancelled due to the security problem.

TURKMENISTAN ACTIVITIES

Fostering Government Cooperation with NGOs

- In her speech at the Counterpart/UNDP NGO Conference in December, Bibi Tagieva of the Ministry of Justice described the government's desire to work with Turkmen NGOs to create a better enabling environment for their activities, including *helping to improve the registration process and work on new laws to incorporate the needs of civil society organizations.*
- In order to determine the viability of developing a water user's association in the Dashovuz communities receiving water from the USAID funded reverse osmosis plant, *the site visit team held several meetings with the Minister of Geology, and the Deputy Governor of Dashkovuz. These meetings revealed the government's avid support of activities which would lead to sustainability of the water plant through improved delivery systems based on community involvement and participation.*
- The participation of Ludmilla Petukhova of YNAM at the "Women in Politics Conference" in Almaty was an important opportunity to bring to the attention of the international community the role of NGOs in the democracy process in Turkmenistan. Her NGO works diligently to provide

abused women with psychological and legal advisory support. Without the work of YNAM, this vulnerable group in the Turkmen population would not have a voice or know its rights from a legal standpoint.

UZBEKISTAN ACTIVITIES

- Counterpart/Uzbekistan, in concert with AED, American Bar Association, ICNL and the **Uzbekistan Center for Human Rights** finalized arrangements for the series of *five regional seminars involving local NGOs, the media and officials from local government bodies*. The aim of the seminars is to re-vitalize the dialogue between non-governmental and governmental actors at a particularly crucial moment in the development of the NGO movement in Uzbekistan (the draft law affecting public associations is to be reviewed at the upcoming session of the Oliy Majlis).

OBJECTIVE 6

Constituency Building Component

Build support and constituencies for democratic change and reform supporting USAID Strategic Objectives and improve understanding by the media of the role of NGOs in a civil and democratic society and media's role in creating change in a democratic society.

Highlights of the Constituency-Building Component

- With the help of the video specialist, video footage was collected from four Central Asian countries to include in the video on *Women and Democratic Society*. ***This video will feature NGOs and their roles in helping women to realize their potential and rights. It is expected to be a valuable tool in fostering the development of democratic women's organizations throughout the region.*** Valuable footage was collected at the third Central Asian Conference on Women (organized by LIANA), including a speech by U.S. First Lady Hillary Clinton. Production of the video was completed in December and distribution was begun. A coordinated campaign for its use through NGOs and the media has been initiated, including scheduling airtime in all five Central Asian republics.
- On October 2, 1997, the first Political Debate to ever be aired on television in Kazakhstan was broadcast by Habar TV station. The Counterpart Consortium Constituency Building Component was involved in the planning and the video production of the debate along with representatives of USIS, IFES and a Consultant from Washington, DC.
- A press conference organized by Counterpart through the Kazakhstan Press Club was conducted for the print media, parliamentarians, and opposition party members during the broadcast of the debate. At this event, the director of USIS explained what political debates are and we showed the broadcast of the debate among candidates for the Almaty seat for the Senate. Following the viewing of the debate, members of the press and parliamentarians discussed the debate informally. Additionally, a roundtable discussion for Almaty television and radio journalists on how to plan and stage a political debate was held. This event was planned by Counterpart and the guest speaker, Terry Holcomb, from Washington, DC who coordinated the production of Kazakhstan's first televised political debate. The event was conducted in cooperation with Internews. Twelve radio and television journalists attending this event will be able to assist in conducting debates throughout Kazakhstan in the future.

In addition, the following activities were carried out during October in the Almaty hub office of the Constituency Building Component:

- Hired and oriented video specialist Gulnara Shakenova to the overall media program.
- Finalized script for one 20 minute training videos on PRA to be used in helping NGOs to determine community needs and address democratic problem solving at the grass roots level.
- Designed two radio PSA's: "What is Democracy?" and "What is an NGO?"
- Assisted NGOs in conduct of advertising and media coverage of semi-annual craft fairs in Almaty and Tashkent.

The following activities were carried out in October by the media coordinators throughout the region:

- Regional staff revised story ideas and decided which ones will work best in each media market.
- Regional Staff began design of regional NGO newsletter and its distribution.
- Media coordinators began to interview 1997 Global Training participants for possible story ideas. Counterpart Consortium Constituency Building Office participated in a series of Civic Education events in early October.

In November, Constituency Building staff in Kazakstan, Kyrgyzstan and Uzbekistan carried out the following activities:

- Completed a video on participatory rural appraisal (PRA) and tested it with participants in a PRA workshop in Bishkek.
- Worked on distribution plan for PRA Video.
- Created a first draft of a coordinated program to introduce and teach the concept of media political debates throughout Central Asia over the next three years.
- Coordinated press coverage of semi-annual craft fairs in Kazakstan and Uzbekistan. Which resulted in newspaper and television coverage in both countries.
- Produced and published five newspaper announcements and articles in Kyrgyzstan in Russian, Kyrgyz and English concerning: new Counterpart grants; a meeting of international family planning and Central Asian NGOs; the work of associations in defending the rights of consumers; and the first conference of Kyrgyzstan's NGOs.
- Designed one radio PSA on NGOs.
- Held focus group discussions in three countries to help determine content for the regional NGO newsletter.
- Revised the CAR NGO newsletter design based on tests and discussions with focus groups in three countries.
- Began meeting with radio and television station directors in Kazakstan, Kyrgyzstan and Uzbekistan to schedule regular programs for 1998.
- Held two roundtables between media and NGOs in Uzbekistan to generate press coverage of NGO activities and accomplishments.
- Continued work with the task force in Kyrgyzstan to develop a consumer responsibility campaign for services received.
- Met with USAID collaborators to discuss our role in the Kazakstan Healthy Lifestyles campaign.
- Advised on the appropriateness of media components in grant applications from throughout the region.
- Made final purchases of media equipment, continued training of staff.

In December, Constituency Building staff in Kazakstan, Kyrgyzstan and Uzbekistan carried out the following activities:

- Began production of videotape on NGOs roles in a civil society in Kazakstan.
- Produced and aired a 30-minute radio program on Dustlik radio station in Tashkent on the work of NGOs in the education of women in Uzbekistan.
- Produced and aired a 15 minute program about Counterpart training for NGOs on the Fergana regional radio and TV station in Uzbekistan.
- Held two roundtables between media and NGOs in Uzbekistan to generate press coverage of NGO activities and accomplishments.
- Produced and placed five stories in seven newspapers in Kyrgyzstan, concerning NGOs. Subjects included ecological conference, Professional training center to work with handicapped children, First Central Asian Craft Fair in Kyrgyzstan, Activities Congress of Kyrgyz Women, Beginning a new NGO concerning reproductive health and Family Planning; four articles were produced in Russian, five in English, and three in Kyrgyz to reach specific audiences with each message.
- Worked with Internews to strengthen ANESMI (Association of Electronic Mass Media of Central Asia) through the establishment of a partnership with a broadcast association in Arizona.
- Began training of staff on use of video equipment.
- Continued work with task force in Kyrgyzstan to develop a consumer responsibility campaign for services received.

C. PROJECT IMPACTS

KAZAKSTAN IMPACTS

Association for the Support and Development of Pharmacists, Almaty

With financial support from Counterpart in the amount of \$4,510 along with support from other international and local organizations, the Almaty-based Association of Pharmacists increased circulation of the Bulletin of Pharmacist from 2,000 to 3,000 copies a month. With that increase the Bulletin became accessible to pharmacists throughout the country. *Since privatization of the former state-run pharmaceutical service it became the only newsletter regularly informing the pharmacist community about new drugs coming to the market, governmental regulations of pharmaceutical business, and new regulations of licensing and certification of wholesale and retail sale of drugs.* The Counterpart grant also helped the Association organize a round table with participation of pharmaceutical specialists, businessmen, and governmental officials to discuss issues of pharmaceutical business and government policy towards it.

Jambul City Diabetic Society (Insulin Limited Partnership)

With a grant from Counterpart in the amount of \$3,610, Jambul City Diabetic Society opened a Diabetic shop where they organized a sale of food for patients with diabetes, organized a School for Diabetic Patients, and also provided 15 diabetic teenagers with financial support. After the collapse of the Soviet state-run Diabetic service, there weren't any shops in Jambul which provided local diabetics with specialized food and there were no training courses for diabetics. *The grant from Counterpart contributed to the Jambul diabetic community organizing and beginning to solve their problems as well as making them better equipped to handle future problems.*

Almaty City Association of Parents with Disabled Children "Zhan"

A Counterpart grant in the amount of \$10,344 helped Zhan to set up the first Almaty-based non-governmental computer training center for disabled children. During the one-year grant period, Association "Zhan" trained 180 disabled teenagers in computer literacy. With funding from a Counterpart grant, the NGO has started to issue a monthly bulletin "Disabled and Law" and has created a monthly television program "Chance" to inform parents with disabled children about their rights. The TV program and the bulletin also raised the issue of home education for disabled children and popularized activity of Kazakhstan and CIS NGOs in protecting legal rights and creating job opportunities for disabled.

Association of Informational Technologies Users "Electron", Almaty

A grant from Counterpart in the amount of \$13,534 has helped this NGO open an Internet training class for local NGOs as well as provide them with free access to the Internet. During the grant period, the Association has trained about 2,000 Almaty residents and representatives of non-governmental organizations (around 150 were NGO Representatives) how to use Internet. They also provided 15 NGOs with free access to Internet.

Association of Single Mothers

The Almaty-based Association of Single Mothers, which unites more than 200 single mothers, used a \$3,640 grant from Counterpart to create the Center for Moral, Psychological and Legal Support for single mothers. The Center published 1,000 copies of a brochure addressing legal aspects of the status of single mothers. It contains a collection of quotations of Kazakhstan laws and government

regulations related to the issue. *The brochure, the first of its kind in Kazakstan, was distributed among members of the Association, other single mothers and sent to oblast cities to women activists to help them in their efforts to defend the rights of single mothers. This accomplishment is an important step in creating an advocacy base for single mothers.*

NGO ANTINAR

A Counterpart grant of \$750 helped an Almaty-based group of four former drug addicts to create "ANTINAR," an anti-drug information center for youth. Before they approached Counterpart, the group had been denied the support from various local governmental and non-governmental organizations. Through trainings and close work with the group, Counterpart helped them get established as an NGO and encouraged them to write a grant proposal. The Counterpart grant helped ANTINAR start a successful campaign against teenagers drug usage in Almaty high schools which is viewed as an important pilot effort.

Center for Development of Public Initiatives

With the grant of \$3,822 *this Almaty NGO has published 1,000 copies of an accounting manual for NGOs, the first publication of that kind in the country.* Using it, the Center has provided accounting training to 150 NGO representatives. The manual has been distributed among 500 Kazakstan NGOs and has received good references from the local NGO community. *The Center's work is seen as an important step in creating a sustainable source of appropriate NGO technical and management support in Kazakstan.*

Special Olympics

Two grants given by Counterpart to Kazakstan Special Olympics of \$10,000 (1995-1996) and of \$1,950 (1996-1997) helped this organization to open 14 chapter offices across Kazakstan, bought the necessary sport equipment for exercises for disabled, equip the national special Olympics team and organize national competitions in 1996. Counterpart support contributed much to the latest success the Kazak Special Olympics had at the World Winter Special Olympics games in Toronto, Canada, 1997, where Kazak team won 22 gold, 7 silver and 6 bronze medals. In 1996 the Special Olympics Chairwoman, Olga Bakhareva, participated in a Counterpart-conducted NET training program in Washington DC to improve her leadership skills and to be exposed to the way American NGOs are managed.

Women League of Creative Initiatives (WLCI)

With the collapse of the soviet system of state support to arts, women-artists have had to adapt to the changing economic environment on their own. To support themselves, Almaty women artists--with the support of two Counterpart--have created an active NGO that has taken the lead in providing financial and technical support to women artists. With the latest grant from Counterpart, WLCI created an art studio to develop folk crafts and provide women-artists with marketing advice. 120 students and 8 arts instructors used the studio during 1996-1997. *In particular, the Counterpart grant helped WLCI to establish cooperation with their American partner, the Berea College of Crafts, to develop a marketing program for students of the Almaty Craft College.*

KYRGYZSTAN IMPACTS

“Dilgir” Children’s Creative Foundation

The “Dilgir” Children’s Creative Foundation, is located in “Vostok-5,” a micro-district in Bishkek, where the majority of the population consists of young families with a large number of children and teenagers. The children and youth in the micro-district often lacked constructive ways to spend their time which resulted in small crime and problems in the area. In June 1996, the leader, Ms. Kozhomkulova, started the foundation, and for five months in 1996, “Dilgir” taught 128 teenagers in 8 of its clubs, and 48 for three months in 1997. Members of the “Saira Komuz” Club were invited to Turkey for an international festival and performed concerts on Kyrgyz television three times. Also, the NGO organized an exhibition of the “Skillful Hands” Club. Now the teenagers spend their leisure time at the Foundation. Due to these clubs, the criminal situation of the micro-district has been reduced. Many of the parents, as well as the community, recognized the beneficial influence of “Dilgir” on their children.

“Baychechekey” Regional Club

The club, located in the town of Kara-Balta, received a grant of \$1,200 from the Counterpart Consortium. A team working under this project cleaned the Apple Canyon Natural Preserve. *The club submitted a proposal to the government authorities to improve environmental protection in the state preserves. As a result, the government now prohibits hunting, equipped recreation areas, made informational signs concerning rules in the preserves, and limited admission for protecting Kyrgyzstan’s nature.* Also, “Baychechekey” planted trees and bushes on the slopes of the mountains to strengthen the topsoil in order to prevent landslides.

Smoke-Free Kyrgyzstan

Smoke-Free Kyrgyzstan distributes information about the health hazards of smoking. Its published brochures have been a great success. Many organizations dealing with similar problems used them for their training and promotional goals, for example the “Sanitas” NGO. Financed by a Counterpart grant, the NGO produced videotapes and films, which were shown at a conference, organized by the Soros Foundation and the Albert Schweitzer Humanitarian Institute. Not only the Kyrgyzstan public at large learned about the Smoke-Free Kyrgyzstan’s project, “Quit Smoking and Win,” but also the conference’s participants from the European program, “Europa Without Tobacco.” As a result, the leader, Chinara Bekbasarova, was invited to Finland to participated in a conference, and the Kyrgyz Republic had a representative in the “Quit and Win – 1998” International Campaign.

Eco-Forum of NGOs

A conference to encourage the Eco-Forum was organized with the help of the World Bank, and it follows an Eco-Forum that Counterpart funded over a year ago. The Minister of Environmental Protection, Bokonbaev, spoke at the conference encouraging NGOs to take an active role in the environmental problems facing Kyrgyzstan. He suggested projects to restore woodlands and to enforce the protection of species of wildlife should be implemented by NGOs. He mentioned that NGOs have the right by law to get information from the state which could help them determine needs and develop useful projects. Several persons familiar to Counterpart spoke on the issue of developing an association of Eco-NGOs. Erkin Kasybekov, a GTD graduate, spoke of the importance of an effective board of directors along with the need to collaborate with State bodies. Vadim Nee, who works with ICNL of the Counterpart Consortium, discussed his experience with associations on the legal sphere and made recommendations for the development of this association.

Center InterBilim and Forum of NGOs

Center InterBilim is one of the most active NGOs in Kyrgyzstan. The "Forum of NGOs" is a national association of NGOs in Kyrgyzstan which was organized after Counterpart's 1995 conference "NGOs and the Law." *In elections held for empty parliament seats the Forum and Center InterBilim were responsible for organizing and training election observers.* The observers, who were all members of NGOs, ensured that all electoral regulations were followed. As a result, the election was declared invalid due to the low number of voters (less than 50%).

Projects developed through the Counterpart Satellite Offices

Refugee group Tash-Bulak VI.

The Jalal-Abad NGO Support Center's staff is dealing with a project concerning the construction of a water pipeline in Tash-Bulak VI., Bazar-Korgon Rayon. Beneficiaries of this project are the village residents, mostly refugees and internal migrants. The Manager Nurmamat Saparbaev met several times with the IOM representatives and Rayon officials. The agenda of those meetings was to discuss the idea and details of the project. It was decided that IOM will support the project and will transfer \$18,000 for the materials. Bazar-Korgon Akimiat will be responsible for the working staff.

NGO "Tendesh"

"Tendesh" was created and registered in March 1997. The members of the NGO "Tendesh" have created the Women's Crisis Center to provide support for women whose rights have been violated. This Crisis Center is providing clients with legal, psychological and medical consultations. The lawyer, the psychologist and the doctor are working for the Center as volunteers, in addition to their main occupation. The Center can provide women with temporary space for living (2 places). The members of the "Tendesh" have registered more than 100 women as clients of the Crisis Center. The clients are 17-70 years old. The doctor at "Tendesh" stressed that most of her clients are suffering from a lack of medicine and awareness of family planning. The initial stage of opening the Crisis Center was implemented with the support from Soros Foundation. The Naryn Counterpart NGO Support Center provides "Tendesh" with consulting and such facilities as copy machine, fax machine, e-mail, telephone. This NGO is one of the most active users of services in the Naryn Center.

Refugee Women NGO "Khairinisso"- Kara-Dobo VI., Jayl Rayon.

This NGO was created in a village with a high percentage of refugees from Tajikistan. Their mission is to provide support to unemployed rural persons. The leader of NGO is Ms. Jurabaeva. The members of this NGO have attracted the attention of the local government and UNHCR to the issue of repairing a secondary school in the Kara-Dobo VI. This project was successfully completed and during the implementation of repairs the members of "Khairinisso" worked as volunteers while helping with painting. The leader Ms. Jurabaeva, through the Kara-Balta NGO Support Center, made contact with the Bishkek based NGO "Advisory Center for Refugees" (ACR), which is involved in the UNDP Poverty Alleviation Program, and concluded a contract with ACR. According to this contract, "Khairinisso" will get a credit to install the mini bakery in the Sosnovka VI., where more than 600 refugees are living. This mini bakery will create additional 5-7 work places for unemployed. The local village government will provide the space for the bakery free of charge. The Kara-Balta NGO Support Center provides "Khairinisso" with consulting services and office facilities. Two members took part at the "NGO and Community" workshop, held in Kara-Balta.

NGO "Bayastan"-Naryn

"Bayastan" was created and registered in March 1997. The first project initiated by "Bayastan" is to transport 10 disabled children to school. Leader Ms. T. Shamuratova stressed that "Bayastan" is going to use a bus for transportation. The main issue was whether disabled children will attend classes together with other children or if it is necessary to organize separate classes for the children. "Bayastan" collected money for the disabled children through a media campaign asking for donations. The total sum of the donations exceeded 18,000 soms (\$1,000). The money will be spent to implement above-mentioned project. The Naryn NGO Support Center provides "Bayastan" with consulting services and access to a copy machine, fax machine, e-mail, and telephone.

TAJIKISTAN IMPACTS

NGO Center Network

The *NGO Center Network*, a large group of NGOs, has met monthly in Dushanbe since September, at facilities supplied by Counterpart/Tajikistan. *At the December meeting, several NGO representatives suggested that a working group be created to begin work on registration for the NGO Center as a coalition of (potentially) all NGOs in Tajikistan.* To begin, it was decided that, by the next meeting in January, Muatar Khaidarova, of the NGO "Society and Law," will draft a charter statement for the NGO Center for members to review. Also the working group (or Action Committee) will be elected in the next meeting. Other items on the agenda include defining the mission, goal(s) and priorities of the new organization. Among the high-priority issues that have been brought up, but have yet to be resolved: media interface and newsletter development; how to educate government on NGO benefits to the nation and NGO needs; better coordination and cooperation among NGOs and between NGOs and international assistance agencies.

The monthly meetings of the newly formed NGO Center Network is an exciting event to witness. All local NGOs have been invited and the room overflows with avid interest and eager assertiveness. Efforts by the better-known and longer established NGOs to control the meeting and to shape the direction of the group are resisted fiercely by some, but passively accepted by others. Almost everyone speaks out, often colliding with the strong opinions and passionate demands of others. In the space of two hours there is promethean discussion and emotionally charged debate – and little agreement on anything other than to meet again in a month. This is democracy in its neonatal stage.

Adamiyat

NGO *Adamiyat* (Humanity), a past grantee and recipient of Counterpart training, conducted a four-day workshop for its constituents (veterans of World War II) to develop interest in self-help and to promote voluntarism and active involvement among this group. Counterpart/Tajikistan staff members met with *Adamiyat* leaders on several occasions prior to this workshop, discussing issues of sustainability, including: financial management, security, use of volunteers and membership and constituency building.

TURKMENISTAN IMPACTS

Turkmenistan Youth Leadership Center "Dialogue"

Dialogue was awarded a \$15,000.00 follow-up grant which will allow them to expand their civic education course and add a TOT component to expand the number of teachers who include civic education in their curriculum. Dialogue serves as an important link between the education system and the government. *Their successful first civic education project included the production of textbooks on civic education which have the approval of the government of Turkmenistan.* Members of Dialogue are excited to serve as a link between the community they serve and Counterpart training courses. They believe that by introducing the idea of NGOs to other teachers, those teachers will be inspired to attend training on the third sector, and their community work will be enhanced.

GTD/NET Returnees on Water User's Visit

During the site visit, GTD Program Returnees, Nikita Barsuk and Timur Berkiliev were very surprised by the positive reception of local officials and local communities regarding the idea to develop a water user's association. The returnees, particularly Mr. Berkiliev, were eager to apply

knowledge they gained during their visit to water user's associations in the United States (organized by Counterpart) in their comments during meetings with official and community members. It is clear that their exposure to the concept in the United States had a positive impact in their participation on the site visit. This said, it would be beneficial to supplement this training with TA in the areas of: community development, PRA, interviewing skills, working with rural populations and project design if Counterpart moves forward with the water user's association.

American Cultural Center Chargeau, English Resource Center Dashovuz, Women's Club of Nebit Dag

These three NGOs were identified by Peace Corps volunteers. Representatives from each of these organizations were among the participants of the NGO conference, and were among the more active participants from amongst the more newly formed NGOs. Members of the English Resource Center and the Cultural Center have been trying to meet each other for the past year and were only able to meet one another as a result of the conference. *They exchanged vital information regarding registration and hope to finalize their registration process soon, working jointly. This example indicates that Peace Corps volunteers can serve as a vital resource and source of information dissemination for Counterpart Consortium.*

NGO "Begench"

Marina Naramanova, representative of the NGO Begench visited Counterpart's office this month to show her gratitude for being included in the NGO conference in December. During the conference session on "challenges" she described the difficulties of her organization to register as an NGO. *As a result of her comments, Deputy Minister Tagieva who participated in the conference approached her and offered to assist Begench in the registration process.* Counterpart has been informed that as a result of Ms. Tagieva's assistance, all of the documentation for Begench's registration has been submitted and formal approval is expected in the coming days. *This is extremely positive given that a senior government official in the Ministry of Justice personally facilitated the registration of an NGO which had faced dead ends for the past year. Hopefully this example will set a precedent for future registration activities and a standard registration policy for all NGOs.*

UZBEKISTAN IMPACTS

Artisan Center of Gizhduvan

The Artisans' Center of Gizhduvan has begun construction on a "crafts-tourist" center on the Samarkand-Bukhara highway, a busy route traveled by many motorists. The artisans received a grant of \$20,000 from the hokim of Gizhduvan for this project. As one of our most visible groups, the brothers Nazrullaev and their fellow artisans were honored by a personal visit from Hilary Clinton, who received a fine example of the Artisans' Center's production: a ceramic dish inscribed with her name.

Association of Accountants and Auditors

One of the problems common to NGOs - not only in Uzbekistan, but across the region is that of "information hunger." NGOs simply do not have access to materials on the activity of the other various organizations of the Central Asian Third Sector, to say nothing of international funding organizations.

With this in mind, Counterpart grantees and "target group" members--The Association of Accountants and Auditors--have set about solving the problem. Using revenues generated by its 4000 dues-paying members, the Association has opened a members' library, holding materials on economics,

accounting, auditing and other issues of interest to the membership.

Besides its own membership, the Association is once again showing its commitment to the development of the NGO sector as a whole in Uzbekistan. They have established a print center for NGO, which will - like the "21st Century Foundation" in Almaty – provide printing services to groups wishing to publish their own materials at a cost a mere fraction above cost. Previously, Uzbek NGOs with materials for publication were often forced to turn to that group in Almaty, with all of the attendant delays and additional complications that might be expected in having one's books published in a foreign country.

All too often, considering the need for NGOs to publicize their activity, both in hopes of informing the broader public, as well as of raising funds, the case truly is "publish or perish." In this way, the Association of Accountants and Auditors has shown the way to financial self-sustainability for themselves, as well as for other NGOs.

D. ISSUES AND/OR PROBLEMS

REGIONAL

All offices are working to deal with the issue of revising the staff structure to reflect the new program. It is likely that job descriptions in each office will be structured somewhat differently to reflect the individual strengths of the particular staff members. The Bishkek office has broken down responsibilities among its three Program Officers with each having a distinctive focus as follows:

- One Program Officer will focus on the Counterpart Training Program, coordinating Counterpart contract trainers, taking responsibility for the monitoring of training, schedule and logistics of training.
- Another Program Officer will focus on the Grant Program, being responsible for organizing consultations, in-country grant review meetings, and advisory project design training.
- The third Program Officer will be focus on the activity dealing with targeted NGOs support, specifically being responsible for guiding the process of identification of targeted NGOs and then coordinating support such as counseling, identification of needs, and networking with the NGO community.

TAJIKISTAN

- In the last week of November, because of unrest in Tajikistan, expatriate staff were evacuated from the Dushanbe Counterpart office. As a result, John Barbee, Counterpart Tajikistan Country Director, and Ara Nazinyan, Management Adviser to the Tajikistan Social Investment Fund, arrived in Almaty on TDY. In addition to his Tajikistan-related duties, Mr. Barbee worked on refining the grant guidelines and criteria for Phase II of the Counterpart program and a preliminary problem-identification workshop with program staff to find the topics on which they most need training in order to carry out their expanded duties.

TURKMENISTAN

- The registration process continues to provide challenges in Turkmenistan. Counterpart Consortium, as an International NGO is supposed to register under the State Agency for Foreign Investment. This agency does not recognize NGOs, and supposes that Counterpart will register as an international commercial business. Such registration would include a \$3,000 registration fee.

In addition, the lack of a clearly defined law on NGOs results in ad-hoc decisions at various ministries regarding exactly where an NGO is allowed to register its office. This stated, we are confident that through continued discussions, and by providing examples of NGO registration in other Central Asian countries, we will eventually receive the juridical address necessary to complete the registration process.

- Lack of registration also precludes us from several vital tools. We are unable to order an official stamp/seal for Counterpart Turkmenistan without proof of registration as an organization in Turkmenistan. Many official letters must be stamped, so we are unable to formalize some documents according to the accepted protocol. Registration status would also allow Counterpart Consortium ex-pat employees to apply for residence cards which would guarantee all travel-related costs on Turkmen transportation at local rates. This is a significant advantage as the Country Director travels bi-monthly to Almaty at a foreign rate 6 times higher than the local rate.
- Monthly travel has also been difficult given the lack of flights between Ashghabat and Almaty. Valuable time is taken from office programming for both travel, and lag time between flight availability.

UZBEKISTAN

- Counterpart Tashkent can no longer secure visas for visitors at Tashkent airport. This convenient system has been replaced by one in which visitors must now receive their visas at an Uzbek embassy abroad. Keeping in mind the somewhat erratic working hours of FSU embassies, we recommend start the process at least one month before the visit is to begin.

E. LESSONS LEARNED

The major lesson learned in this quarter is that Phase II of the NGO Support Initiative for Central Asia is more demanding in several ways, largely because it is greatly-expanded in scale on one hand and more narrowly focused on democracy objectives on the other. Taken together these factors make its implementation more exacting and require stronger internal systems and different skills from implementation staff.

Happily, revised grant guidelines reflecting the new democracy focus of the Counterpart program were completed during the quarter and were reviewed at the December regional staff meeting. The daylong staff needs assessment conducted the following day identified areas where the Counterpart program officers require new skills and different approaches to meet the more complex demands of the revised program focus.

The staff who were previously our staff trainers have now had their positions modified to become program officers. Whereas previously they provided hands-on training and technical assistance to NGOs throughout the region, now their responsibilities are greatly expanded. They are managers of training, relying on the newly created cadre of contract trainers to carry out day-to-training activities. Additionally, they include helping to identify "target" NGOs, assessing their needs and designing comprehensive programs of technical assistance to help Counterpart achieve its objective of leaving behind a core of sustainable and effective NGOs in each country.

A key task at this juncture is to provide these staff with the skills they require to carry out their new responsibilities and to allow them to determine whether they are suited to revised roles. John Barbee—on TDY in Almaty because of the Tajikistan evacuation—compiled the staff training issues that arose in the December 14 needs assessment workshop which was attended by representatives of

Field Office staff from all five Central Asian countries and which will form the basis of Counterpart staff development over the next six months to one year. These issues include:

- Targeting;
- Managing Training;
- The Elements of a Sustainable NGO;
- Assessment of NGO Needs;
- Designing a Coherent Technical Assistance Plan;
- Providing Effective Technical Assistance in Proposal Development

F. PROJECT CHANGES

- Some schedule changes were made for the development of the Association Development Training Workshop. It will take place in the first week of February 1998.
- 5-6 training workshops were planned for each month in each country except Turkmenistan. All countries were above that number with the average being 8 or 9. This is not an issue as long as we stay within our budget and we can be assured that the workshops are being monitored and the quality is high.

G. COORDINATION AND COOPERATION

KAZAKSTAN

- On October 7, the Chief of Party (COP) had a meeting with David Vaughan and Chris Dawson from ABA and discussed how Counterpart's NGO database could be useful for their program.
- On October 22, the COP met with two representatives of the U.S.-based Eurasia Foundation, Dan Bliss, Central Asia Regional Director, and McGraw Olive, Vice President, to discuss the ways of future collaboration in the support of Central Asia NGO development between the two organizations.
- On October 23, the COP met with a representative of INTRAC, a UK-based NGO conducting training in Great Britain, and discussed PRA training and possible INTRAC assistance in retraining Counterpart program staff.
- On October 23, the COP met with Lynnmarie Bell, a private consultant, to discuss possible assistance to our Constituency Building program and Corporate Challenge Grant Program.
- On October 24, the COP met with a representative of Internews to discuss the possibility of a partnership grant for ANESMI (Association of Electronic Mass Media of Central Asia).
- On October 24, the COP attended a meeting at UNDP where, among other issues, he discussed creating a Donor Coordinating Committee. Later that day, The COP, Marat Aitmagambetov (Deputy Director) and Jake Pickard (intern) visited the UNDP NGO Resource Center to plan further cooperation, specifically with our training capabilities and the Counterpart Database.

- During the orientation trip to Tajikistan in November, the COP met with an Aga Khan Foundation representative to discuss issues of collaboration between the two organizations. He also met with Friederich Schnorrenberg, the Executive Director of Counterpart's German affiliate, to discuss their plans to establish an office in Khujand and start a project in Tajikistan.
- On November 7, Ivan Apanasevich, a Counterpart NGO specialist, made a presentation of the Counterpart program at the Strengthening Social Service Finance and Delivery in Kazakstan workshop sponsored by Asian Development Bank (ADB). He also had a talk with Dr. Maureen Williams, Merseyside Development Foundation (UK) who is conducting a program sponsored by ADB in Kyzyl-Orda about cooperation with Counterpart.
- As a direct follow-up of these contacts, Counterpart intensified its work in Kyzyl-Orda oblast, where the NGO development is particularly weak. In November, Counterpart Program Specialist Tynybek Baitokov made a trip to Kyzyl-Orda to make presentation of Counterpart programs. A Counterpart training for local NGOs will be held in January next year in Kyzyl-Orda.
- In November, the COP met with John Wegge of ICMA to explore options for Counterpart assistance to housing associations in Kyrgyzstan and Kazakstan as part of a targeting effort focused on housing associations.
- The COP also met with Gulnara Dzhamanova, the Director of Kazak NGO **CASDIN** and the Chairman of the newly registered coalition of Kazak NGOs **ANNOK** to discuss possible areas of duplication in services and also collaboration between Counterpart and ANNOK.
- In addition, during this month the COP met with the pensioners' NGO "**Pokolenie**" and arranged for a meeting between Ms. Maiko Sagyndykova of Zhilstroi Bank and Jimmy Satterfield, the USAID's grantee ITBCI on the subject of the bank's merger activities.
- On November 28, Marat Aitmagambetov (Deputy Director) and Ivan Apanasevich met with Ms. Astrid Wuseni from the Farm Restructuring and Development project sponsored by the Asia Development Bank on her request. They briefed her on the NGO development in Jambul and Semipalatinsk where they need to identify a contractor among local NGOs.
- In December, the COP and Counterpart Deputy Director Marat Aitmagambetov had a meeting with a representative of Texaco Corporate Communication, Mr. Sean Galvin, to discuss co-sponsorship of projects in the area of culture, ethnic minority rights and protection of rights of children.
- At the Counterpart regional senior staff meeting held in December, John Bayer from the USAID Office of Market Transition based in Bishkek made a presentation of their program and spoke about the coordination of the Counterpart grant program and the OMT activity in the region.

KYRGYZSTAN

- Counterpart/Kyrgyzstan held meetings with ICMA on follow-up to the Housing Association.
- Counterpart/Kyrgyzstan had meetings with the UNDP Officer for CA regarding "Gender mainstreaming" training. Counterpart will work together with this program to help develop trainers and support follow-up.
- Counterpart/Kyrgyzstan continues to cooperate with INTRAC on PRA activity.

- A coordination meeting of organizations working in the overlapping areas of tolerance, human rights and civic education was conducted in the Counterpart office on the 20th of October. Representatives of more than 15 organizations were at the meeting.

TURKMENISTAN

- Counterpart Turkmenistan and UNDP jointly sponsored the First Conference of NGOs in Turkmenistan: "NGOs in Turkmenistan, Who We are and Where We are Going."
- Counterpart was invited by the Peace Corps to present the NGO capacity building program in Turkmenistan to new volunteers in November.
- In December, Counterpart was invited by the Peace Corps to present the elements of project design and Counterpart's grant guidelines to second-year volunteers who are in the processing of helping community organizations in their host communities to develop project proposals.
- The Global Training for Development (GTD) Country Representative is working with Counterpart to develop follow-up training in association development with local NGO representatives working on the project design team for Water User's Association project.

UZBEKISTAN

In this quarter, Counterpart Tashkent has coordinated (a range of issues) with the following organizations:

- Eurasia Foundation
- ABT Associates
- Zdrav Reform
- ABA/CEELI
- UNDP
- UNHCR

H. LEVERAGING

KAZAKSTAN

- In October, Counterpart Chief of Party (COP), David Smith, visited the Kara-Balta Counterpart satellite office, where he discussed relationships and prospects of future partnership and cooperation with the UNHCR in Central Asia, and in Kazakstan in particular.
- The COP also met with Luise Druke, UNHCR coordinator. As a result of this meetings Counterpart agreed to be a conduit for their grant to Afghan refugee organization which is based in Almaty. Building on the arrangements in Kyrgyzstan and Uzbekistan, where Counterpart satellite offices are partly supported by UNHCR, future possibilities of UNHCR's assistance to Counterpart in establishing satellite offices in Kazakstan were discussed.
- In December, Arlene Lear, Vice President for Programs in Central Asia, Jay Cooper, Deputy Regional Director, and Joel Levin, Program Manager, met on with Ms. Druke on several occasions to continue the conversations which culminated in a *UNHCR request to*

prepare a concept paper for discussion in mid-January for co-funding Counterpart satellite offices in Akmola and Shymkent.

KYRGYZSTAN

- UNHCR funding \$200,000 annually for an ethnic tolerance program as well as two satellite offices in Kyrgyzstan.
- Helvetas is continuing partial funding of the Naryn Office of Counterpart (\$6,000).

TAJIKISTAN

- Counterpart/Tajikistan is in discussions with the UNHCR regarding development of an ethnic tolerance program similar to that being carried out in Kyrgyzstan.

TURKMENISTAN

- The jointly sponsored Counterpart/UN NGO conference in December was financed by the UNDP and designed/facilitated by Counterpart Consortium. The UNDP was responsible for logistics, providing space for the conference and paying for conference costs (including travel, accommodations, and per diems for NGO representatives from outside of Ashgabat) in return, Counterpart developed the agenda and created an interactive training and discussion program during the day that would allow participants to define their NGO community, assess challenges and strategize on ways to work together to solve common problems. The total cost of the conference was approximately \$1,500 paid by the UNDP.
- Counterpart was invited by Peace Corps to present its capacity building program for Turkmenistan to two groups of volunteers: incoming volunteers being sworn-in to service and mid-term volunteers who are in the process of developing projects in the communities where they live. Many of the volunteers have contacted the Counterpart office since the meetings resulting in the identification of five NGOs which were previously unknown to the international community. *It is anticipated that the volunteers will continue to identify community leaders and community organizations as well as serve as liaisons between Counterpart and more rural communities.* The meeting with mid-term volunteers included a discussion on project design and Counterpart's grant guidelines were discussed. The Peace Corps training director has requested that Counterpart provide a workshop to its second-year volunteers on NGOs and project design so that its volunteers would be better prepared to assist Counterpart with its capacity building program in the regions.

UZBEKISTAN

- Counterpart Tashkent closed out the 1997 segment of its joint project with UNHCR, as required by the latter's internal reporting procedures. Under the 1998 project, we anticipate receiving approximately \$60,000 to continue operating our satellite offices.

III. AID TO ARTISANS

A. PROJECT PURPOSE

The purpose of the Aid to Artisans' (ATA) project component is:

1. to strengthen the institutional capacity and sustainability of Central Asian regional and local craft service NGOs and their members;
2. to promote regional harmony and economic integration by formalizing existing linkages between craft NGOs in three republics and extending these linkages to another two republics.

B. ACTIVITY HIGHLIGHTS

OBJECTIVE 1

Promote democratically governed, financially sustainable, market-driven, service-orientated craft NGOs (USAID IR 2.1.1.2).

REGIONAL ACTIVITIES

- ATA's Regional Field Director Margaret Bishop developed a system for addressing advocacy issues within Kazakhstan, Kyrgyzstan, and Uzbekistan. Ms. Bishop is organizing advocacy committees of NGO leaders and artisans in each country, which will meet on a monthly basis to discuss advocacy needs and democracy issues and plan advocacy activities for the month. A regional meeting will be held every three months to share lessons, success stories, and advocacy approaches.

KAZAKSTAN ACTIVITIES

- Using the Almaty holiday craft fair as a vehicle for organizational training, ATA worked closely throughout November with the leaders of ATA's two partner NGOs in Kazakhstan and key staff at the Almaty Craft College to provide them with practical experience in how to budget, plan, advertise, and execute a major regional fair. NGO leaders also learned how to write and distribute press releases, and saw the role local press can play in publicizing an event as it happens.
- The NGOs managed to keep fair costs within the planned budget, and for the first time NGO leaders successfully collected booth rental fees from each returning exhibitor while also eliminating most previous participation subsidies. The November 7-9 Almaty fair was also a great income-generating activity for NGO members.

TAJIKISTAN ACTIVITIES

- At the end of October, Ms. Bishop traveled to Dushanbe to conduct an initial assessment and interview candidates for ATA's Tajik Local Program Coordinator position. One of the candidates was selected to attend the Almaty and Tashkent Craft Fairs in order to become familiar with ATA's staff, NGO partners, and project activities.

TURKMENISTAN ACTIVITIES

- In December, Ms. Bishop conducted an initial assessment visit to Turkmenistan to see the cultural, political, and economic environment in which the artisans of Turkmenistan work, and to

begin identifying NGOs with which to partner there. The visit was in preparation for ATA's commencement of work in Turkmenistan in mid-1998. Ms. Bishop met with participants in ATA's 1997 holiday gift fairs and artisans from both Ashgabat and rural areas; she also researched artisan product availability and quality in local markets.

OBJECTIVE 2

Build local NGO sustainability and capacity in product design, development, and marketing of crafts (USAID IR 2.1.1.2).

KAZAKSTAN AND UZBEKISTAN ACTIVITIES

- ATA product development consultant Jane Griffiths attended both the Almaty and Tashkent fairs and worked with NGO member artisans on product display and selling techniques in an effort to improve their participation and sales in future fairs. Ms. Griffiths also worked with NGO member artisans on product design and development to further expand their product lines making them more marketable locally, regionally and internationally. She assisted in the development of lines of home textiles including a number of pillow groupings, children's clothing and accessories, and new products for the Shakrisabz embroiderers. In order to maintain interest in the craft fairs, Ms. Griffiths and Ms. Bishop also developed a number of ideas to improve future fairs and keep them fresh and appealing to both local and expatriate buyers. These ideas include having changing themes for the fairs (i.e., a silk route garden party) where artisans would develop products to support the theme. ATA is also exploring the idea of making the fairs more of an event by including food, music, and craft demonstrations.

OBJECTIVE 3

Generate supplemental income for NGO members belonging to vulnerable groups such as women, unemployed and pensioners (USAID SO 3.2, IR 3.2.3.1).

REGIONAL ACTIVITIES

- Combined sales from the 1997 holiday craft fairs in Almaty, Bishkek and Tashkent are estimated at \$50,000, up from the 1996 holiday fair sales total of \$40,000. In addition to the \$50,000 in sales, organizing NGOs earned fees from booth rental at the fairs. The holiday craft fairs bring total sales for the project to date to more than \$250,000 which represents significant income to both NGOs and NGO members. The income earned from these sales allows NGOs to improve the services they provide to their member artisans and become increasingly financially sustainable.

KYRGYZSTAN ACTIVITIES

- ATA partner NGO the Talent Support Fund (TSF) identified and secured a space that will function as an ATA/TSF retail showroom. Ms. Bishop assisted TSF members with the set up and organization of the showroom. This retail space represents a new and much needed service that TSF will be able to offer its members. In addition, the TSF retail showroom will also provide artisans from other Central Asian Republics with exposure to the local Bishkek market.

UZBEKISTAN ACTIVITIES

- The Tashkent holiday craft fair was also a great success. Held from November 22-23, the fair was attended by locals, expatriates, and members of a visiting delegation from the US Congress. Richard Lawrence, President of the Connecticut-based Mediterranean Imports, and designer Agnes Liptak of the New York firm Fresco both also attended the Tashkent fair. They collaborated with Ms. Griffiths on design ideas for products to be included in the February 1998 New York International Gift Fair.

OBJECTIVE 4

Facilitate networking among crafts-producing NGOs throughout Central Asia through regional craft fairs and training workshops (USAID IR 3.2.1.1).

REGIONAL ACTIVITIES

- The network of artisans in Central Asia is becoming visibly stronger and more formal. For example, artisans now freely share information about upcoming fairs and coordinate fair preparations and attendance together. As another example, during First Lady Hillary Rodham Clinton's visit to Uzbekistan, the location where the artisans would be allowed to display their work was changed at the last minute by officials. Through the growing network of artisans, information about the change was shared and the artisans were able to reassemble in time for the arrival of the First Lady's entourage.

TAJIKISTAN AND TURKMENISTAN ACTIVITIES

- Tajik and Turkmen artisans were invited to participate in the holiday craft fairs, many for the first time, by the hosting NGOs to broaden the range of crafts at the fair as well as to broaden contact among artisans within the region. Tajik and Turkmen artisans were pleased to participate, many for the first time, and share experiences with their counterparts from Kazakstan, Kyrgyzstan, and Uzbekistan.

C. PROJECT IMPACTS

REGIONAL

- The Almaty and Tashkent holiday craft fairs allowed NGOs to broaden and strengthen the regional network of craft-based NGOs and other artisan groups. More than sixty artisan groups participated from five Central Asian republics attended. For the first time, artisans from both Tajikistan and Turkmenistan participated. Artisans used the occasion as an opportunity to build friendships, exchange experiences, and to barter or exchange products for later sale in their own local retail shops.

KAZAKSTAN, KYRGYZSTAN, UZBEKISTAN

- NGOs in Kazakstan, Kyrgyzstan, and Uzbekistan have learned from ATA's past guidance in the organization of semi-annual craft fairs and are now taking increasing responsibility in the organization and management of the fairs. The fair organizers understand the importance of the fairs for their members and are taking measures to ensure that they are carefully planned, publicized, budgeted for, and executed so that they may continue to provide their members with this service even after ATA's assistance ends.

KYRGYZSTAN

- ATA partner NGO Talent Support Fund's Co-Director Ms. Dinara Chochunbayeva took part in a meeting between Kyrgyz women NGO leaders and President Askar Akaev. Ms. Chochunbayeva gave a speech in which she challenged President Akaev to do more for the artisans of Kyrgyzstan, in particular, to eliminate the production tax on artisan products. After speaking about his previous meeting in the US with ATA Executive Director Tom Ageson, ATA's successful partnership with TSF, and his awareness of ATA/TSF's work on behalf of Kyrgyz artisan groups,

President Akaev said that he would have his cabinet review and reform the production tax on artisan products. ATA is following up with President Akaev by letter to commend him for his support of both TSF and the artisans of Kyrgyzstan. *Ms. Chochunbaeyva's positive challenge to President Akaev is a direct result of ATA's efforts in conducting advocacy work on behalf of the artisans of Central Asia, and more lastingly, in building the confidence and knowledge of the artisans in leading advocacy work themselves.*

UZBEKISTAN

- At least one Uzbek ceramist learned the marketing lesson that making your product to suit your target market can really pay off when he made a unique commemorative plate specifically for Mrs. Clinton. He inscribed her name on the plate in the hopes of presenting it to her on her visit to Bukhara. Disappointed when he learned security precautions prevent individuals from giving gifts directly to the First Lady, he was later thrilled when upon seeing him proudly holding the plate with her name, the First Lady accepted the gift on the spot. After seeing the plate presented to Mrs. Clinton, other members of the White House advance team expressed an interest in ordering similar pieces of Ghijduvan pottery from Abdulla and Alisher Narzullaev.
- Women living in the Fergana Valley have become increasingly concerned about the push towards fundamentalist Islam in the area, and its potential impact on them. The women have specifically requested that ATA continue, and increase if possible, its activities in the area because ATA's work has provided them with alternatives and choices when they previously had very few options. *Artisanal work is something women can easily take part in to earn or supplement their income, and the network of women created to date through the ATA project has provided them a forum for developing self and group confidence in their ability to make their own choices and withstand outside threats.*
- Following visits by ATA President Clare Smith and US First Lady Hillary Rodham Clinton to ATA's partner NGO in Samarkand the Meros Center, Meros' Director Zarif Muhktarov approached the local Hakimmat (city hall) officials in Samarkand and requested a five-year export tax exemption for all members of the Meros Center for all their craft products. According to Mr. Muhktarov, the Hakimmat granted the exemption. Separately, Mr. Muhktarov took the initiative to send a telegram thanking Mrs. Clinton for the honor of her visit to the Meros Center, and wishing her a happy New Year! *Both actions are examples of the increasing advocacy steps ATA's partner artisan organizations are beginning to take on their own, as a direct result of the confidence gained through previous joint advocacy efforts with ATA.*

D. ISSUES AND/OR PROBLEMS

KYRGYZSTAN

- After devoting much time and effort into developing a new line of Kyrgyz felt home accessories and rugs with TSF and Golden Thimble, marketing events planned by ATA/TSF for the new collection have been hindered by weather conditions in Kyrgyzstan. No new felt production will likely occur now until March when the winter weather breaks. All existing felt has been used either in the production of samples for marketing purposes and for orders taken during the holiday fairs. ATA had understood that Golden Thimble now had winter production facilities; however, these facilities are apparently not yet functioning. ATA is in the process of clarifying production capacity issues and is lining up interested US and European buyers and importers to represent the collection once production resumes. ATA calculates that this break in production will set back the ATA/TSF marketing initiative by six months.

- Also in Kyrgyzstan, during her product design workshops in October, Ms. Grose discovered that Kyrgyz felt makers are using harsh chemical dyes which pose potential health risks to the artisans. For example, felt makers typically mix dyes using their bare hands because they lack industrial strength rubber gloves required to meet minimal safety standards. Furthermore, the women empty spent chemical dye baths into their vegetable gardens, thus potentially contaminating their food supply. Ms. Grose worked with the women to encourage them to maintain at least minimal safety precautions, and ATA will continue to monitor the situation and work with the artisans to develop a better understanding and usage of natural dyes through an upcoming natural dyes training.

UZBEKISTAN

- Tax exemption on handcraft exports continue to be a problem, hindering ATA project activities. As previously explained, although tax exemption on handcraft exports was granted by presidential decree last year, additional legislation has now created complications. This further legislation was issued by the Cabinet of Ministers and states that artisans wishing to receive exemptions for products must become paying members of Khunarmond, the state-backed artisan association. Exemptions will be granted product by product and not by producer or general product category following criteria that has not yet been defined. Despite Khunarmond assurances that no further commercial involvement with the association will be required once exemption awards are made, no legal documentation stating this relationship exists.

E. LESSONS LEARNED

KAZAKSTAN

- The Almaty holiday craft fair served as an excellent vehicle to demonstrate the meaning of good corporate citizenship, fair business practices, the value of a written contract, and appropriate ways to defend contractees' rights in the event of breach of contract. The director of the theater where the NGOs had contracted rental space for the Almaty Fair demanded that the premises be vacated prematurely on the second day of the fair, although he allowed them to reopen on the third day as scheduled. NGO leaders wanted to protest the unfair treatment. With assistance from ATA, the NGO leaders negotiated a reduced rental fee based upon breach of contract. Upon later learning of the eventual settlement, other artisans not involved in the organization of the fair praised those involved for standing up for the rights of artisans.

F. PROJECT CHANGES

KAZAKSTAN

- ATA is currently recruiting a new Local Program Coordinator for Kazakstan to replace Ms. Zaituna Sarybayeva who left ATA in mid-December.

KYRGYZSTAN

- Ms. Ainura Bozgunhieva began work December 15 as ATA's Local Program Coordinator for Kyrgyzstan.

TAJIKISTAN

- Ms. Adiba Asadova accepted a position in November as ATA's Local Program Coordinator for Tajikistan. Ms. Asadova has studied in the United States and worked on coordinating a sister city program between Dushanbe, Tajikistan and Boulder, Colorado. In November, Ms. Asadova visited the Almaty craft fair to train with Margaret Bishop, meet the other ATA Local Program Coordinators and partner NGOs, and organize the start-up of ATA assistance in Tajikistan.

UZBEKISTAN

- John Smart was hired as for the part-time position of ATA Uzbekistan Country Director. Mr. Smart's primary responsibilities will include coordination of ATA's LEAD program; however, he will also be coordinating ATA's advocacy efforts in Uzbekistan under the NGO Support Initiative.

G. COORDINATION AND COOPERATION

In December, Aid to Artisans was pleased to receive a \$5000 contribution from First Lady Hillary Rodham Clinton from the proceeds of her book *It Takes a Village and Other Lessons Children Teach*. ATA's President Clare Smith first met Mrs. Clinton during her November visit to Central Asia.

REGIONAL

- ATA has begun collaborating with Counterpart Consortium member International Center for Not-for-Profit Law (ICNL) on advocacy efforts related to artisan interests.

KAZAKSTAN

- In December, Ms. Bishop met with the Corporate Communications Manager of a US oil company to discuss the possibility of securing additional funding for the renovation of ATA partner NGO Shiber Aul, outside Almaty.

KYRGYZSTAN

- While in Bishkek, Ms. Bishop, Ms. Gibbs, and Ms. Grose also met with the Kyrgyz First Lady's Foundation, International Foundation Meerim. The purpose of the meeting was to explore possible avenues for future collaboration. While International Foundation Meerim focuses its efforts primarily on children, the possibility of a joint exhibition between ATA and Meerim was discussed.

UZBEKISTAN

- By coordinating Ms. Griffiths' time on the LEAD project with work on the NGO Support Initiative, ATA was able to enjoy cost sharing on air travel and medical insurance expenses, thus saving money for both projects.

H. LEVERAGING

KYRGYZSTAN

- Using funds leveraged through the Rausing Trust Fund, ATA product development expert Lynda Grose conducted product design workshops for 21 women in Balkanbaeva, Kyrgyzstan in October. Together with TSF NGO members representing the regions of Narin, Kisselkia, and Tamchi, Ms. Grose worked with TSF members to develop a line of felt home accessories including sirdak rugs and pillows. As product orders come in, the business will spread beyond Golden Thimble to include NGO members from the other regions. At the end of the workshop, Ms. Grose was joined by Karen Gibbs, ATA's European Marketing Manager. Ms. Gibbs worked with TSF staff and members on how to determine costs and establish prices. Together, they constructed prices for the newly-developed products, giving TSF valuable experience which they will be able to use to improve the management of their members' future export orders. Ms. Gibbs is also putting together a catalog of Kyrgyz products produced with the assistance of Ms. Grose so that ATA and TSF will have a tool to better market Kyrgyz products both locally and internationally. In addition, TSF brought samples of the new products to sell at the holiday craft fairs.

IV. THE CITIZENS NETWORK FOR FOREIGN AFFAIRS

A. PROJECT PURPOSE

The purpose of the Citizens Network for Foreign Affairs (CNFA) project component is:

To assist in the creation of democratic and pluralistic associations, promote the economic viability of rural communities and raise the quality of life for people of rural Kyrgyzstan.

B. ACTIVITY HIGHLIGHT (BY PROGRAM OBJECTIVE)

OBJECTIVE 1

To strengthen existing and emerging private farmers' associations (PFAs), in Kyrgyzstan as self-sustaining, democratic rural-based NGOs through partnership with U.S. State Farm Bureaus and in-country technical assistance (USAID SO 2.1; USAID IR 2.1.1.2).

- CNFA held PFA structure seminars in Jalal-Abad and Talas this quarter. In Ak-Siy rayon of Jalal-Abad oblast, 43 people learned about general assemblies, committee structure, rights and responsibilities of members and officers. Among the participants were seven women and six board members. The emphasis in these seminars is on democracy, participation, and the importance of each individual participant's views. In Talas rayon of Talas oblast, 25 people participated in the PFA structure seminar. Among the attendees were four women and four board members.
- The Kyrgyz Agricultural Finance Corporation (KAFC) took the first steps in working with PFAs on extension of agricultural credit this quarter. Four KAFC representatives presented their lending program to PFA representatives and discussed future cooperation with associations during a meeting in Bishkek sponsored by CNFA.

OBJECTIVE 2

Strengthen the capacity of rural PFAs to represent effectively the interests of farmers and widen their influence with local and national government (USAID IR 2.1.1.1).

- Representatives of five Oblast PFAs presented policy recommendations to members of National Parliament. CNFA sponsored the travel of PFA representatives from five of the six oblasts in Kyrgyzstan to travel to Bishkek at the request of a member of parliament in preparation for the Minister of Agriculture's upcoming address to parliament on the results of the fall harvest. On behalf of the PFAs, PFA representatives presented policy recommendations to the Vice-Prime Minister for Agriculture, the Minister of Agriculture. Deputies called for:
 - ❖ transparent procedures in allocating to farmers lands held in the Redistribution Fund;
 - ❖ support from the Government for a system of agricultural credit;
 - ❖ creation of a marketing service for farmers; and
 - ❖ changes in the land tax. These policy positions were developed during a mini-seminar with participation of CNFA and NDI.

OBJECTIVE 3

Increase participation of women farmers in the ongoing activities of PFAs.

No activities to date.

C. PROJECT IMPACTS

REPRESENTATIVES OF FIVE OBLAST PFAs PRESENT POLICY RECOMMENDATIONS TO MEMBER OF NATIONAL PARLIAMENT

CNFA sponsored the travel of PFA representatives from five oblasts to Bishkek to offer policy recommendations to the Minister of Agriculture prior to his address to Parliament on the results of the fall harvest. A Member of Parliament requested that the PFA representatives travel to the capitol to give the Minister first-hand information on agricultural conditions. The PFA representatives called for: 1) transparent procedures in allocating to farmers lands held in the Redistribution Fund; 2) support from the Government for a system of agricultural credit; 3) creation of a marketing service for farmers; and 4) changes in the land tax. Such policy positions were developed during a joint CNFA\NDI policy development mini-seminar.

KYRGYZ AGRICULTURAL FINANCE CORPORATION (KAFC) TAKES FIRST STEPS IN WORKING WITH PFAs ON EXTENSION OF AGRICULTURAL CREDIT

Four KAFC representatives presented their lending program to PFA representatives. The two groups discussed future cooperation during a CNFA-sponsored meeting in Bishkek. As a result of this and previous meetings with CNFA, KAFC has initiated the process of establishing a legal basis (by government resolution) for engaging in credit operations with NGOs such as the PFAs and associations of sheep breeders. KAFC used drafts of PFA bylaws, which were developed in cooperation with CNFA local staff in early 1997.

PFAs FORMED IN TWO REGIONS OF JALAL-ABAD OBLAST

As a result of CNFA-sponsored seminars, three PFAs were formed in the Jalal-Abad region. Each PFA has an average of 30 members.

PFA STRUCTURE SEMINARS HELD IN JALAL-ABAD AND TALAS

In Ak-Siy rayon of Jalal-Abad oblast, 43 people learned about general assemblies, committee structure, rights and responsibilities of members and officers of PFAs. Among the participants were seven women and six PFA board members. The primary focus of these seminars is the emphasis on democracy, participation, and the importance of each individual participant's views. In Talas rayon of Talas oblast, 25 people participated in the PFA structure seminar. Among the attendees were four women and four PFA board members.

WOMEN'S COMMITTEE FORMED AND WOMEN OFFICERS ELECTED

The Talas Oblast PFA formed a women's committee to address issues specific to women in agriculture. In Ak-Siy rayon of Jalal-Abad oblast, the PFA elected a woman vice-president. This increased participation of women in key positions of the PFA increases the likelihood that concerns of women will be addressed at both the local and national levels. Prior to these events, CNFA staff had discussed with both PFAs the importance of having a diverse membership and including women farmers in key activities of the PFAs.

D. ISSUES AND/OR PROBLEMS

For many members and officers, the PFA is perceived as a vehicle through which to obtain credit. The lack of other services provided by the PFAs furthers this perception. CNFA will work with the PFAs

to develop and improve services to members.

The perception of the Osh Union PFA is particularly poor both among other donor projects (GTZ and ACDI) and, apparently, among other farmers. The lack of a respected leader has harmed the Union's relationship with other donors. The mistrust on the part of the Board of Directors toward the President has prevented the Union from presenting itself as a reputable mechanism for implementing donor-based projects. To change this situation, CNFA's strategy will be to focus on strengthening those rayon PFAs that are interested and active. This will enable a stronger union to be built from the ground up.

Given the existence of many international donor projects in the agricultural sector that focus on the development of the PFAs, it is necessary to coordinate efforts to avoid overlapping activities conducted by the various projects. In some areas, it will be best for CNFA to leave training materials for other projects to use, and concentrate work in areas where there is a greater need for PFA institution building and fewer resources at hand.

The PFAs are membership organizations, directed by volunteers. Board members and officers are not paid. This limits the effectiveness of the organization. The PFAs need paid employees to provide worthwhile services to their members, services that attract non-members. Where membership dues and grant funds are available, it has been suggested to the PFAs that an executive director be hired to implement the workplan set by the Board of Directors.

E. LESSONS LEARNED

It is essential that work be done at the rayon level, in addition to the oblast level, to ensure that the PFAs are created from the grassroots. In some areas of the country, the PFAs are holdovers from previous international donor-financed projects. Such PFAs are top-down in nature, and have proven ineffective.

The importance of having dynamic, honest leadership must be impressed upon the membership of the PFAs. In this early stage of development, the success and sustainability of the PFAs depends on the leadership.

Training on developing effective Boards of Directors is needed. CNFA will examine adding this to existing seminars or developing new seminars devoted to this topic alone.

F. PROJECT CHANGES

A new field director has been hired. K. Rasmussen arrived in Kyrgyzstan August 30th after two weeks of orientation and training at CNFA-Washington. The orientation included visits to the Indiana and Oregon Farm Bureaus.

The project focus will shift to geographic regions of Kyrgyzstan with little or no donor activity focused on PFA development. In the Osh and Issyk-Kul regions, where CNFA had worked previously, donor-funded projects based in the region now provide PFAs with support and training similar to what CNFA provided PFAs in the past. CNFA will concentrate on supporting PFA development at the rayon level in Talas and Jalal-Abad oblasts. Limited support will still be available for other regions such as Osh and Naryn.

G. COOPERATION WITH OTHER ORGANIZATIONS

NDI: CNFA's collaboration with NDI on relations with Parliament and advocacy training resulted in a meeting between PFA representatives and the Chair of the Agrarian Commission in Parliament. Prior to the meeting, NDI conducted a session on advocacy to prepare the farmers for their presentation.

IRIS: The CNFA Field Director has been in contact with IRIS on the status of the draft Land Code and collaboration on public hearings on the new draft that involve PFA representatives.

Mercy Corps: Discussions with Mercy Corps in Issyk-Kul oblast revealed duplication in work plans for Mercy Corps and CNFA. Both organizations have agreed that since Mercy Corps is based in Issyk-Kul oblast and their work limited to Issyk-Kul oblast, it would be logical for CNFA to cease its work in the oblast with the understanding that Mercy Corps would use materials developed by CNFA to conduct seminars for PFAs.

Peace Corps: Volunteers in Issyk-Kul, Talas, and Naryn have been assigned to work with the PFAs. This has been done through the Peace Corps' Small Enterprise Development program.

KAFC (World Bank): CNFA is collaborating with the Kyrgyz Agricultural Finance Corporation, financed by the World Bank. This relationship will be beneficial in several ways: it will allow PFAs to provide a valuable service to their members (credit); it will provide a mechanism (the PFA) through which KAFC can implement its program on a broader basis; it will reduce administrative costs by using the PFAs to perform administrative and monitoring duties related to loan processing and will allow PFA members access to business planning and advisory services (through the PFA).

ATAS (EU-TACIS): CNFA held discussions with the EU-TACIS-created training and advisory service in an effort to foster an environment of cooperation with the PFAs and the ATAS teams.

GTZ: Field Director held discussions with GTZ Project Manager on the status of GTZ work with the Osh Union. Both agree to consider jointly hosting seminars on cooperative creation.

ACDI: CNFA staff discussed further cooperation between CNFA and ACDI. To avoid duplication of effort and promote more effective use of resources, joint seminars have been proposed, financed by ACDI and implemented by CNFA.

Cholpon-Ata (World Bank): The Sheep Breeders' Association, "Cholpon-Ata" has requested assistance from CNFA in the development of the organization. The World Bank Sheep Development Project has promised financing of this Association, but funding has been pending for over a year. The Association is active in Talas, Naryn, and Issyk-Kul oblasts. CNFA will assist this Association whenever possible.

World Bank: The Field Director held meetings with the World Bank mission on irrigation rehabilitation. In addition, contacts with the Task Manager for the ASSP project are ongoing.

ADB: The Field Director is in continuous contact with the ADB funded project on capacity building in the Ministry of Agriculture. All international donor projects in the agricultural sector are coordinated by this project.

FAO: The Field Director met with the FAO team performing a review of agricultural legislation. Possible training programs with a view to developing a pool of lawyers specializing in agricultural law were discussed. This is essential for the PFAs, as a logical activity for the PFAs is legislative advocacy.

H. LEVERAGING

CNFA continues to leverage funds and resources from a variety of sources.

V. THE INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW

A. PROJECT PURPOSE

The purpose of the ICNL project component is:

1. **To nourish a continuing NGO-state relationship;**
2. **In coordination, cooperation, and collaboration with USAID, its contractors and grantees, to assist in the construction of a comprehensive legal and fiscal framework that will enable the NGO sector to thrive in the region and contribute in a meaningful way to the development of civil society.**

B. ACTIVITY HIGHLIGHTS (BY PROGRAM OBJECTIVE)

OBJECTIVE 1

To assist indigenous organizations and individuals in constructing a legal framework that appropriately governs and supports the development of the NGO sector in the republics of Central Asia (USAID IR 2.1.1, IR 2.1.1.1., IR 2.1.1.2)

REGIONAL ACTIVITIES

Evaluating the Legal Baseline

- During their November visit to Kazakstan, Kyrgyzstan and Uzbekistan, Mr. Remias and Mrs. Bourjaily updated ICNL data on NGO legislation. Based on the collected legislative materials, meetings with NGOs, local lawyers, government officials and deputies of the parliaments they assessed the current NGO legal and regulatory framework in all visited countries (see Attachment 10 Trip Report). The results of this assessment helped ICNL develop a plan for NGO legal reforms that was presented in the ICNL 6-months workplans for the period January-June 1998.

Supporting Legal Initiatives of NGOs, Lawyers and Government Officials to Reform the NGO Legislation and Coalition Building

- ICNL identified and supported these initiatives and developed a plan of NGO legal reforms (see the Revised Workplans).
- In all visited countries there are legal initiatives and activities either from the NGO sector or from the government to reform the NGO legislation. ICNL provided in-person advice through individual meetings in connection with these initiatives (See Attachment 10: Trip Report).
- ICNL provided legal materials on the best principles of NGO regulation to all interested parties. In addition, ICNL started working on translation of the World Bank Handbook on Good Practices for Laws Relating to NGOs. ICNL expects that the Handbook in Russian will be ready for distribution by late January 1998.

Training and Technical Assistance

- ICNL provided support to its local partner in Kazakhstan, Vadim Nee, to help prepare a course on associations for the local trainers. This course will focus on the difference between public associations with professional interests and labor unions, analyzing the existing NGO legislation in Central Asian countries, the best draft laws in Central Asia, and the international principles of NGO regulation. Vadim was chosen by Counterpart because he is considered one of the best NGO lawyers in Central Asia who recently wrote a book on NGO legislation. Vadim will conduct trainings for NGO leaders (TOT) in each Central Asian country. In each Central Asian country, ICNL's local partner lawyer will assist Vadim with the TOT, presenting the current NGO legislation in their home country.
- ICNL Regional Director organized one regional training for local partner lawyers on the international principles of NGO regulation. The purpose of this training was to define regional tendencies and to present the best international practices with the local partners before they start conducting regional TOTs.

KAZAKSTAN ACTIVITIES

Training

- ICNL met with various NGO representatives in an attempt to identify the proper course for legislative training in Kazakhstan. So far, representatives representing over a dozen NGOs have met with Mr. Remias to discuss training efforts. In particular, Mr. Remias met with representatives of Interlegal and of Adilet Law Faculty. There is plenty of room for initiative in Kazakhstan. The legal training for NGO representatives will take form in January.

Meetings and Collaboration

- Along with meeting with local NGO representatives, ICNL has established good relations with other international organizations and USAID contractors. To date ICNL has met with Soros, UNHCR, Mercy Corps, ABA, Booz-Allen, Peace Corps, AED/GTD, IFES, Internews, IRIS, and the Almaty OMT team. Mr. Remias will be meeting with other international aid providers at a scheduled round-table later in January to learn about possibility of microcredits in Kazakhstan.

KYRGYZSTAN ACTIVITIES

Technical Assistance with Drafting Laws

- The competition between the three draft laws held up the adoption of a Law On Non-Commercial Organizations. ICNL was successful in bringing the drafting groups together. The joint working group consists of Deputy Sabirov (the leading drafter for two NGO draft laws), Deputy Jahksheev (who was recently elected as a Chairman of the Legislative Committee of the Parliament), Deputy Achilova (the leading drafter of another draft) and interested NGO attorneys. Mr. Remias and Mrs. Bourjaily met with these and other deputies of the Parliament and NGO lawyers during their November visit to Bishkek, provided them in person advice and submitted them with ICNL comments to three draft

laws. The strategy for the work of the joint working group was discussed during these meetings. With the technical assistance of ICNL, this working group will begin a series of meetings that will finalize a draft, which will be presented to Parliament in 1998. The working group was also presented with the ICNL Comments on these three draft laws.

- ICNL supported the proposal of its partner UKUK Foundation to Eurasia Foundation which agreed to provide funding for drafting the law On Charity and Charitable Organizations, which is seen as a base for tax benefits for the NGOs. The Kyrgyz Association of Attorneys received the grant and has already started working on the draft law.
- ICNL cooperates very effectively with the USAID Resident Advisor on Commercial Law, who helped to develop a strategy for the joint working group to finalize the NGO draft law; with Richard Stoddard, the NDI Representative, who introduced Mr. Remias and Mrs. Bourjaily to Mr. Jakhshiev (the newly elected Chairman of the Legislative Committee of the Parliament), and Howard Ockman, the Group Leader for IRIS/CA who helped ICNL to translate comments to three draft laws from Russian into English.

TAJKISTAN ACTIVITIES

- The Ministry of Justice developed an NGO law and NGOs developed an alternative draft in 1996. Both of these drafts need considerable work before either would satisfy the needs of the NGO sector and comply with the international principles of NGO regulation. Previously ICNL comments to the two NGO draft laws were submitted to the drafters of both draft laws and also to other NGOs interested in NGO legal reforms.
- ICNL organized two seminars, which were supposed to take place in Khojand and Dushanbe on the 22 and 23 of November 1997. Both government officials and NGOs expressed their willingness to participate in these seminars. The purpose of these seminars is to help the drafters to improve the draft laws and to facilitate collaboration between the government officials and NGOs. The seminars were postponed because of the political crises in Tajikistan.

UZBEKISTAN ACTIVITIES

- According to some government officials and local NGOs, the NGO draft law which was prepared by the joint drafting group with the assistance of the ICNL expert, will be submitted to the Parliament for consideration in 1998, possibly for its spring-summer session. As mentioned in the previous Quarterly Report the draft law originally complied with the international principles of NGO regulation, but was then significantly changed and put on hold with the effort of some government officials, particularly the Ministry of Justice. At the request of ICNL partner Ms. Bogdasarova, CAF/Russia submitted its comments to the latest available version of the NGO draft law.
- Pulat Akhmetov -Head of the Control-Analytical Department, NGO Bureau, Ministry of Justice attended our November conference for South Asian countries in Bangkok. Mr. Akhmetov had an opportunity to meet with government officials and representatives from other South Asian countries. The regional tendencies in the NGO regulation were discussed at this conference (See Attachment 11 for Agenda).

- On the 13th of January Mr. Remias met with AED, USAID, Counterpart, ICNL, the U.S. Ambassador, and ABA representatives to discuss organization and funding of five regional conferences within Uzbekistan. AED, ABA, and Counterpart are collaborating to assist ICNL with organizing these conferences. The Center for Human Rights and the Institute of Legislative Monitoring, quasi-NGOs, will serve as the official local partners of these conferences. The conference with the same agenda will be repeated in each of the five Uzbek regions: Fergana, Kokand, Samarkand, Bukhara and Nukus. These conferences will take place in February 1998 before the Parliament will start its spring session. The purpose is to inform these representatives to the regional legal initiatives, the international principles of NGO law and the draft legislation submitted to their Council of Ministers. While working on the governmental level, it is crucial that the NGO community that is familiar with the draft legislation backs the legislative initiative. An informed NGO community is more likely to lobby for the implementation of a new NGO law.
- ICNL local partner Ms. Bogdasarova will speak on the current state of the law, and draft law, in Uzbekistan. Mr. Remias will discuss the international accepted principles of NGO law. The ABA representative will introduce a segment on American NGO law as well. One function of these conferences is to increase the advocacy skills of NGO representatives. To successfully advocate for revisions to NGO legislation, the NGOs must be familiar with the legislation. The other important function of these conferences is to draw public attention and support for the NGO legislative initiative.
- Many groups and organizations have an active interest in ICNL's legislative project. In addition to working within the Counterpart Consortium, ICNL has established contact with representatives from AED, UNHCR, ABA, Eurasia, GTZ, Uzbekistan's Business Women's' Association, and local NGOs. The UNHCR and OSI (Soros) are also planning events in cooperation with ICNL. For different sponsors to hold a dozen or so seminars on NGO law is, in the long run, ineffective. The seminars/conferences must work into an overall plan or strategy. ICNL will play the role of "facilitator" so that all these efforts can be consolidated. If these resources and objectives are combined, the overall effort can have high impact. In addition, ICNL will rely on the Office of Market Transition and other USAID grantees to assist in identifying the specific legislative needs.

OBJECTIVE 2

Fair, consistent, apolitical implementation of the fiscal and regulatory policies affecting NGOs throughout the region (USAID IR 2.1.1.1).

REGIONAL ACTIVITY

Laying the groundwork

- This objective will be addressed in later workplans as it necessarily follows the adoption of the appropriate NGO legislation. To lay the groundwork for these activities, ICNL will meet with government officials and members of the President's administration who are responsible for the adoption and implementation of the NGO law. ICNL will continue cooperative relations with these officials, providing them legislative materials at their request, and advising them in-person on NGO regulation.

- Any NGO legislation will necessarily interact with the Civil Code and Tax Codes. It is critical that ICNL coordinate its legislative initiative with USAID's Office of Market Transition and various grantees so to promote overall consistency in USAID legislative reform efforts.

OBJECTIVE 3

Increase the capacity of indigenous NGO representatives and lawyers to sustain momentum on legal reform, improving public sensitivity to the rule of law in targeted countries (USAID IR 2.1.1, IR 2.1.1.1, IR 2.1.1.2, IR 2.1.3.2)

REGIONAL ACTIVITIES

Training and Technical Assistance

- General: See Activity Description under Objective 1: C. Training- General (2)
- Uzbekistan: See Activity Description under Objective 1: C. Training-Uzbekistan (2)
- Tajikistan: See Activity Description under Objective 1: C. Training- Tajikistan (2)
- Kazakstan: See Activity Description under Objective 1: C. Training- Kazakstan (2)

Providing legal materials

- Kazakstan, Kyrgyzstan, Tajikistan, and Uzbekistan: the following materials were provided to all interested NGOs during the visit in Central Asia:
 - ❖ The Checklist for NPO laws
 - ❖ New Legislation on Non-commercial Organizations in Russia (in Russian)
 - ❖ The Tax Treatment of Not-for-profit Organizations. A Survey of Best Practices from Around the World (in Russian)
 - ❖ Economic Activities of Not-for-profit Organizations (in Russian)
 - ❖ The World Bank's Handbook on Good Practices for Laws Relating to Non-commercial Organizations
 - ❖ Best draft NGO laws and valid laws from the NIS and from the Central Europe (in English and/or in Russian)

In-person Legal Advice

- See the list of meetings with NGOs and government officials and deputies attached to the November Trip Report.

OBJECTIVE 4

Promote credibility of the sector to affect its capacity to provide needed services and advocacy of responsible legislative positions (USAID IR 2.1.1.2, IR 2.1.3)

REGIONAL ACTIVITIES

- See the Activities Description for Objectives 1 and 3.

OBJECTIVE 5

Assist in promoting contracting between governmental entities and NGOs for the provision of social services (USAID SO 2.3, IR 2.1.3, IR 2.1.1.2, 2.1.1.1, IR 2.1.1)

REGIONAL ACTIVITIES

- See the Activities Description for Objectives 1 and 3.

OBJECTIVE 6:

Assist in developing mechanisms to increase the level of self-regulation of the sector (USAID IR 2.1.1.2)

REGIONAL ACTIVITIES

- The activities described under other Objectives of this Report increase the level of self-regulation of the sector and they are directly related to this Objective. Providing general technical assistance ICNL is preparing grounds for the future specific work purposed to assist umbrella NGO organizations with the development of codes of enforceable standards established for NGO financial and operating practices. When the improved legislation is adopted ICNL will start more specific activities in this area. General: See the Activities Description to the Objective 3.

OBJECTIVE 7

Support indigenous networks of individuals and organizations interested in NGO law (USAID IR 2.1.1, IR 2.1.1.2)

C. IMPACTS

During the start-up phase of ICNL’s project component, ICNL is laying the necessary groundwork for future impacts.

D. ISSUES AND/OR PROBLEMS

KAZAKSTAN

- The restrictive political environment might effect any NGO draft law making it less effective and beneficial for the NGOs.
- Most NGOs are not particularly interested in NGO legal reforms and push forward their own very narrow interests. Others have their own agenda and do not wish to cooperate with other NGOs.
- The Ministry of Justice is the official initiator and leader in drafting the NGO laws, but it has not decided to which NGO laws it will turn its attention.

KYRGYZSTAN

- The internal organizational problems of the President's Consultative Council on Legal Reforms might be a major obstacle for work on the NGO draft law.
- According to some NGO representatives, the Parliament might insist that the draft NGO law will be considered only simultaneously with the draft law on political parties. This might cause a delay in consideration of the NGO draft law.
- Lobbying the draft law in Parliament will be a real test for the NGO Community. There are too many laws of different levels of importance currently before the Parliament. The laws presented by the strongest lobbyists will pass while other laws might be postponed indefinitely.

TAJKISTAN

- Political crisis in Tajikistan prevented Mr. Remias and Mrs. Bourjaily from visiting Tajikistan and was the reason for postponing two seminars and active campaign for collaboration of the two drafting groups (led by the Ministry of Justice and by NGOs).

UZBEKISTAN

- The main problem in the current situation is identifying which government officials we need to contact and convince that the NGO law is needed. Currently, we are addressing this problem.
- The NGO sector does not seem interested in active participation in legal reforms. In addition, the NGO sector is not consolidated and NGOs are not cooperative among themselves.

E. LESSONS LEARNED

KAZAKSTAN

- ICNL will be focusing not only on contacts with the Ministry of Justice, but also with the other Ministries (the Ministry of Social Protection) and other officials (from the Cabinet of Ministers and the President's Administration) and especially those with the right to present the law to the Parliament (deputies) who are interested in adoption of a better NGO law.
- Instead of trying to involve many interested NGOs into the drafting process directly, ICNL will use the advice provided by NGOs in its cooperative work with the Ministry of Justice, or an other interested body if the Ministry of Justice does not express its interest.

KYRGYSTAN

- ICNL will provide not only technical assistance with legal materials and legal advice to the working group which is working on the NGO draft law. The personal presence of Mr. Remias will also be necessary to make sure that the work of this group is organized and started.

TAJKISTAN

- ICNL is waiting for normalization of the political situation and is ready to go back to Tajikistan to hold its seminars as soon as some stability will take place.

UZBEKISTAN

- ICNL Program Director will work closely with the officials from the President's Administration, the Cabinet of Ministers and the Ministry of Justice addressing the basic issues of the application of the international principles of the NGO regulation in Uzbekistan.
- Regional conferences within Uzbekistan will rouse the NGO Community, introduce them to the current legislative problems affecting them, and make them interested in active participation in legal reforms.

F. PROJECT CHANGES

- ICNL Regional Director Richard Remias arrived in Almaty on November 18, 1997 and became immediately involved in the program in Kazakstan, Uzbekistan and Kyrgyzstan.
- The trip to Turkmenistan will take place at the end of January or early February 1998.
- ICNL's original partner in Kyrgyzstan merged with another public association, the Kyrgyz Association of Attorneys, which will continue cooperation with ICNL.

G. COORDINATION AND COOPERATION

US AND INTERNATIONAL ORGANIZATIONS

- In all Central Asian countries, ICNL has coordinated its activities with its partners, Counterpart International, its offices in the region, and with its Washington office.
- All ICNL activities have been coordinated with the USAID regional offices.
- In addition, ICNL established cooperative relations with the following organizations: ABA CEELI; IRIS; Soros Foundation, Eurasia Foundation, the World Bank, TASIC, OSCE, UNHCR, UNDP.

KAZAKSTAN

- ICNL has coordinated its activities with the following organizations and individuals: Vadim Nee, Kazak lawyer (ICNL's main partner); the Charitable Foundation on Legal and Political Research Interlegal with the Director Sergey Zlotnikov; the Consumer Protection Rights Group Legal Initiative with the President Andrey Andreev; the Association of the Invalids Organizations Zhan with the Chairman Aibek Dumbaev.

- ICNL has coordinated its activities with the following organizations and individuals: Basurmanov Zhumabek, the Chairman of the Commission on Human Rights with the President; Vesnin Victor Nikolaevich, the Deputy of the Lower Chamber of the Parliament; Petr P. Kolesov, the Senator (the Upper Chamber) of the Parliament of the Republic of Kazakstan; Yaroslav Shevtsov, Chief Specialist of the Department of Economic Legislation of the Institute of Legislation with the Ministry of Justice; Nurlan S. Moldokhmetov, Deputy Minister, and Kubasova Irina Alexandrovna, the Director of the Legislative

KYRGYZSTAN

- ICNL has coordinated its activities with the following organizations and individuals: Mirgul Smanalieva, Kyrgyz lawyer, Timirbek Kenenbaev, the Chairman of the Association Attorneys of Kyrgyzstan; Ainura Orosolieva, Chairman of the Fund of Legal Initiatives;
- ICNL has coordinated its activities with the following organizations and individuals: Abdurehmanova Asilgul Barictabasovna, the Minister of Social Protection; Akimov Batyr Muradovich, the Head of the Legislative Department and Zukhra Taranova, the Deputy Chief of the Registration Department of the Ministry of Justice; Deputy of the Legislative Assembly of the Parliament Mr. Alisher Sabirov; other deputies of the Parliament: Rahat Atchilova, Jypar Jeckhsheev (the Chairman of Legislative Committee);

TAJKISTAN

- ICNL has coordinated its activities with the following organizations and individuals: Muatar Khaidarova, Ph.D. of Law, Department of State and Law Institute (ICNL's main partner); Association of Scientific and Technical Intelligentsia, Khujand; the Center of Youth Initiatives, Khujand;
- ICNL has coordinated its activities with the following organizations and individuals: The Minister of Justice Ismailov Shavkat Makmudovich; Davlatov Davlatali, the State Adviser of the President on Relations with the Public and National Minorities; Bakhram Ali-Zade, Director of Center of Coordination of External Assistance with the Cabinet of Ministers of Tajikistan

UZBEKISTAN

- ICNL has coordinated its activities with the following organizations and individuals: Inna Bogdasarova, Uzbek lawyer (ICNL's main partner), Deputy Minister of Justice Pulat Samatov; Pulat Akhmetov -Head of the Control-Analytical Department, NGO Bureau, Ministry of Justice; Akhmat Toursunov, Director, and Kasanov Mikhail Yuryevich, Deputy-Director of the Institute of Monitoring of the Current Legislation of Oli Majlis (Parliament); Bakhodir H. Umurzakov, Minister of Social Maintenance; Sayera Rashidova, the Authorized Person for Human Rights (Ombudsman).

H. LEVERAGING

- Throughout this report, the cooperative nature of ICNL's work is highlighted. ICNL plans to work on the highest possible level to achieve tangible results. This cooperative effort involves the diplomatic community, UN organizations, USAID counterparts, local and national governmental entities and moreover, the representatives of the indigenous NGOs region wide.

Aid to Artisans' Performance Plan
NGO Support Initiative
July 1997 - June 1999

Purpose: To create financially stable NGOs in Central Asia through craft-based microenterprise development.

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
Planned (P) vs. Actual (A)																
1) 4 recently formed NGOs registered. (USAID IR 2.1.1.2)																
a) NGO 1 identified.			X	X												
b) NGOs 2-3 identified.					X											
c) NGO 4 identified.							X									
d) NGO 1 registered.									X							
e) NGOs 2-3 registered.											X					
f) NGO 4 registered.													X			
2) 10 NGOs in 5 C. Asian Republics will increase membership by 50% over two years. (USAID IR 2.1.1.2)																
a) NGOs 1-5 identified.			X	N/A*												
b) NGOs 6-10 identified.					X											
c) NGOs 1-10 raise membership by 10%.							X									
d) NGOs raise membership by 20%.									X							
e) NGOs raise membership by 30%.											X					
f) NGOs raise membership by 40%.													X			
g) NGOs raise membership by 50%.															X	

*N/A = Not available. Information will be reported next quarter.

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
Planned (P) vs. Actual (A)																
3) 1,000 NGO members trained in product design, development, and business management. (USAID IR 1.3.2)																
a) 25 members trained.	X	X														
b) 165 members trained.			X	X												
c) 305 members trained.					X											
d) 445 members trained.							X									
e) 585 members trained.									X							
f) 725 members trained.											X					
g) 865 members trained.													X			
h) 1000 members trained.															X	
4) 100% increase in number of member artisans with access to design and marketing assistance over two years. (USAID IR 2.1.1.2)																
a) 2% increase.	X	X														
b) 5% increase.			X	X												
c) 10% increase.					X											
d) 20% increase.							X									
e) 40% increase.									X							
f) 60% increase.											X					
g) 80% increase.													X			
h) 100% increase.															X	

*N/A = Not available. Information will be reported next quarter.

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
5) 90% increase in number of members paying dues to ATA partner NGOs over current 15%. (1.9 x .15 = 29%)																
a) increase members paying dues to 17%.			X	N/A*												
b) increase to 20%.					X											
c) increase to 22%.							X									
d) increase to 25%.									X							
e) increase to 27%.											X					
f) increase to 29%.													X			
6) NGO retail outlets retain 15% of profits.																
a) Retain 2%.					X											
b) Retain 5%.							X									
c) Retain 7%.									X							
d) Retain 10%.											X					
e) Retain 12%.													X			
f) Retain 15%.															X	
7) 5% of member exhibition sales go to the NGO.																
a) 2% of sales.			X	N/A*												
b) 4% of sales.					X											
c) 5% of sales.							X									

*N/A = Not available. Information will be reported next quarter.

62

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
8) Exporting NGOs retain 15% of export revenues.																
a) Retain 2%.			X	X												
b) Retain 5%.					X											
c) Retain 7%.							X									
d) Retain 10%.									X							
e) Retain 12%.											X					
f) Retain 15%.													X			
9) 75% increase in revenues to targeted craft NGOs through membership exhibition fees for NGO-sponsored local and regional crafts exhibitions.																
a) 5% increase in revenues.			X	X												
b) 15% increase					X											
c) 25% increase							X									
d) 40% increase									X							
e) 55% increase											X					
f) 70% increase													X			
g) 75% increase															X	

63

*N/A = Not available. Information will be reported next quarter.

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
Planned (P) vs. Actual (A)																
10) Increase new local, regional, and int'l. export sales for partner NGOs and their members by \$350,000 in two years, as follows: (Year 1: \$150,000; Year 2: \$200,000).																
Sales increase to:																
a) \$25,000	X	X														
b) \$50,000			X	X												
c) \$100,000					X											
d) \$150,000							X									
e) \$200,000									X							
f) \$250,000											X					
g) \$300,000													X			
h) \$350,000															X	

64

*N/A = Not available. Information will be reported next quarter.

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
Planned (P) vs. Actual (A)																
11) Linkages made among at least 14 NGOs at regional craft fairs in Almaty and Tashkent. Craft NGOs from all five Republics establish a regional consortium.																
Linkages made among:																
a) 2 NGOs	X	X														
b) 4 NGOs			X	X												
c) 6 NGOs					X											
d) 8 NGOs							X									
e) 10 NGOs									X							
f) 12 NGOs											X					
g) 14 NGOs													X			

*N/A = Not available. Information will be reported next quarter.

Aid to Artisans' Performance Plan
 NGO Support Initiative
 July 1997 - June 1999

Results Indicators by Quarter	Quarter 1 July-Sept 97		Quarter 2 Oct-Dec 97		Quarter 3 Jan-Mar 98		Quarter 4 Apr-June 98		Quarter 5 July-Sept 98		Quarter 6 Oct-Dec 98		Quarter 7 Jan-Mar 99		Quarter 8 Apr-June 99	
	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A
Planned (P) vs. Actual (A)																
12) A regional crafts association will be formalized by the EOP.																
a) NGOs meet to discuss regional association; create action plan for association dvlpmnt.					X											
b) Working groups formed to draft assoc. policies & procedures.							X									
c) Groups meet to agree upon policies.									X							
d) Association formalized and officers elected.											X					
e) Meeting schedule and agenda for first meeting established.													X			

*N/A = Not available. Information will be reported next quarter.

CNFA/Counterpart-Kyrgyzstan Performance Plan Objectives and Results Indicators	Target level by: 9/30/97		Target level by: 12/31/98		Target level by: 03/31/98		Target level by: 6/31/98		Target level by: 9/30/98		Target level by: 12/31/98	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Objective 1 Strengthen existing PFAs and emerging private farmers' associations (PFAs) in Kyrgyzstan as self-sustaining, democratic, rural NGOs through in-country technical assistance from Kyrgyz field staff, U.S. State Farm Bureau experts, and other resources of the Counterpart Consortium (USAID SO 2.1, USAID IR 2.1.1.2)												
Indicators Targeted PFAs adopt components of American Farm Bureau Management and organizational practices (USAID IR 2.1.1.2),*	7 seminars for PFAs in various aspects of AFB management/organization	6 seminars held	7 PFAs trained in AFB practices	9 seminars held	7 PFAs trained in AFB practices		7 PFAs trained in AFB practices		7 PFAs trained in AFB practices			41 total seminars
Increased participation of farmer members, in lieu of government technocrats, as elected officers, board or committee members in targeted oblast and rayon PFAs (USAID IR 2.1.1.2).	Collect baseline data			100 percent farmer-member participation								
Targeted PFAs demonstrate skills in farm management and association development as measured by member participation in board selection and general assemblies, strategic planning and business plans; formation of committees, transparent financial management systems, increased income from membership dues, development of democratic bylaws, and clearly defined roles for freely elected officers (USAID IR 2.1.1.2).	Collect baseline data		Formation of strategic plan, transparent financial records, and democratic bylaws for and 1 oblast PFA	Started in Talas oblast (bylaws completed)	Formation of strategic plan, transparent financial records, and democratic bylaws for 4 rayon PFAs and 1 oblast PFAs		Formation of strategic plan, transparent financial records, and democratic bylaws for 6 rayon PFAs and 2 oblast PFAs					Formation of strategic plan, transparent financial records, and democratic bylaws for 7 rayon PFAs and 2 oblast PFAs
Targeted PFAs increase membership by 25 percent due to enhanced services to members and public outreach through the media (USAID IR 2.1.1.1)	Collect baseline data	192 total members for Talas and Dzhatal-Abad	5 percent membership increase	262 total members for Talas & Dzhatal-Abad	5 percent membership increase		5 percent membership increase		5 percent membership increase			5 percent membership increase
Objective 2 Strengthen the capacity of rural PFAs to advocate the interests of farmers and widen their influence with local and national government												
Indicators Kyrgyz PFA leaders and members trained in and adopt FD model for grassroots-based policy formulation (USAID IR 2.1.1.2)	1 general policy mtg	1 policy mtg done	2 rayon, 2 oblast PFAs trnd in policy dev	not completed	3 rayon, 2 oblast PFAs trnd in policy dev		5 rayon, 2 oblast PFAs trnd in policy dev					7 rayon and 2 oblast PFAs trained in policy development
Kyrgyz Parliamentarians and representatives from oblast PFAs advocate interests of farmers through participation in forums on agricultural legislation (USAID IR 2.1.1.2)			1 total forum held	postponed due to parliament schedule	2 forums total held		3 forums total held					4 forums total held
Institutionalization of consultations between Kyrgyz parliamentarians and PFAs regarding pending legislation to ensure resulting legislation is responsive to the needs of PFA farmer-members (USAID IR 2.1.1.2)	Introductory mtgs with deputies from six regions of Kyrgyzstan to intro program	Contacts made except for Talas (seat vacant) and Naryn	1 draft law reviewed total; initiated by CNFA	postponed due to parliament schedule	2 draft laws reviewed total, initiated by CNFA		3 draft laws reviewed total, initiated by CNFA					4 draft laws reviewed total, final session of which is initiated by PFA
Objective 3 Increase participation of women farmers in the ongoing activities of PFAs (USAID IR 2.1.1.1)												
Indicators Women's committees developed in all targeted oblast PFAs and 50 percent of rayon PFAs	1 oblast committee formed total	1 oblast comm formed	1 rayon committee formed total	not completed	2 oblast committee formed total, 2 rayon		4 rayon committees formed total					2 oblast, 4 rayon committees formed total.
50 percent increase in the number of female board and committee members in each targeted PFA	Collect baseline data		10 percent increase total in female board and committee members	2 total on board and committees	20 percent increase total in female board and committee members		30 percent increase total in female board and committee members		40 percent increase total in female board and committee members			50 percent increase total in female board and committee members

* This implies seminars on the following topics: PFA structure, Boards of Directors and Committees, Budget and Financial Records

** Assumption is that project will target two oblast PFAs, and 7 rayons.

**Counterpart Consortium
NGO Support Initiative for Central Asia**

Grant Program Guidelines

Counterpart Consortium, with funding from *the United States Agency for International Development*, administers grant programs for non-governmental organizations in the five republics of Central Asia.

Principal Purpose

The principal purpose of the NGO Support Initiative and its grant programs is to create effective, democratic and sustainable NGOs in Central Asia, capable of expressing citizens' interests in dialogue with governments, providing services to vulnerable groups within the population while working in sectors critical to the economic, political and social development of the region.

Submitting an Application

A completed application form and appropriate documentation are necessary in order to be considered for funding. Application forms can be obtained and must be submitted at Counterpart offices in Almaty, Kazakstan; Bishkek, Kyrgyzstan; Dushanbe, Tajikistan; Ashgabad, Turkmenistan; and Tashkent, Uzbekistan. Application forms will not be accepted at Counterpart's Washington D.C. headquarters office. Counterpart does not make grants to individuals, commercial enterprises, governmental organizations, or to non-governmental organizations which are based outside of the five Central Asian republics. Applications must be complete and answer all questions in order to be reviewed. Applications may be submitted in Russian, English or any Central Asian language.

Applications will first be reviewed by Counterpart staff in-country who will inform the applicant if the application is incomplete or if modifications are necessary. Decisions on grant awards are generally made once every two months by Counterpart's Grant Review Committee. Applicants will be informed of the Grant Review Committee's decision within ten days following the review. Applicants whose proposals are not approved for funding will be sent a written explanation of the reasons. Rejection by the Grant Committee does not prevent future re-submission of proposals by the same applicant.

Institutional Eligibility Criteria

To be eligible for participation in Counterpart's grant programs, each organization must meet all of the following criteria:

- a clearly defined non-profit organization (although registration is not a requirement);
- a well-defined governance structure with by-laws, governing board and officers;
- adheres to generally accepted democratic leadership and participation principles;
- demonstrated understanding of the role of the non-profit sector in advocating for the interests of their constituents;
- a well-defined constituency or beneficiary base;

- focused on work relevant to a significant segment of the population in their community or country

In the interest of broad impact, special consideration will be given to associations, networks and coalitions whose activities can be expected to affect large numbers of individuals or groups.

Project Objectives

Projects must seek to achieve *one or more* of the following objectives:

1. catalyze and support community participation in democratic processes and institutions and provide training in basic aspects of "civil society" such as negotiation, mediation, conflict resolution, tolerance of diversity and citizen participation in community development;
2. promote the full and effective participation of women and members of minority groups as equal and respected colleagues in economic, social and political life;
3. promote public awareness of democratic principles and practices, market economics and the NGO sector, reaching broad audiences through media, publications and other outreach activities;
4. meet needs and provide sustainable services to vulnerable groups in society such as people with disabilities, the elderly and pensioners, the unemployed, and veterans;
5. promote a legal and fiscal framework, including regulatory policies and procedures, in support of the NGO sector;
6. support the development of a competitive, market-oriented economy including support for small enterprises;
7. encourage the development and implementation of appropriate and sustainable responses to the environmental challenges facing the region;
8. promote effective and sustainable community development through promoting understanding, cooperation and collaboration between/among NGOs, government and business.

Proposal Review Criteria

In considering proposals for NGO Support Grants, Counterpart will use the following criteria:

Organization

1. Is the organization institutionally qualified for a grant, as defined by the above institutional criteria?
2. Is the project relevant to the NGO's own organizational mission? Does the organization have an institutional commitment to this issue?

3. Does the organization or its staff have experience with this type of project? Does the organization have adequate staff to implement the project?
4. Is there a plan for institutional financial sustainability after the grant is closed?

Present Situation or Problem Statement

5. Are the target group, problem and the purpose of the project clearly defined in the proposal?
6. How realistic is the solution to the problem? Does it have a good chance of succeeding?

Program

7. Is the project appropriate for funding, as defined by the above List of Program Objectives?
8. Is the project integrated into overall organizational activities?
9. Is the project reflective of needs expressed by the organization's constituents?
10. How large a group of constituents will benefit from this project?
11. Will there be participatory involvement of the constituency in the implementation?
12. Is the project clearly and understandably presented in the proposal?
13. Is the workplan clear, detailed and achievable within the timeframe of the project?
14. Is there a clear connection between the project activities and objectives?
15. Will the project have a sustained impact after the life of the grant?

Monitoring and Evaluation

16. Is there a realistic plan for an appropriate level of regular monitoring and evaluation of the project?
17. Is there a plan for assessing the project's impact?

Budget

18. Is the budget detailed, complete, well-thought-out and realistic?
19. Does the budget show an appropriate level of cost-sharing?
20. Are the costs reasonable, given the organization's level of development and the level of impact of the project?

Grant Programs

Counterpart administers three different types of grants, with different purposes and different requirements. You should carefully consider which type of grant you wish to apply for and make sure that it is indicated on your application.

NGO Support Grants

NGO Support Grants are intended to support the growth and activities of either new or established NGOs. They typically range in size from \$3000 - \$6000, but can be a maximum of \$15,000. An organization may only apply for one grant at a time, but may receive multiple grants over a period of time for different aspects of its work. New organizations, or organizations which have not previously received grants are generally encouraged to apply for grants at the smaller end of the scale.

Program Activities

NGO Support Grants are intended to support specific project activities while also strengthening the institutional capacity of the organization in such areas as democratic governance and leadership, membership development, revenue generation, management, service delivery, advocacy/government relations, community organizing, volunteer development and public outreach/education through the media. Grants will not be awarded to fund an organization's operating costs alone. However, such costs may be included in a grant which also funds project operations and activities.

Cost-Sharing

All proposals must demonstrate cost-sharing on the part of the proposing organization. Cost-sharing need not be in cash, it may be in the form of contribution of staff and volunteer time, equipment use, office or facility use or another form of in-kind contribution. It may also be in the form of a contribution from another donor. Applicants are expected to demonstrate cost-share which corresponds to their means. For example, organizations which are more established, work with the commercial sector, or are based in a more prosperous part of the region would be expected to have a correspondingly greater cost-share. Likewise, those organizations with a large membership base would be expected to have a large cost-share from volunteer time and at least some regular membership fee contributions.

Corporate Challenge Grants

Corporate Challenge Grants are intended to support the same types of activities as NGO Support Grants. They can be up to \$10,000 and must be matched on at least a one-to-one basis by a contribution from an American or Central Asian for-profit company. They are intended to help Central Asian NGOs in their efforts to raise funds from private donors.

A proposal for a Corporate Challenge Grant must include a letter of commitment from the private donor. Also, the date of the actual handover of the private contribution should be on or after the date of submission of the proposal, but not later than the opening date of the grant.

In reviewing proposals for Corporate Challenge Grants, the review committee will use the same criteria as for NGO Support Grants. However, given the fact of a private contribution, the committee is generally more flexible in applying program criteria.

Partnership Grants

Partnership grants are awarded to a Central Asian NGO which is working in partnership on joint activities with another organization. Partnership grants are intended to serve the following purposes:

- transfer of skills and institutional capacity
- two-way exchange of knowledge and understanding
- sustainability of the transfer
- sustainability of the partnership

- alternate sources of support for on-going activity

A partnership will generally be made up of only two organizations. Normally, all Partnership Grant funds will be managed by the Central Asian NGO partner, although portions of the budget may be used to support, travel, per diem, consultancy and other direct costs incurred by the U.S., European or third country partner.

Partnership Grants, may be larger than other NGO Support Grants and will rarely reach or exceed \$25,000. Organizations may only apply for one grant at a time, but may receive subsequent grants over a period of time for different aspects of their work. Organizations which have not previously managed grants may not be eligible for Partnership Grants.

Partnership Categories

Partnership grants may be awarded to CAR NGOs in partnership with any of the following: U.S. NGOs; NGOs in CEE or the CIS; and NGOs in other countries where Counterpart has affiliates (UK, Germany, Australia and New Zealand). NGO partners from other countries may be considered on a case-by-case basis.

Submitting an Application

Procedures for submitting an application are the same as those for other grants. Be sure that your application also includes the following:

- A letter of support from the proposed partner NGO;
- A clear division of responsibilities and of the budget between the partners;
- A plan for regular communications between the partners.

A Memorandum of Understanding between the partners is not required as part of your application. However, funds will be disbursed by Counterpart only after it has been submitted.

Institutional Eligibility Criteria for Partnership Grants

The institutional eligibility criteria for Partnership Grants are more stringent than those for other grants. All organizations must meet the above general institutional eligibility criteria, demonstrate the potential for highly leveraged impact and demonstrate the capacity for successfully carrying out a partnership relationship. In addition, organizations must fall into at least one of the following categories:

- NGOs with leaders who are graduates from the USAID-funded New Independent States Exchanges and Training Project (NET), Global Training For Development (GTD) Program or similar formal exchange programs.
- NGOs which are partnered with or being assisted by Counterpart Consortium members (i.e. Aid to Artisans, Citizens Network for Foreign Affairs or the International Center for Not-for-Profit Law) or other USAID implementing partners:
- NGOs with demonstrated capability to provide needed social services to vulnerable groups:

- NGOs which have multiple branches or networks working in different locations:
- NGOs with the interest and potential for influencing public policy as it relates to the social services sector as well as the legislative environment for NGOs:
- NGOs working on issues of human, women's and children's rights, environmental or consumer protection:
- Professional, sectoral, trade or community associations, including such groups as brokers, bankers, judges, mayors, doctors, accountants, journalists, human rights advocates, broadcasters, women voters, business women, farmers, parents, municipalities and neighborhoods, and similar organizations.

Program Activities

Guidelines for Program Activities for Partnership Grants are the same as those for other grants. However, some major activities must be done jointly between the two partners. This means that personnel of each partners must take an active role in implementing the project. Also, the project must result in strengthening the partnership relationship between the two partners.

Cost-Sharing

In partnerships with a non-CAR partner, it is expected that the two partners will have a combined level of cost-sharing of no less than 25 percent of the requested amount. Cost-sharing may be in-kind.

Proposal Review Criteria

In addition to the above proposal review criteria, partnership grants will also have the following criteria:

Partnership

1. Will the partnership provide the Central Asian NGO partner with needed skills and knowledge.
2. Do the partners have sufficient institutional capacity to successfully implement the partnership?
3. Did both partners play a role in development of the proposal?
4. Is the communications plan adequate?
5. Is there a strategy for continuing the partnership after the life of the grant?
6. Do both partners play an active role in the implementation of the activities?

Instructions for Members of the Counterpart Consortium Grant Review Committee

Despite all of our efforts to make the Proposal Review process as objective as possible, we realize that the process still requires a fair amount of subjective judgement on the parts of the Reviewers. In your review, please take into account the following items to guide you in your decision-making.

1. Please keep the Grant Program Guidelines in front of you and refer to them regularly while you are reviewing proposals. Your decision should be primarily based on them. By keeping close to the guidelines, the Committee can develop quality and consistency in its decisions.
2. Larger grants, partnership grants and grants for previous grantees should generally be reserved for the 215 NGOs which we are selecting and targeting throughout the region.

Grant funds are allocated by country. Thus, each proposal needs to be judged on its own merits *and also against the other proposals from that country*—current and future. In other words, keep in mind that every grant that is awarded in your country is taking away funds from other proposals from your country—current and future.

3. On any given proposal, the committee may return one of three responses: approve, approve conditionally, and disapprove. When a proposal is approved conditionally or disapproved, a letter should be sent to the applicant clearly explaining the conditions of approval or the reasons for disapproval. The Country Director will be responsible for ensuring that all conditions are met. In the process of implementing a grant, the Country Director will be expected to follow the procedures in David Smith's memo of 11/5/97, "Grant Award Process."
4. Should you have serious concerns about a proposal not meeting a particular criterion, you may decide that the proposal needs to be reworked before it can be approved.
5. Sustainability is an important consideration and you should weigh it heavily in your review. Entrepreneurial activities, expansion of the funding base, paid services, and other mechanisms which will provide an NGO with long-term revenue to fund its programs should be given special consideration (i.e. the benefit of the doubt), as this is a major contributor to sustainability.
6. NGOs in rural areas or located far from Counterpart offices (or any other NGO support organizations) should be given careful consideration, since they generally do not have access to on-going technical assistance and are thus at a serious disadvantage in the proposal development process. In the past, this has often resulted in a disproportionate portion of our grants going to organizations in the capital cities.

7. In our Cooperative Agreement with USAID, we have been encouraged to develop partnerships with the following associations, thus, they should receive special consideration: investment brokers, bankers, lawyers, judges, mayors, doctors, accountants, journalists, human rights, broadcasters, women voters, businesswomen, PTAs, neighborhood watch, water users, housing and condominium. In addition, we have been asked to work with associations which support agriculture, electricity, oil and gas development.

Counterpart Consortium Training Plan for Central Asia: Broad NGO Support

Program Purpose:

To create effective, democratic and sustainable NGOs in Central Asia capable of expressing citizens' interests in dialogue with governments, providing services to vulnerable groups within the population while working in sectors critical to the economic, political, and social development of the region.

Intended Results:

- Develop and strengthen indigenous NGOs to provide social services
- Develop and strengthen NGO advocacy skills and effectiveness
- Improve the legal environment for NGOs

The Counterpart Consortium Training Program for Central Asia will contribute to the *program purpose* and *intended results* by achieving the following objectives:

- to provide specific training activities for the NGO and CBO communities in Central Asia that are needs based
- to develop sustainable, independent training resources in Central Asia for the long term support of the Third Sector
- to cooperate with and coordinate training activities with other donor agencies and support mechanisms
- to include training programs for newly formed community based organizations developing throughout Central Asia while continuing to support the NGOs that have established themselves as effective organizations

Projected Training Activities for the NGO Community in Central Asia

Training Modules	Duration	Available from	Through December 1999			
			Workshops	NGOs	Participants	Training Days*
NGO/Community	2 days	Present	100	900	1500	3000
Project Design	3 days	Present	100	900	1500	4500
Strategic Planning	2 days	Present	40	300	500	1500
Public Education/Media	3 days	Present	40	300	500	1500
Fundraising	2 days	Present	40	300	500	1000
NGO Management/	2 days	November 1998	80	600	900	1800
Association Development	2 days	February 1998	30	250	400	800
Financial Management	3 days	March 1998	40	300	500	1500
Enterprise Development	3 days	May 1998	30	250	400	1200
Advocacy and Lobbying	2 days	April 1998	30	250	400	800
Governance/Boards	2 days	June 1998	30	250	400	800
Team Building/ Conflict Resolution	2 days	August 1998	30	250	400	800
Social Partnerships	3 days	August 1998	12	90	180	540
Volunteer Management	2 days	September 1998	30	250	400	800
Personnel Management/ Leadership	2 days	November 1998	20	180	270	540
Special Modules	Duration	Available from	Workshops/NGOs/Participants/Training Days			
Board Member Development	2 days	July 1998	30	250	400	800
Training Methods	2 days	July 1997	8	N/A	96	192
Accounting	10 days	Country Specific	N/A	150	150	1500
Newsletter Development	1 days	May 1998	10	30	30	30
Participatory Rural Appraisal	3 days	Present	30	N/A	N/A	N/A
Totals			730	5830	9426	23602

* *Training Days are calculated by multiplying the number of persons participating in workshops by days of the workshop*

The training plan is a general guide for future activities (2.5 years) for the 5 countries of Central Asia in which the Counterpart Consortium is providing support for NGOs through the current "NGO Support Initiative for Central Asia". The plan will continue with the current training activities being implemented in Central Asia by Counterpart Trainers and contractor trainers. The new modules to be introduced are based on requests of NGOs from questionnaires distributed following training and grant activities.

The existing modules currently being implemented are still in demand. The plan for broad support of NGOs is through these training modules and the development of new training modules for NGOs that are seeking to make their organizations more effective.

The new training modules will be developed in Training of Trainers workshops which will take place following the schedule in the table above. In some cases consultants will be contracted with their training modules which may be ready for use or be ready after some modifications. Consultants will be invited from the NIS, Eastern and Central Europe who have Russian language capability. International consultants will be used if resources are not found in the region. The TOTs will usually take place in Bishkek, Kyrgyzstan where costs and logistics are easily controlled.

The number of workshops projected is based on the general requests, skill levels, and the time frame from which the workshop will be available. The training budget is based on average costs for the training workshops that have been held in all countries of Central Asia.

Counterpart Consortium Training Plan Development of Local Training Capacity in Contract Trainers

Training Module	1997 - Training Provider	1998 Training Provider	1999 Training Provider
<i>NGO/Community</i>	Contractors	Contractors	Contractors
<i>Project Design</i>	Counterpart	Contractors	Contractors
<i>Strategic Planning</i>	Counterpart	Contractors	Contractors
<i>Public Education/Media</i>	Counterpart	Contractors	Contractors
<i>Fundraising</i>	Counterpart	Contractors	Contractors
<i>NGO Management</i>	Counterpart	Contractors	Contractors
Association Development	TOT 1998	Contractors	Contractors
Financial Management	TOT 1998	Contractors	Contractors
Enterprise Development	TOT 1998	Contractors	Contractors
Advocacy and Lobbying	TOT 1998	Contractors	Contractors
Governance/Boards	TOT 1998	Contractors	Contractors
Social Partnerships	TOT 1998	Contractors	Contractors
Team Building/ Conflict Resolution	TOT 1998	Contractors	Contractors
Volunteer Management	TOT 1998	Contractors	Contractors
Personnel Management/ Leadership	TOT 1998	Contractors	Volunteers
Newsletter Development	TOT 1999	Counterpart Staff	Contractors
Board Member Development	TOT 1998	Volunteers	Volunteers
Accounting	Country Specific 1998	Contractors	Contractors
Participatory Rural Appraisal	Locally Trained Consultants	Contractors-Satellite Office Staff	Contractors-Satellite Office Staff
Training Methodology	Counterpart Staff	Counterpart Staff	Contractors

The table above shows the time frame for the development of local capacity of NGO Contractor Trainers in Central Asia. One of the goals of the training program is the development of local, sustainable training resources in the region. In the last year of the project contract trainers will conduct all training activities.

Counterpart trainers and contractors are already implementing the italicized training modules above. The contractors will be trained in participatory methodology and adult learning techniques by Counterpart staff trainers. The contract trainers will learn and observe techniques while working alongside the Counterpart Program Officers in various training modules.

**Counterpart Schedule of Training of Trainers Activities
NGO Support Initiative for Central Asia
June 1997 - December 1998**

	Training Module	Proposed Dates	TOT Consultants	Location	Countries
1.	Training Methodology	July 28-August 4	Counterpart Staff	Kyrgyzstan Kazakistan	All
2.	NGO and the Community/Project Design	September 8-12	Counterpart Staff/Contract Trainers	Kyrgyzstan Uzbekistan	All
3.	NGO Management/Strategic Planning	September 22-26	Counterpart Staff	Uzbekistan Kazakistan	All
4.	Public Education through the Media/Fundraising	October 6-10	Counterpart Staff	Kazakhstan	All
5.	Association Development	February 7-11	Dr. Walter Schaw	Kyrgyzstan	All
6.	Financial Management	February 23-27	Process Consulting	Kyrgyzstan	All
7.	Advocacy – Lobbying	April	Center InterBilim w/consultants	Kyrgyzstan	All
8.	Governance/Building Boards	June	Marshack w/ consultant	Kyrgyzstan	All
9.	Social Partnerships	Summer conference	Marshack	Kyrgyzstan	All
10.	Team Building/Conflict Resolution	August	Marshack w/DC based consultant	Kyrgyzstan	All
11.	Volunteer Management	September	Marshack	Kyrgyzstan	All
12.	Microenterprise Development	October	CEFE(Uzb)Cpart Ukraine	Kyrgyzstan	All
13.	Personnel Management/ Leadership	November	Marshack	Kyrgyzstan	All
	Special Modules w/o TOT				
14.	PRA	Ongoing	Local experts (Center InterBilim)	All countries	
15.	Accounting	Ongoing	In each country	All countries	
16.	Newsletter Development	Spring 98'	Counterpart Staff	All countries	

The Training of Trainers workshops have been a key to a successful training program in Central Asia. The Trainers have shared experiences with a variety of consultants mostly from the NIS. The cross-fertilization process has deepened to the point where trainers are now working in Central Asian teams training in all countries of Central Asia.

The TOT program is scheduled through 1998 with the plan of all training activities to be contracted by the end of 1998. The TOT activity for 1998 will be based on the following:

- All TOTs will be 5-6 days in length with 20 maximum participants
- Trainers will be trained in existing modules or the workshop will produce a module design
- Training manual will be done in rough draft by the end of the workshop
- Each country office will send 2-3 participants and 1 program officer
- Follow-up training will take place as soon as possible in each country with program officers and other contract trainers staff as participants

One of the members of Counterpart Consortium is the International Center for Not-for Profit Law (ICNL). ICNL will provide advice and support as needed for workshops addressing legal concerns for NGOs.

The plan for future support includes rural service centers, which will be supported by Counterpart training workshops. The Service Center staff will take part in some training of trainers workshops providing them with skills for support of the rural based NGOs and CBOs.

One of the goals of Counterpart's program in Central Asia is the development of training resources that are sustainable. Several training workshops are intended to provide trainers with skills that will be marketable to not only the third sector but also to business and government. The resource of Contractor Trainers that will result from this program has the potential to work with a variety of donors and activities. All countries of Central Asia have the opportunity to benefit from this resource.

ИНФОРМАЦИОННЫЙ БЮЛЛЕТЕНЬ

Ресурсного центра 1997
Каунтерпарт Консорциума

декабрь 1997

Наш Ресурсный центр открыт для Вас!

Дина Мухамадиева, директор Ресурсного центра, о его задачах:

Каунтерпарт Консорциум с радостью сообщает, что с 1 декабря в нашем офисе начинает работать Ресурсный центр. Цель его создания - оказание поддержки демократических и экономических реформ, происходящих в обществе при становлении нового независимого государства. Деятельность созданного центра будет направлена на оказание практической помощи в становлении негосударственного некоммерческого сектора Узбекистана. Эта помощь будет заключаться в обеспечении неправительственных общественных организаций информационной, организационной и иной ресурсной поддержкой.

Что мы имеем сейчас:

- библиотечный фонд с литературой по основным направлениям деятельности НПО;
- рекомендации и пособия по работе НПО;
- базы данных (БД) по благотворительным фондам и поддерживающим организациям, БД по различным НПО, действующим в Узбекистане, Казахстане, Киргизии, Таджикистане и Туркмении;
- периодические издания о деятельности некоммерческого сектора и издания НПО, в том числе стран СНГ;
- электронную почту;
- множительную технику.

А что же дальше? Конечно, ИНТЕРНЕТ - таинственный и пока незнакомый для нас мир!

Мы работаем: понедельник, среда, пятница с 9-00 до 17-00

Добро пожаловать в наш Ресурсный центр!

Welcome to Our Resource Center!

А. Справочная информация

- A1. Благотворительные фонды и поддерживающие организации (справочники, каталоги)
- A2. НПО (виды деятельности, реквизиты)
- A3. Издательские каталоги

В. Рекомендации, пособия

- V1. Для руководителей фондов (организация и управление)
- V2. Пособия для персонала фондов и поддерживающих организаций
- V3. Пособия для сотрудников НПО

С. Исследования по деятельности некоммерческого сектора

Д. Отчеты и материалы конференции по деятельности некоммерческого сектора

- D1. Отчеты фондов и поддерживающих организаций
- D2. Отчеты НПО
- D3. Материалы конференций

Е. Экология. Проблемы Арада

Ф. Социальное общество. Права человека. Проблемы беженцев.

Г. Женщины и развитие

Н. Право

І. Финансы, бухгалтерский учет

К. Культура и искусство

М. Медицина

TOTAL GRANTS AWARDED BY COUNTERPART - PHASE II
July 1, 1997 - December 31, 1997

Total Kazakstan	15	\$101,284.57
Total Kyrgyzstan	18	\$112,639.00
Total Tajikistan	4	\$31,600.00
Total Turkmenistan	1	\$15,000.00
Total Uzbekistan	9	\$65,213.40
<hr/>		
TOTAL, CENTRAL ASIA	47	\$325,736.97
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Detailed Agenda

United Nations/Counterpart Consortium NGO Seminar
December 17th, 1997

Location: UN Building Large Conference Hall – Ashgabad, Turkmenistan

Conference Title: “NGO’s in Turkmenistan: Who we are and where we are going”

Morning Topic: Recognizing NGO’s in Turkmenistan

9:00 – 9:30: Registration

- Sign-in sheet with name/organization/contact number and address

Right after registration takes place, a list of all of the people who have signed in should be typed up by UN staff with all contact info and that information should be given to each participant at the end of the day.

- Name/organization/sector of activities written on large card (this card will be attached to a large sheet on wall in conference room so that the names of all NGO’s and organizations which are present at conference is visible to the participants during the conference)
- Distribute:
 1. Counterpart questionnaires (people should fill them out and turn them in at the end of the conference)
 2. Short survey on how each person defines the NGO community in Turkmenistan to be filled out before the conference starts (Counterpart will develop this brief survey)
 3. Ask them to provide names and contacts of any other groups not present whom they believe would benefit from future conference like this one (to be filled out and returned at end of conference)
- Someone from UN should be assigned to a separate table in registration area to deal with transportation reimbursement/lodging/per diem questions
- Table is set up with materials from Counterpart, UN and any other international organizations desiring to include their materials
- Another table is set up for informational materials from Turkmen NGO’s
- Comment box: question box...will be set up in hall for people to add their ideas and comments throughout the day. (During registration participants should be informed of where the box is located and its purpose)

Materials/Set-up Needed for Registration:

1. Registration table and sheet for sign in (one person to coordinate sign-in and put each organization’s name on the card which will be attached to wall in large conference room “Introducing the NGO Community in Turkmenistan”)
2. 6 large white sheets of paper 3ft by 4 ft which will be set up on walls in conference hall
3. Tape
4. Colored markers
5. Handouts (Counterpart questionnaires, Short NGO survey, agenda of Conference)

9:30-9:45 Opening address – United Nations Resident Representative
Omer Ertur opens up Conference (talks about future projects which may soon be approved that they want to work with NGO's on, etc. Ministry of Education Representative

9:45-10:00 Counterpart Welcomes NGO's and Describes Theme of Conference
Explain Counterpart's program briefly and why people are gathered there, lead into self introductions

Session 1: Who we are, what we do

10:00-11:15

Self-introduction activity : who we are and what we do? Type of NGO, sector that they work with, how long they've been around, constituency what groups they serve, how many active people work with them, whether or not they have actually had projects funded: these topics will be on walls and distributed in hand-out (as each NGO is presented its name is added to a list on the wall, microphone is passed around, "Following this activity there will be a fifteen minute coffee break and you will have plenty of time to talk to each other then, please keep your descriptions brief"

11:15-11:30 Coffee Break:

Session 2: Defining Our Community

11:30-12:15

Scott Facilitates

Small groups divided out 5 people per group. (Groups are arranged in order of seating and people are counted off 1, 2, 3, 4, 5...1, 2,3,4,5 etc. All of the ones go to one part of the room, 2's, etc. These groups will be the same throughout the day.)

They are given a sheet of paper with a short survey to be filled out as a group to determine what the characteristics are of the NGO community in Turkmenistan (each group receives one survey to fill out together)
Survey questions: 5-10 questions (to be developed by Counterpart) As groups report back, we will check off points on big version of survey on wall)

Materials for this session:

- survey (one per group)
- writing tablet (one per group)
- pen/pencil per group

Session 3: How We Do our Work and Work Together

12:15-1:00

Panel Discussion of well-known local NGO's (5 people on panel: WID-Khumar Bagirova; Chardjew Resource Center-Galina Akhmedova; Dashovuz Ecology Club-Andrei Aranbaev; Dialogue-Elmira Rinatovna, Enam-Ludmilla Petukhova): 1 hour

Each person has 3-5 minutes to discuss his work and the following topics: how they came about, how they learned about funding opportunities, cooperation opportunities, how they work together

Materials for this session: Provide panel members with pen and paper and water/glasses

1:00-2:00 Lunch

Afternoon Session

Session 4: What are Our Concerns/Challenges

2:00-3:00

Focus Groups : Participants get back into groups. Each group is asked to identify what the group members collectively believe are the 5 greatest challenges to NGO's in Turkmenistan. A facilitator is chosen to record what the group discussed. One person is also selected to record the information on a flip chart and one person should report back findings. They can put their flip chart page on the part of the wall assigned to this topic.

(Materials: 5 flip charts, 5 sets of colored pens, tape for each group)

Theme: Working with International Organizations to Reach Your Goals

3:00-3:45

Session 5: Counterpart Consortium Skill-building training: "NGO and Community"

Jamila conducts session

3:45-4:45

Session 6: Panel Discussion of International Donor Community

(UNDP-Omer Ertur, UNICEF-Serap Maktav, UNHCR-Francoise Muller: maybe at this point the UN's projects needing NGO help can be described, Counterpart-Roselie Vasquez, Eurasia-Dmitri Shevkun, Peace Corps-Parmer Hickocks)

Each panel member describes his/her organization and addresses the following points: Main activities, how they work with NGO's, funding opportunities, more exact topics to be determined.

Materials for this session: Provide panel members with pen and paper and water/glasses

4:45-5:00 Coffee Break

Theme: Where Are we Going as an NGO community?

(Looking ahead to future collaboration, future training, future opportunities, setting goals and achieving them)

5:00-5:45

Session 7: Small Group Session on Challenges:

(Scott Facilitates)

Ask people to sit in the small groups they were in before and to describe what they imagine as future development for the NGO community. Person doing intro to this session refers to challenges on wall. Each group is given one of the five issues identified as challenges and is asked to discuss it as a group ie: how they will help each other, how they will work with the government, how they will work with local communities, how will local communities know that there are NGO's in Turkmenistan? Each group will report back to large group for 3 minutes maximum.

Materials needed for this session: Paper and pen for person recording information

5:45-6:00 Closing remarks (Mr. Ertur/Ms. Vasquez)

- Ask people to turn in completed questionnaires and surveys
- Pass out the list and contact numbers of all participants of conference to each participant for their future networking

Survey on Characteristics of Civil Society Organizations in Turkmenistan

Instructions:

Please discuss these questions as a group and complete this form together after reaching some kind of consensus as a group on these issues. At the end of this exercise, one member from your group will report your responses to the larger group of participants at the conference.

1. What three adjectives best describe the NGO community in Turkmenistan?

Positive adjectives:

1. _____
2. _____
3. _____

Negative adjectives:

1. _____
2. _____
3. _____

2. The various NGO's of Turkmenistan communicate well with each other.

(please circle one)

strongly agree agree disagree strongly disagree no opinion

3. The people of Turkmenistan know what non-governmental organizations (NGO's) and community based organizations (CBO's) are.

(please circle one)

strongly agree agree disagree strongly disagree no opinion

4. The NGO community in Turkmenistan is diverse.

(please circle one)

strongly agree agree disagree strongly disagree no opinion

5. The members of the NGO community in Turkmenistan understand how to cooperate with international NGO's.

(please circle one)

strongly agree agree disagree strongly disagree no opinion

6. The government of Turkmenistan supports NGOs in the following 2 ways:

(please circle one)

- 1) _____
- 2) _____

7. Give a one-sentence definition of an NGO community

Survey Summary

During the conference, participants in small groups completed a "Survey on the Characteristics of Civil Society Organizations in Turkmenistan." The purpose of the survey was to determine how NGO members define and describe the NGO community in their country.

Survey results showed that the majority of the participants believe that their community of NGOs is made up of a diverse mix of competent, hard-working people possessing strong initiative and who carry-out their projects without a great deal of internal bureaucracy within their organizations. The NGO community is described as developing and expanding quickly as the network of communication between NGOs grows stronger. Those organizations located outside the capital, especially, are hopeful for greater access to information about NGO development and are hopeful that additional sources of funding will begin to make their way into Turkmenistan.

By far, the lack of a strong legal framework which incorporates non-profit organizations is identified as the main obstacle to NGO's today, in particular, the lack of a clearly defined and consistently applied registration mechanism. In addition, many responses indicate that the general public does not understand what NGOs are. Participants believe that public outreach is an important job for their organizations as a community to fulfill in addition to their main objectives. This said, a responsive and supportive relationship with the government is an important precursor to such activities. At this point in time, most NGOs believe that the government is generally tolerant of their activities, but not as proactive as is necessary to establish an enabling environment that is supportive of the activities of civil society organizations.

Finally, the participants collectively defined their NGO community as "non-commercial, independent public organizations which take up activities in spheres where the government does not have the possibility to work any longer. These organizations work to address the demands of communities (or interest groups) which are not satisfied with the existing government and commercial structures."

Subject: Novemeber Trip Report
Date: Thu, 04 Dec 1997 13:03:16 -0600 (GMT)
From: rremias@cpart.alma-ata.su (Richard Remias)

Post-it* Fax Note	7671	Date	01.26.98	# of pages	4
To	Sheila	From	Natalia Bourjaily		
Co./Dept.	Counterpart	Co.	ICNL		
Phone #	2022969676	Phone #	624-0766		
Fax #	2022969679	Fax #	624-0767		

ly wrote to Richard Remias <rremia
 a simplified format.

**INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW
 CENTRAL ASIA**

to: Leon Irish Chairman of the Board, ICNL
 Professor Karla Simon President and CEO, ICNL
 Stephan Klingelhofer Vice President , ICNL

cc: Eileen Wickstrom Democracy Specialist, USAID
 Arlene Lear Vice President for Programs, Counterpart

from: Natalia I. Bourjaily, Program Director/FSU
 Richard Remias, Regional Director/Central Asia

date: November 26, 1997

re: November 1997 Trip Report for Central Asian Region: Kazakhstan,
 Kyrgyzstan, Uzbekistan, Tadjikistan & Turkmenistan

Hungary

The Central Asia Program Director arrived in Budapest, Hungary on November 14 to meet with the ICNL Regional Director of the CEE, Jean Garland. The objective was to introduce Mr. Remias to the set-up and operations of the CEE Regional Office. Garland and Remias discussed programmatic ideas and exchanged information on logistical matters.

Kazakhstan

Program Director Natalia Bourjaily arrived in Almaty on November 17. Mr. Remias arrived the next morning on November 18. This day was spent setting up the new office at Counterpart. Mr. Remias met Finance Director, Bob Abma and the Counterpart staff. ICNL's local representative, Vadim Me, was present to greet Mr. Remias. The day also included a meeting with the Regional USAID Mission. The ICNL team met with Democracy Program Specialist, Eileen Wickstrom, John Davidson of the Office of Market Transition and briefly with USAID Regional Director, Patty Buckles. These meetings served a dual purpose of introducing Mr. Remias to USAID and to discuss USAID desires regarding reporting and coordination issues.

Kyrgyzstan

The ICNL team arrived in Kyrgyzstan late on November 18. The next day the ICNL representatives made a comprehensive tour of various international and local partners in Bishkek. Program Director Bourjaily introduced the new Regional Director to USAID representatives; Resident Advisor on Commercial Law, Fred Huston and Program Assistant, Pearl Watts. There were two meetings with local representative, Mirgul Smanalieva, who is also the Director of UKUK. Other meetings included introductions to Richard Stoddard, Resident Representative of the National Democratic Institute, Howard Ockman, Chief of IRIS, and ABA/CEELI liaisons, Pamela Coffey and Michael Lechner.

Through an introduction by NDI's Resident Representative, Richard Stoddard, ICNL representatives were able to meet with Parliamentarian Jypar J.

Jeckhsheev, Chair of the Parliamentary Committee on Public Associations. Deputy Jeckhsheev is also the Chair of the Democratic Party of Kyrgyzstan (DMK) and has introduced several recent pieces of progressive legislation. The meeting focused on the desperate need for new NGO legislation and the potential of the current draft laws. Program Director Bourjaily presented the Chairman with the ICNL comments on these drafts laws. The Chairman has pledged his support for a new NGO law and has agreed to be part of a working group to further formulate the NGO legislation.

The ICNL team also met with the Chair of the Committee on Education, Youth, Women and Family, Rahat Atchylova. She has consistently expressed the societal need for strong NGO legislation and has co-authored of one of the three draft laws. Program Director Bourjaily presented the ICNL comments to Deputy Atchylova. These comments include an analysis and critique of Atchylova's legislation, which was the most comprehensive. Atchylova came highly recommended as a member of the working group to which she agreed. The working group will determine a starting date within the next two weeks at which time Mr. Remias will return to Bishkek.

Lastly, there was a closing meeting between Fred Huston, Mirgul Smanalieva and the ICNL representatives to finalize plans for the immediate future. They discussed the organization of the working group and its initial operations. The group also discussed the training of local NGOs utilizing ICNL's expertise.

Tadjikistan

The ICNL team was anxious to proceed to Tadjikistan where two regional seminars were planned; one in Dushanbe and the other in Khujant. These seminars were expected to attract more than 70 participants including government officials and NGO leaders. However, the political situation in Tadjikistan seized the international community when two international aid workers from the UNHCR and TACIS were apparently taken hostage by rebel forces. The US Embassy of Tadjikistan has thus issued an alert for those living in-country and placed a prohibition on any Americans or USAID consultants from entering the country until this crisis is resolved. The restriction is indefinite and expected to last until November 31. The ICNL team confirmed this information from both the USAID office and with the Security Team of the US Embassy in Dushanbe.

Uzbekistan

Through a joint effort, the UNDP and ICNL promulgated a draft of NGO legislation, which was previously delivered to the Ministry of Justice of Uzbekistan. That draft has since been significantly altered to change basic provisions, which comport with the international principles of NGO law. It is believed that this very law will be submitted for review during the spring session of Parliament. The ICNL representatives, including ICNL local partner Inna Bagdasarova, spoke with Tadjikxon Saydikramova, President of the Business Women's Association to discuss the introduction of the law to Parliament and ways to effect its final form. ICNL plans to coordinate its activities to coincide with the legislation's introduction and ultimately to seek cooperation with the Ministry of Justice in re-evaluating the draft's current form.

Most importantly, the ICNL representatives met with Parliamentarian, Sayera Sh. Rashidova and her staff, which included Bakaeva Hadjimuratovna, the Senior Counsel on Legislation. They recommended organizing a conference which would revive the project law and further examine the relations between NGOs and the government. Invitations would be extended to the highest levels of government and NGOs representatives. Program Director Bourjaily later met with Counterpart representatives to seek their input on the concept. The tentative dates of the conference would be set for late January early February.

The ICNL team also met with USAID Country Representative, David Mandel, to brief him on the current ICNL workplan. Mr. Mandel offered his insight and experience to maximize the potential of the ICNL, Uzbekistan project. Mr. Remias plans to keep in close contact with USAID to better coordinate

ICNL efforts in Uzbekistan. He will return in mid-December to begin implementation of the workplan. The trip will include meetings with USAID, Ministry Officials and NGO representatives.

Meetings Held

Hungary

November 14

1:30-3:00 Regional Directors Richard Remias and Jean Garland made their introductions.

5:00-7:00 Regional Directors discussed their respective programs. Jean Garland gave detailed instructions on reporting procedures.

November 16

6:00-9:00 The Regional Directors met again for dinner.

Kazakhstan

November 18

10:15-4:30 Richard Remias met with the Counterpart staff and set-up a temporary office space. Program Director Bourjaily assisted Mr. Remias and continued her work on the Azerbaijan legislative translation and

Kyrgyzstan

November 19

10:30-11:45 The ICNL team met with Richard Stoddard of the National Democratic Institute to discuss program strategies, method of cooperation and to schedule an initial meeting with Chairman Jeckhsheev.

12:00-1:45 ICNL representatives met with Fred Huston to obtain his advice and insight on the internal workings of the Joghoroku Kenesh-Kyrgyz Parliament.

2:00- Natalia Bourjaily introduced the new Regional Director to the Bishkek Counterpart office staff. The ICNL representatives met with Director Jay Cooper and discussed the logistics of Mr. Remias' activities within the Bishkek office.

5:00-6:15 ICNL representatives consulted with Howard Ockman of IRIS and began to outline a strategy for cooperation on new NGO legislation.

November 20

8:30-9:50 The ICNL representatives met with Mirgul Smanaliyeva of UKUK and Deputy Rahat Atchylova of Parliament to discuss the creation of the working group and the ICNL comments.

10:00-11:30 The ICNL team visited with the ABA/CEELI representatives in Bishkek and discussed the possible role of ABA assistance with the Kyrgyz project.

12:00-1:25 ICNL representatives contacted the US Embassy and USAID of Tadjikistan to discuss the political situation in Tadjikistan.

2:00-2:45 Program Director Bourjaily and Mr. Remias went to USAID of Kyrgyzstan and discussed the implementation of the ICNL project with Pearl Watts, Program Assistant.

2:55-3:20 The ICNL returned to the Counterpart office to contact the Counterpart office in Dushanbe, Tadjikistan, to confirm postponement of the seminars.

3:30-4:30 ICNL representatives with Richard Stoddard of the NDI, met with Chair of the Democratic Party and Committee Chair, Jypar J. Jeckhsheev. The meeting discussed the draft laws, ICNL comments and the creation of the working group.

5:00-6:30 ICNL representatives met with USAID Representative, Fred Huston, and local partner, Mirgul Smanaliyeva, to finalize a legislative strategy and tentative timeline.

6:45-7:00 The ICNL team returned to the Counterpart office to collect Mr. Remias' passport and Kyrgyz visa and to contact associates in Uzbekistan.

Uzbekistan

November 21

12:00-2:00 ICNL representatives met their local partner, Inna Bagdasarova.

2:00-3:30 Program Director Bourjaily introduced Mr. Remias to the Counterpart staff and Director, Blair Sheridan. The team also had

the opportunity to catch up with Joel Levin to discuss regional issues.

November 22

1:00-1:45 The ICNL spoke with Tadjikhon Saydikramova, President of the Uzbekistan Business Women's Association.

November 24

9:00-10:15 Natalia Bourjaily introduced Mr. Remias to David Mandel, Country Representative of USAID, and to discuss the ICNL Uzbekistan workplan.

1:00-2:30 Mr. Remias met with Victor Aronow and Kathleen McGowan of the ABA/CEELI office of Uzbekistan.

3:00-4:30 ICNL representatives met with Sayera Sh. Reshidova, Ombudsman of the Uzbek Parliament and her staff, which included Bakaeva Hadjimuratovna, the Senior Council on Legislation. Discussion revolved around NGO conference on the governmental level.

5:30-6:30 Program Director Bourjaily met with Blair Sheridan and Joel Levin to discuss the details of the planned conference on NGO law.

6:30-7:30 Program Director Bourjaily met with Friedrich Schnorrenberg from Counterpart/Germany to discuss funding possibilities.

Richard Remias (rremias@cpart.alma-ata.su)
Counterpart Consortium, Kazakstan
Thu, 04 Dec 97 12:08 -0600 GMT

**Working Conference on
Principles and Good Practices for
Laws Relating to Non-Governmental Organizations in East Asia**

Co-Sponsors:

*International Bank of Reconstruction and Development (World Bank)
International Center for Not-for-Profit Law
National Institute of Development Administration
Asian Forum for Human Rights and Development
Development Support Consortium*

[By Invitation Only]

Bangkok, Thailand -- 10-13 November 1997

AGENDA

Monday, 10 November

7:00 p.m. Reception for Participants

Tuesday, 11 November

MORNING

9:00 [Plenary] Welcome *Dr. Leon Irish (ICNL)
Dr. Juree Vichit-Vadakan (NIDA)
Dr. Paiboon Wattanasiritham (Development
Support Consortium)
Dr. Somchai Homlaor (Asia Forum for
Human Rights and Development)*

9:30 [Plenary] Emerging International Principles and Good Practices for the
Regulation of Civil Society --

Dr. Irish and Mr. John Clark, World Bank

- Recent worldwide trends in the law
- The Handbook on Good Practices for Laws Relating to
Non-Governmental Organizations --
background and development
- Application to national and regional circumstances

10:30 *Coffee Break*

11:00 [Plenary] Panel Discussions of Asian Approaches to Six Key Issues:

- Legal Existence of NGOs
- Structure and Governance
- Reporting and Accountability
- Taxation and Financing
- Self-regulation
- Government/NGO Partnerships

AFTERNOON

12:30 *Lunch*

2:00 *Panel Discussions (Continued)*

3:30 *Coffee Break*

4:00 *Panel Discussions (Continued)*

5:30 *Recess*

6:30 *Dinner*

Wednesday, 12 November**MORNING**

9:00 **Working Groups on Handbook**
[Discussion of principles and good practices, as set forth in handbook -- with comments and recommendations]

- *Group I:* Relationship of NGOs to Society
 Definitions and Terminology
 Relationship of NGO Laws to Other Laws
 Legal Existence of NGOs
- *Group II:* Structure and Governance
 Prohibition on Private Benefits
 Activities and Operations of NGOs
 Reporting
- *Group III:* Fund Raising
 Taxation
 Foreign NGOs and Foreign Funds
 Other GO/NGO Relations
 Self-Regulation

10:30 *Coffee Break*

11:00 *Working groups (continue)*

AFTERNOON

12:30 *Lunch*

2:00 *Working groups (continue)*

3:30 *Coffee Break*

4:00 *Working Groups (continue)*

5:30 *Recess*

6:30 *Dinner and Cultural Event*

Thursday, 13 November**MORNING**

9:00 [Plenary]

Reports of Working Groups
Recommendations to Handbook Drafters

10:30 [Plenary]

Next Steps in Region -- discussion and recommendations

12:00

*Departure***Attendance****Anticipated participants** -- 42 + 9 translators**Countries represented:** Japan, South Korea, Taiwan, China, Mongolia, Cambodia, Vietnam, Laos, Indonesia, Myanmar (*2 delegates + 1 translator each*), Malaysia, Singapore, Philippines (*2 delegates each*), Thailand (*10 participants*).**Visiting participants** -- United States (3), New Zealand (1), Australia (1), Bangladesh (1).

**Findings of the Site Visit Team to the
Reverse Osmosis Plant in Turkmenbashi Etrap
Dashouz Vilayet, Turkmenistan
November 27-29, 1997**

**Prepared by:
Scott A. Yetter**

**Prepared for:
Counterpart Consortium
Almaty, Kazakhstan**

Background

The USAID funded Turkmenbashi Reverse Osmosis Plant (RO plant) located in Turkmenbashi Etrap of Dashouz Vilayet was constructed by CH2MHill starting in late 1994. Initial operations were initiated by the President of Turkmenistan in August 1995. In April 1997, the Government of Turkmenistan (GOT) took over the operational and maintenance responsibilities of the plant. The plant has a potential output of 750-1000 cubic meters per day and is to serve as the primary source of drinking water for 100,000 residents of Turkmenbashi Etrap. The drinking water is delivered to surrounding communities by truck. At present the plant is the direct responsibility both in terms of management and financing of the Geological Expedition, a subdivision of the Ministry of Geology. Beginning in January of 1998, the Ministry of Economy will assume financial responsibility for operations and maintenance (O&M) while the management will remain under the Expedition.

Turkmenbashi Etrap is one of eight etrap in Dashouz Vilayet. The etrap center is the Turkmenbashi Collective Farm, a 1.5 hour drive from Dashouz City, the vilayet capital. The population is dispersed over a large area concentrated in 25 collective farms with numerous settlements ranging in size from twenty families to 15,000 residents. The primary economic activity is agriculture on collective farms. Cotton, rice and melons are the most important crops. Sources of water include canals (for irrigation and drainage), hand dug wells, drilled wells, piped water from reservoirs (only three settlements) and the RO plant (for drinking and cooking only.)

The idea for establishing water users' associations in the communities served by the RO plant arose from remarks by Patricia Buckles of USAID when she spoke at the opening ceremony of the plant in 1995. Later Buckles of USAID and the regional director of the Counterpart Consortium agreed that Counterpart Consortium could provide technical assistance to communities of Turkmenbashi etrap to establish water users' associations once Counterpart's country office opened in Ashgabad in mid 1997.

To this end in August 1997, the Academy of Educational Development (AED) identified two hydrology experts from Ashgabad and sent them on a three-week study tour of water users' associations in the US as part of a larger Central Asian NGO Leadership training conference sponsored by AED in Washington. The two hydrologists have since returned and played an integral part of the team planning and carrying out of the site visit to the plant.

Purpose of the Site Visit

The purpose of the site visit to the RO plant in Turkmenbashi Etrap was to assess the potential for establishing water users' associations in communities served by the plant in order to facilitate the delivery of drinking water to those communities. (See Annex A "Scope of Work.") The site visit was the next logical step in the process of determining Counterpart's long-term goals for activities in Turkmenbashi Etrap.

The site-visit took place over three days in Dashouz during late November 1997 and was split between Dashouz City (the vilayet capital) and Turkmenbashi Etrap where the plant is located. (See Annex B for the site visit itinerary.) Pre-departure preparation included meeting with Mr. Ezizlidhamed Abgolaev, the Minister of Geology, to acquire permission to visit the plant and region, with Mr. Aekadi Avanesov, the chief hydrologist of the Ministry of Geology whose sub-department was directly responsible for construction of the plant, and Janice Hubbard of Assistance to Turkmenistan Area (ATTA), an NGO with work experience in Dashouz in relation to the World Bank Water Supply and Sanitation Project.

Once in Dashouz Vilayet, we met with the following people and groups:

- Mr. Arnold Sadovsky, Director of the RO Plant;
- Ms. Kumish Bazarova, Deputy Hakhim and Director of Dashouz Women's Union, a local NGO working in Dashouz Vilayet;
- Mr. Hadiamçdov, Sanitation and Epidemiological Services Vilayet Director (SES) which had received equipment and staff training on health and hygiene issues in anticipation of the plant opening and water distribution to local communities;
- Andrei Zatoka and Farid Tukhbatullin, Co-chairs of the Dashouz Ecology Club, a local NGO;
- Members of four local communities including a "brigadier" and a former director of the local gas department; and
- Mr. Nazim Odaev, Director of the SES Station in Turkmenbashi Etrap.

More complete write-ups of the meetings as well as the purpose of each interview are found in Annex C.

The site visit team consisted of five members: Scott Yetter (Team Leader), expert in community development with experience working with local groups; Timur Berkeliev, expert in environment and hydrology; Nikita Barsuk, expert in hydrogeology; Gaip Hudaynazarov expert in desert ecology with extensive experience working in Turkmenbashi etrap; and Roselie Vasquez, Counterpart Country Director - Turkmenistan. Timur and Nikita are the two study-tour returnees who visited the States last August to learn about water users' associations there. More complete descriptions of the member's backgrounds are provided in Annex D.

Findings

There were two significant and even surprising findings of the three day site visit to the RO plant. First, the delivery system based on trucks carrying the water to local communities and distributing it to households is more or less functioning as designed. Second and even more important, there was an overall positive reception to the idea of involving the local communities in the form of water users' association in resolving issues of water delivery.

The present delivery system

The RO plant water is presently produced and delivered free of charge. The plant has a current output rate of 500 cubic meters per day or about 5 liters per capita for the area being served by the plant. This is half of the plant's real output capacity. A 400 m³ reservoir on site holds the water until distribution to trucks. Important to note is the fact that the daily output is restricted to 500 cubic meters per day not because of technological limitations of the plant but because of the lack of delivery capability, i.e. too few trucks and cisterns, and because of the lack on-site storage capacity.

Tank trucks ranging in size from 3 m³ to 5 m³ arrive early in the morning and are filled at the plant before embarking on their respective routes. On average, 30 trucks per day are operating with some trucks making more than one delivery per day. The plant management designed a delivery regiment for the number of times per week for delivery according to the size of a community and the distance from the plant. The greatest distance traveled round trip is 180 km.

The plant management distributed some 12,500 five-gallon water jugs (only half of the total stock) free of charge to individual households for safe storage of the water at home. Households of more than 10 people received two jugs. An attempt to regulate the jug distribution was made by registering recipient families who showed identification and verification of size of the family. The remaining water jugs are stored in a warehouse at the plant site.

In most communities, water is distributed at informally designated points along the streets. Individuals use either the water jugs provided by the plant or whatever containers they have available to carry the water back to their homes. There is no limit on the amount each individual may take at one time. In some communities, local government has provided large tanks or cisterns for holding the water discharged from the trucks until it is distributed to local residents. This frees up trucks more quickly allowing more routes to be covered. There is no system of water distribution to users at the community level except on a 'first come, first served' basis.

Formerly, the plant distributed water to anyone who came directly to the plant whether by foot, vehicle or donkey. Eventually, this practice was discontinued because of the

inundation of vehicle and foot traffic which ultimately interfered with the operation of the plant.

Although functioning at a respectable level considering staffing, financial and material limitations, the water distribution system contains some serious shortfalls. Based on consultation with the plant management and local communities, the primary weaknesses or shortfalls in the delivery system are: 1) erratic delivery and inadequate amount of the water reaching local communities; 2) slow distribution to users too slow which ties up trucks; 3) corruption of drivers who fill private cisterns or make special deliveries of water to those who bribe them; 4) where public cisterns or tanks do exist, inappropriate materials and design of the tanks causes contamination or loss of the water; 5) inadequate public knowledge on how to properly store the water to prevent contamination as well as on the general health benefits of clean drinking water; 6) lack of orderly and timely distribution on streets which creates tension between residents and general "chaos" at distribution points¹; and 7) lack of trucks, storage tanks and funding for operations and maintenance of the distribution system. This last point is described in more detail in Annex E and is part of larger material and financial deficiencies threatening the sustainability of the plant overall.

The greatest constraint to delivery is the lack of capacity for storing and hauling the water. The limited on site reservoir capacity means that the plant cannot build up a reserve to cover delivery needs or down-time when the plant is serviced. Likewise the inadequate number of trucks means that the hauling capacity cannot keep up with the potential output of the plant at full operation. Together these factors force the plant to cap production at only 500 m³ per day instead of over 750 m³ which is the installed capacity.

Positive reception to the idea of involving local communities in resolving water distribution problems

The second significant finding was the high level of support and even endorsement we received from government officials, plant management and local residents of the idea of involving local communities in resolving water distribution problems. The three local experts on the site visit team were surprised at the openness that the government exhibited towards our intention of working directly with local communities. In every meeting, government representatives expressed the need for changes in how local residents view their role in water resource management. All seemed to recognize that the plant is technologically sound and that part of the solution to the current delivery

¹ In one settlement of 200 families, the fighting and arguing between residents waiting to receive water became so bad that the driver refused to make deliveries there. The director of the local machinery station (who is also responsible for the settlement in general) had a cistern installed along the main street of the settlement. This solved the driver's dilemma by allowing him to unload the water more quickly. However, the arguing still continues between residents now waiting to take water from the cistern. Invariably there is never enough water for all residents and delivery is erratic. Also, even though the driver was freed up more quickly, the number of deliveries did not increase.

problems lies in working effectively with local communities. So positive was the reception that one of the team's local experts felt after the visit that a formal permission to allow Counterpart to initiate its water users' association activities is likely, if not outright, then at least strongly implied through general cooperation of the government and plant management.

An element common to almost every interview was the general awareness that the President of Turkmenistan had opened the plant. Several people maintained that the success of the plant overall is a direct result of the high priority the government has placed on it and the attention that the President has paid to the project.

The various perspectives that make up this general endorsement must first be broken down. The recognition of the need to involve local communities and change attitudes was common to all whom we met; the motivation for and approach to this end and the comprehension of the required steps, however, varied significantly.

Perspective of plant management

The plant management is motivated to work with local communities for two reasons. First, community involvement could help to relieve the burden of water delivery and distribution to residents. This would come in the form of better organization at distribution points, a greater amount of designated and appropriate trucks and cisterns for delivery and storage, and a reduction in the corruption of drivers.

Second, closer work with local communities would prepare the user population for the day when they will have to pay for water. Although water must be provided by the government free of charge until 2003, there is wide spread support within the government to reverse this policy (initiated by presidential decree in 1993.) The plant management believes that the reversal of this policy and the readiness of locals to pay for water must be synchronized and not one before the other. This concern is particularly pertinent considering some sale of the water already occurs informally through bribes. Furthermore, the plant management is very concerned about establishing systems of cost recovery for the plant as it is in dire need of income streams to cover salaries and O&M costs.

An issue at the heart of this shift from passive recipient to paying consumer is that people who pay for water can then make demands and have expectations, e.g. quality, reliable delivery, and fair pricing. The plant management pointed this out with both trepidation and optimism: trepidation because the plant faces serious problems in the areas of delivery and quality control; optimism because cost recovery systems would be in place to secure the sustainability of the plant.

Perspective of the government

The perspective of government officials was drawn from several sources. The Minister of Geology strongly encouraged us to work closely with local populations in order to incorporate lost or weakened traditional water resource management practices so that

local residents can gain access to better drinking water. He seemed sincere in his belief that the people of Dashouz would be better off through Counterpart's idea of initiating community-based water users' associations.

The Deputy Hakhim of Dashouz was also passionate about starting up water users' associations and working with local populations. According to her, the government has been trying to encourage people to take more control of their own lives and become active in society. The approach, however, that she began to advise Counterpart to take (and which she uses with her NGO, the Women's Union) was very top-down. It is based on using a corps of well-educated people to teach the peasants on how better to live. She also envisioned a water users' association as being a group of representatives from government agencies and business with an interest to resolve general water issues.

For the SES director in Dashouz representative the utility of initiating a water users' association would be to provide an avenue for consumers to communicate concerns to the plant management. He did not seem to see the utility of such groups for communicating with local government or at least with his agency because, according to him, the government already has its finger on the health pulse of local communities through its current staffing and structure.

There are two important caveats to this positive reception. First, we did not have an opportunity to meet with an *etrap*²-level *hakhim* or *kolkhos*-level *archin* (formerly called *bashlik*.) Those who sit in these positions within the governmental structure hold a lot of power and sway over the local context and need to be directly consulted before doing any sort of work within their respective jurisdictions. Counterpart has yet to *do* any actual work in Turkmenbashi *etrap* or with the plant management. So far, the idea of community-based water users' associations has only been discussed. Until there is an actual project and the local power holders' "territories" are actually impacted by Counterpart's activities, it is impossible to guarantee that this initial positive reception will be maintained throughout the course of a project.

The second caveat comes from the fact that the government is presently restructuring its water supply and sanitation sector. The impact of the end result of these drastic changes on the RO plant and the issue of cost-recovery, delivery and end user involvement is unclear. At present, there are nine ministries and government departments which are

² An *etrap* is an administrative unit within the government structure of Turkmenistan. The country is divided into five *vilayet*, each with a capital city, e.g. Dashouz Vilayet and Dashouz City. Each *vilayet* is divided into *etrap*, each with a "capital", e.g. Turkmenbashi Etrap and Turkmenbashi town. Dashouz Vilayet has eight *etraps*. Each *etrap* is divided into a mixture of *kolkhos* and *sofhos* which are essentially the same unit and are called collective farms in English. Within a *kolkhos* there is a primary settlement and any number of smaller villages where farm workers live. The head of the *vilayet* government is called a *hakhim* who answers to the president. Under a *vilayet* *hakhim* is the *etrap* *hakhim* followed by an *archin* (or *bashlik*) at the collective farm level. At the village level there is a *brigadier* who serves a local leader. The *etrap* level *hakhim*, *archin* and *brigadier* are very technical positions in charge of ensuring a good harvest from their respective fields and territories. All positions are appointed, not elected.

responsible for various activities within the sector. Some of the changes have already been made in upper levels but the complete implementation of the new institutional structure will take months to realize. According to a World Bank document, however, these institutional and cost-recovery changes are supposed to occur at a regional level and then be integrated at a national level depending on their success. If the government actually adheres to this decentralized approach to restructuring, a water users' association project could enjoy more support and at least latitude for truly impacting water issues in Turkmenbashi etrap and Dashouz vilayet.— —

These caveats do not invalidate the favorable impression that the site visit team got from those whom we did meet with. They only point to the need to meet more extensively with government officials and to collect more information in general before implementing a water users' association project in Turkmenbashi etrap

Perspective of local communities

Members of four local communities were open the prospect of involving them in finding ways to bring quality drinking water to their households on a more regular basis. We found that people in one of the poorer settlements had specific questions about the storing of the water and its delivery but did not have an effective avenue for voicing their concerns. This differed from the opinion of a resident of a better-off community and former government employee. He maintained that in his community there were no problems with delivery. If there were, they could tell the local archin and the archin would take the issue up with the plant management or appropriate government officials. The resident of another community just 5 km away said that individuals and small groups had decided to take action because of serious problems with distribution of the water. On several occasions they approached their local archin to ask him to address these problems with the plant management. This, however, yielded no results and the poor service continued.

In each of the interviews, it became apparent that local people want to solve the water delivery problems. They lack, however, an effective means to do so as a community. There is a strong tendency to rely on individual connection and influence instead of relying on a structure that addresses community problems effectively regardless of individuals' affiliation or status. Even the former government employee man who had been so defensive of the present system of raising issues to the local officials and had claimed that it is effective became interested in learning more about water users' association once he realized such a organization could be used to address the problem individuals paying drivers to fill their private cisterns instead of distributing the water to the public which had become a common practice in his neighborhood. His house did not have such a cistern.

The person or groups of people interviewed were very open to ideas or assistance including group action to ensure better delivery of the RO plant water to their communities. In fact, we were especially encouraged to learn that that local residents do talk about the water concerns and, in some cases, have considered ways of pooling their

resources to purchase a storage tank for public use to ensure a more stable supply. Everyone we talked to preferred the RO plant water to any other local source. The RO plant water is known throughout the whole vilayet. (Hospitals from Dashouz City send trucks to be filled.)

The concept of a water users' association at all levels still involves much clarification. Initial response was positive. This is prior to fully explaining the democratic processes involved, the responsibility for decision making that local residents must themselves assume, the latitude that local government must grant for an association to have real impact, the need to pool resources, efforts and focus, the need to build appropriate skill sets for implementing staff, and the material limitations of such an independent association. Despite the lack of clarity at this point, the site visit team believes that striking a balance between these perspectives is not only essential to developing a water users' association in Dashouz but that it is also possible.

Recommendations

Three primary recommendations to Counterpart resulted from the team's findings during the visit. The site visit team agrees that one critical component of any water users' association project in Turkmenbashi etrap is a community development approach and a strong commitment to village-level involvement. Accordingly, the team's recommendations are:

- 1) **Counterpart should move ahead with developing a water users' association project for the communities served by the Turkmenbashi RO plant.** To this end, Counterpart needs to decide on its overall approach to this sort of institution building and at what level it plans to work. Possible options are: 1) working directly with local communities which would require a strong community development capacity; 2) providing association training only to a local implementing partner; 3) providing association training to existing government agencies involved with water and community issues; or 4) in collaboration with other upper level stakeholders, forming an association of influential people to manage vilayet water issues as proposed by the Deputy Hakhim.

The first option requires Counterpart to seriously assess its own capacity to carry out village-level community development in which Counterpart staff are actively creating a community-based organization where one does not currently exist.

Options two and three require Counterpart to assess its own water users' association training materials and capacity and to decide if they are adequate for training a local partner or government employees. Also, it requires Counterpart to find a local implementing partner that has adequate community development capacity or at least the potential to successfully acquire and employ that capacity. Likewise working with government staff requires Counterpart to assess whether such staff could effectively work with local populations to develop a truly independent local institution with real decision making capacity based on democratic processes. It is not safe to assume that any local partner, local community, or government employee understands a community development approach and the necessary skills for achieving a truly community-based institution.

Option four is a more top-down approach and essentially removes a water users' association from the village level by several steps. It may, however, be useful to form such an association to handle larger vilayet water issues and to work in conjunction with community-based institutions without supplanting them.

In general, it is critical for Counterpart to decide what priority a community development approach has in a water users' association project and whom it can trust to implement such an approach in a context where similar local, community-based organizations are not known.

- 2) **Counterpart should put together a proposal development team of paid staff or consultants to develop a water users' association project proposal.**

Characteristics of team members should include: broadly based knowledge of Turkmenistan, familiarity with social and political structures and the local setting of Turkmenbashi etrap; experience, knowledge, intuitive sense for or openness to the ideas of community development; and the ability to work effectively with local government but not be subsumed by others' agendas. The project development team may require training in association building and community development methods while it is preparing the project proposal.

Related to this recommendation is the need for Counterpart to clarify the future roles of the members of the site visit team if a proposal development team is established. This is a critical issue for the site visit team members so they may make decisions regarding other employment opportunities. So far most work has been done on a voluntary or in-kind basis. All members of the team have expressed an interest in working on the project development team and each offers a unique set of appropriate skills, experience and knowledge. As the site visit team leader I recommend that while Counterpart should seriously consider using these individuals on the proposal team, it should also attempt to draw on competent individuals from the local context and/or with a less technical background. It is understandably very difficult to find such people from Ashgabad but over the course of developing the proposal and through subsequent site visits competent local individuals may also be identified.

Regarding the project proposal itself, it should include: a vision of a workable, flexible structure through which communities can resolve water delivery problems based on democratic processes; health and water handling educational component; clear and realistic determination of what resources a project staff can bring to the local communities so that local expectations can be kept in check; and a pilot project in a few villages in order to build the confidence of local authorities and demonstrate to local communities the benefits of working through an association of users before expanding to include the whole etrap.

The team would need approximately 3-4 months to develop a project proposal which would require identifying 4 or 5 communities for a pilot project, acquiring broad based support from communities, local government, and plant management, and to identify trainers, trainees and training needs and approach.

- 3) **Counterpart should determine the level of funding it can provide and what the potential exits for partnering with other organizations in developing and implementing a water users' association.** It is necessary to determine the extent of assistance participating communities and/or partner organizations can expect in terms of both material support (e.g. equipment, alternative appropriate technology, or communication support) and technical assistance (e.g. training and skill building.)

At the local level, possible partner NGOs include: ATTA which is actually a British-based organization that is registered locally and has worked with the World Bank project in Dashouz vilayet; the Dashouz Ecology Club, a group of environmentally concerned scientists which has a record of working with international NGOs and agencies but does not currently have experience or capacity to implement a community development approach; and the Dashouz Women's Union which is headed by the Deputy Hakhim and has a board of influential women from Dashouz vilayet. The staff of this last organization put on seminars in villages focused on health, life skills and women's rights. (See Annex F for further descriptions of local NGOs.) Selection of a local NGO for partnering or implementation is very limited both in terms of numbers and appropriate skill sets and experience. Should Counterpart decide to partner with any of these organizations, capacity building within the partner organization will need to occur simultaneously with building water users' associations in the respective communities.

At the international level, possibilities for partnering include establishing financial or technical assistance support from water users' groups in the US or from organizations such as RTI which has expertise in this area. In addition to financial support, critical to this potential project is that those involved have a shared knowledge of and approach to water users' associations. There is also potential for collaborating with the implementing contractor on the World Bank Water and Sanitation Project in Dashouz which has a large community education component. The primary difficulty with this possibility is that the Bank project was specifically designed to exclude Turkmenbashi etrap. Therefore, it will require considerable effort and careful negotiating to expand its activities to the communities served by the RO plant.

Annex A : Scope of Work of Team Leader

Counterpart Consortium - Almaty Office

Scope of Work for Short-Term Consultancy on Water Users' Association Project

Goal: Formulating a strategy for developing a project proposal for resolving the problem of delivering the drinking water produced at the Dashouz RO plant to the user community with particular focus on the potential of creating a water users' association for that purpose.

Duration: two week period in mid-November

Tasks:

1. Pre-site visit preparation
 - a. Review of all existing materials related to project (sources include USAID/CH2MHill documents, Counterpart materials);
 - b. Review of materials on related projects implemented by other donors in the region and consult local offices of other concerned international organizations (UNDP, World Bank, TACIS);
 - c. Make a preliminary assessment of the socio-cultural setting of the target community (World Bank household income survey, World Bank Social Assessment, consult local experts);
 - d. Make a preliminary assessment of existing formal and informal institutions involved in project (including Ministries of Water, Geology, Environment, etc., local authorities at Hakhim level and informal community/local institutions);
 - e. Through direct consultation with USAID personnel, determine USAID's present expectations for the project;
 - f. Develop an interview framework and brief other team members on interview methods; the framework should cover questions for: government officials, local user community, plant manager and staff ;
 - g. Determine site visit schedule/plan; and
 - h. Identify appropriate ministerial and local government contacts prior to departure.
2. Site Visit
 - a. Meet with local officials (including local water and sanitation authority), plant personnel, end-user community members, local NGO's, "Archin", Hakhim, and Deputy Hakhim;
 - b. Identify user communities;
 - c. Identify potential community leaders and local authorities to involve in a project;
 - d. Introduce on a preliminary basis the concept of a water users' association.

Deliverables:

Written Report which will include:

- a. Assessment of enabling environment for water user's association including local and national government's involvement;
- b. Analysis of user community's interest and willingness to participate in water user's association;
- c. Assessment of the potential to link the plant to the local community;
- d. Assessment of viable options for delivery of drinking water produced at the water plant to the user community;
- e. Recommendations to Counterpart Consortium on how to proceed with the concept of water users' associations in relation to the RO plant; and

- f. Development of realistic time frame for developing and implementing a water users' association should that option be the most optimal.

Annex B : Site visit itinerary

Site Visit Itinerary - November 27 - 29, 1997

	Thursday	Friday	Saturday
Morning	<p>6:20 am - Departure</p> <p>9:00 - 11:00 am - Meet Sadovsky at Airport; Go to his office for introductions and meeting</p> <p>11:30 - 12:30 - Meet with Deputy Hakhim, Kumish Barazova</p>	<p>9:00 am - Drive to plant with Sadovsky - discussions along the way</p> <p>11:00 am - Arrive at plant - have guided tour</p>	<p>8:30 Drive again to Turkmenbashi Etrap to conduct further interviews with local communities</p> <p>10:30 to 11:15 interview with collective farm Bridoje #1</p> <p>11:30 - 12:00 interview with guard at Sofhos Technicki Collective Farm.</p>
Noon	Lunch with Ecology Club Members at Zatoka's apartment	Lunch with plant personnel and Sadovsky	Lunch and interview with Gas Supply Engineer
Afternoon	<p>3:15 pm - 4:30 - Meet Hodjamedov, Director of SES in Dashouz vilayet</p> <p>5:00 pm - Check into Hotel</p> <p>7:00 -8:00 - Meet again with Deputy Hakhim</p>	<p>2:00 Leave for Dashouz City</p> <p>2:15 Stop along the way for impromptu interviews with members of small settlement served by the RO plant</p> <p>3:15 Car trouble</p> <p>5:15 Arrive in Dashouz City</p> <p>7:30 Drop off Questionnaire at Deputy Hakhim's office.</p>	<p>2:15 pm - Interview with SES station director</p> <p>3:15 pm - Leave for Dashouz City</p> <p>6:15 pm - Arrive Dashouz Airport</p>
Evening	Dinner and Debriefing	Dinner and Debriefing	9:30 Depart Dashouz

Annex C : Write-up of Site Visit Interviews

Mr. Arnold Sadovsky

Director of the South Aral Hydrogeological Expedition which is currently responsible for the operation and management of the Turkmenbashi RO plant. The South Aral Hydrogeological Expedition (or simply the Hydrogeological Trust as it is sometimes called in English) is an operational division of the Ministry of Geology and its main mission, experience and expertise lie in exploring, developing and managing underground water resources. Operating and managing an RO plant introduces new and unfamiliar responsibilities for Mr. Sadovsky and the Expedition. Thus far, however, the director and his agency have demonstrated strong local capability in the management of the RO plant.

The interview took place at the South Aral Hydrogeological Expedition offices in Dashouz on Thursday, November 27, 1997, 9:30 to 11:30 a.m. The discussions continued the following day during a site visit to the plant 1.5 hours outside of Dashouz City.

The most significant points raised by Mr. Sadovsky were:

- **Cost of Water:** According to calculations that Sadovsky has done as well as consultants hired by AID to look at pricing issues for the RO plant water, a liter of water costs 9 Manat (M). Rounding up to 10 M/liter at 2000 l/person/year, the cost per individual is 20,000 M. This amount equals what people are willing to pay to have water delivered just one time to their community or house to fill a cistern. (At least he was claiming the informal market that has developed around the delivery of this water reflects or is actually more than the calculated cost necessary to recover O&M costs.) There is a willingness to pay because people are now realizing that this water is a "product" like bread and requires payment in order to have it.
- **Payment means right to demand:** If people pay for the water, then they can make demands. It was not clear whether he thought this would be an asset to the plant operations or a burden. Along these lines, the issue of the timing of introducing a formal cost recovery pricing system is critical. He is concerned that once the momentum is moving in one community to actually formally pay for the water, this issue must be resolved higher up in the government.
- **Payment weak points:** He asserts that the establishment of a delivery and payment system have as its main weak point as the corruption of the drivers of the trucks. A coupon system just opens up the possibility for corruption even more.
- **Parallel local initiatives currently underway:** He has told some local bashlik that the plant needs their help because distribution is up against near impossible logistical obstacles. Since there are not enough tanks to go around, he has asked certain bashlik to install tanks in their settlements which may be filled more quickly thus freeing up the trucks for more delivery. Tanks have since been installed - some operating better than others.
- **O&M financial and material constraints:** See Annex E for a more complete description of O&M constraints facing the RO plant management.

New information or data presented during the interview were:

- **Distribution logistics:** According to their calculations, they need 63 5m³ capacity trucks with 50 of them operating all the time to meet the distribution demands. Currently they have 33 trucks - 30 Russian made trucks provided through World Bank money and 3 Fords provided by AID.
- **Storage logistics:** The local communities need some 150 5m³ tanks and 350 3m³ tanks for storing water locally to speed up distribution. So far 36 storage tanks have been provided by CH2MHill. These tanks seem to be state of the art and cost \$4000/tank (an amount unaffordable to most local communities.)
- **Household storage logistics:** CH2MHill purchased 25,000 water jugs, 50% of which have been distributed - 1 jug per family under nine members; 2 jugs per family with over 10 members. A representative from each household had to show their passport and verify the number of people in their family and sign receipt of the jug. This was handled by the plant drivers and additional local administrative staff.

General assessment of the interview and content:

Mr. Sadovsky is very sensitive about any outside party working on issues connected to the plant and seems to take great personal pride in the current level of operation of the plant despite many obstacles. Gradually he did open up to the purpose of our visit to the area and the plant. However, each hurdle of trust which we cleared was soon followed by another string of questions and suspicion about our intentions. With time and further interaction a meaningful rapport was established between Mr. Sadovsky and the members of the site visit team. He does seem to see the utility of our prospective work with communities served by the RO plant but made it clear that Counterpart should start very small, i.e. one pilot project in one community only and then very gradually expanding to other villages.

Ms. Kumish Bazarova

Deputy Hakhim and Director of the Women's Union, a local registered NGO working in Dashouz Vilayet. Ms. Bazarova holds both an important governmental position - the deputy governor - as well as serves as the director of one of the local NGOs - the Women's Union.

The most significant points mentioned by the Ms. Bazarova

- **Women's Union:** The Women's Union is a registered NGO headed by the Deputy Hakhim and has the mission of "doing something for women" in terms of health, legal rights, social needs, domestic problems, children's issues, hygiene, gynecology, and water. Presently, they are focusing on women's rights as guaranteed under the Constitution for which they received a grant from Eurasia to open the Dashouz Women's Center. The Center advises women on how to deal with the court system and provides assistance in writing court documents. The Center's staff also holds seminars in every village on legal and health issues as well as life skills training. The center has a staff of three and a board made up influential, well-educated women. The Deputy Hakhim sees her role in the center as both a leader and a provider. As a leader, she orders her staff to carry out her mission of teaching the people in all villages. As a provider, she refers women who visit her office with specific problems to other women in the community who are on the Board and work in that particular sector or she at times even hands out money, supplies or equipment to individuals.
- **Attitude towards local communities:** According to the Deputy Hakhim, there is no need to research the local context beyond the government and NGO sector because all villages, people and conditions are the same in Dashouz. The local population is not active. The state and other organizations must encourage people to take on more responsibility for their own lives such as to practice better hygiene as well as to become more involved in society. When people are not willing to do this, those with higher education need to write the rules for how to live. She said also that she believes that everyone wants to do something good for society. It was not clear though whether that meant only those with higher education or the general population.
- **Vision of a Water Users' Association:** The Deputy Hakhim envisions a water user's association as a group made up of representatives from various sectors and agencies that have an interest in water. This group would oversee all water issues from drinking water to irrigation. The members would be well-educated and influential people. This approach, however, is top-down and does not necessarily directly involve local communities.

General assessment of the interview and content:

There were some significant differences between our approaches to starting water users' association. From Ms. Bazarova's description of her NGO, the Women's Union, she seems to take a more authoritarian approach to working with local communities and with her staff. Her overbearing tone did soften during the second interview as it became more clear that the approach the site visit team was suggesting was more grassroots and consultative vis-à-vis local communities. Ms. Bazarova is generally regarded as progressive and very influential in Dashouz. Working with her or her NGO will be inevitable and perhaps even essential. The challenge for Counterpart, however, may be maintaining control over and the integrity of its goals and approach in implementing a water user's association project in Turkmenbashi etrap.

Mr. Hodjamedov

Dashouz Vilayet Director of Sanitation and Epidemiological Services (SES) of the Ministry of Health. The SES of Dashouz as well as the SES station in Turkmenbashi etrap had received training and equipment for health and hygiene education related to the RO plant water distribution to local populations. We visited the director as well as the etrap station director to see if the training had been carried out and if there would be possibility for future collaboration on community health education should that be a component within the water user's association project.

The interview took place on Thursday afternoon, November 27, 1997, at the offices of SES in Dashouz City.

The most significant points raised during the interview were:

- **Water distribution and storage:** According to Mr. Hodjamedov, the primary problems facing the water delivery system at the plant is not transportation but adequate user containers and storage of the water at the household level to keep it from becoming contaminated. Simple distribution is not the solution.
- **Reduction in some water related illnesses:** There have been some tendency towards decreasing the rate of some water related illnesses such as hepatitis A. The SES director stopped short of saying there was a direct link to RO distribution but the tendency seemed to be strong.
- **Utility of a water users' association:** In his view, the utility of a water users' association as he understood our explanation would be to provide a means for local communities to communicate their problems to the plant management. Communication between SES and local communities through an association would not be necessary because SES and government staff already fulfill that function.
- **Etrap laboratories for testing water:** The World Bank has started to implement a Water Supply and Sanitation Project in seven of the eight etrap in Dashouz. Turkmenbashi etrap is excepted because the RO plant funded by USAID already exists there. As part of that \$31 million project, complete small labs will be set up and equipped in seven etraps and will have the ability to analyze water quality. (Mr. Sadovsky would like to have such capabilities on site but perhaps if it could be negotiated to have the World Bank project cover all etraps in this regard then at least that capability would exist in Turkmenbashi etrap.)
- **Potential for future cooperation:** Mr. Hodjamedov extended an invitation to work together and offered any assistance including the use of the equipment provided by USAID should Counterpart decide to implement a water users' association in Turkmenbashi etrap.

General assessment of the interview and content:

The interview was congenial and useful for establishing a necessary contact should a project be implemented. The discussion highlighted the importance of an education campaign to inform people on how to store the water as well as the need to incorporate components into the project that stress the usefulness of such associations to governmental agencies for carrying out their work effectively.

Community interviews

Three elderly men from the community adjacent to the RO plant

Just after leaving the plant (November 28), we stopped along the road to speak to three elderly men who lived in the settlement adjacent to the plant. The very spontaneous interview was conducted primarily in Turkmen by Gaip and lasted only about 10 minutes but proved useful for gauging community knowledge of the plant and joint community work.

The most significant points raised were:

- **Past community efforts to solve water problems and potential for future group efforts:** In their community there has been a history of informal efforts to solve water problems through group efforts. The example they gave was of a community of several households that pooled resources to dig a well to provide water to that neighborhood. This took place some 15 years earlier however. Gaip pressed the issue further, though, by asking a series of 'What would you do if' questions to see how they would respond to a situation in which the RO plant water stopped being delivered to their community and the local authorities did not intervene to restore it, etc. Their answers usually began definitively with "We would...". But when Gaip eventually asked how they would accomplish that as a group, they were not sure and simply pondered that dilemma. To the team this indicated a real need for introducing technical assistance on how to take community action and organize to solve local problems.
- **Local users prefer RO plant water to other sources:** Now that they have tasted RO plant water they cannot drink water from other sources.

Residents of a settlement and Bayram Tagan (local brigadier)

Collective Farm *Bridoje #1* A small Kazakh settlement of the Odai tribe with 50 families located just inside of Turkmenbashi Etrap and roughly a 60 kilometer round trip from the RO plant. The group we spoke with first consisted of three men ranging from age 20 to 50 and one woman in her 50s who left once several more men began to gather around us. After a few minutes were joined by man in his 50s who then dominated the conversation for the next half hour. We learned in the course of the interview that he was the *brigadier*³ for that settlement. Only when the brigadier was not present did other men in the group offer their opinion. Also, worth noting is that the brigadier himself bribed the driver to fill a cistern on his property. This was not stated outright but was evident by his expression, answer and the group's reaction to our question whether they knew of anyone in the community who pays for the water.

Most significant points raised were:

- **Lack of adequate information about the plant and the delivery of the water:** The community receives water only 2 times per week and there is never enough to go around. They had heard of the plant but knew nothing of its purpose until a tank truck from the plant simply showed up to distribute water about 4 months ago.
- **Interested in learning more about how to store water properly:** A number of the members of the group were very interested in learning more about how to store the water properly to keep it from getting contaminated. If developing an 'association' or taking group action could provide them with such information, they were interested in learning more about a 'water users' group.'
- **History of community cooperation:** In the past the community did collectively raise money to have two wells dug. Later hand pumps were installed but it was not clear whether the community collectively bought the pumps or if they were provided by local authorities.
- **Collective action to buy a cistern:** They had heard that a neighboring community had installed cisterns along the street to store the RO plant water for distribution. They as a community were considering gathering money from residents and buying such as cistern. The brigadier estimated they could procure one for around 3 million manat (about \$560). They would need three total, one for each street in their community, and that would hold enough water for three days or until the truck would return.
- **Local residents with the means do "pay" for drinking water:** Several local residents do successfully bribe the driver of the water truck to fill their private cisterns. This fact must be frustrating to the other residents who must wait for the driver to return every three days to deliver water to the community while in the mean time private residents are getting deliveries.

General assessment of the interview and content:

The interview provided a view into the decision making and informal power structure at the community level. The brigadier, although only a minor 'official', he still is critical actor at the community level. It was also encouraging to see the community's interest in learning more about the plant and finding a way to the communicate to plant their need for more information.

³ A *brigadier* is an appointed leader of a community and answers to the *archin* which is the leader of a larger settlement or small collective farm. An *archin* (or *bashlik*) is more directly connected to the formal governmental structure and answers to the *hakhim* who serves as a "mayor" of an etrap. Although the positions of brigadier and archin are largely technical meaning they are responsible for ensuring a good harvest from the land that that community works, they both have considerable influence at the community and household level. This was very evident in the interview that we conducted by how quickly the brigadier showed up in the group and how the dynamic changed. While he was present few others gave any comments. Once he left, some of the younger men approached us to ask more questions and provided further clarification to the questions we had asked.

Guard

Solkhos Technichki Collective Farm which has the agricultural equipment station that supplies the entire etrap with machinery. The settlement consists some 200 families. There is piped water one three of its streets. The plant has been delivering water there for about one year. Four months ago two cisterns were installed by the director of the machinery station.

Most significant points raised in the interview were:

- **Lack of orderly dispensing of water at distribution points:** Arguing between residents over quantity of water and order of receiving water from the truck became so serious that the driver refused to delivery to the community. The director of the machinery station had two cisterns installed along two main streets. The delivery was resumed but the arguing continues between residents. The cisterns were "donated" by the station.
- **Inadequate delivery, supply and storage:** The water trucks only come every 3-4 days at irregular times and unannounced. There is never enough to last until the next delivery or to go around. There is no regulating the amount each resident can take. The man said that the water from the cistern tasted the same as directly from the truck. However the cistern we saw was badly rusted inside and had a non-locking latch cover with large gaps around the edges. The little water left in the bottom was frozen and rusty.
- **Lack of group action on water issues:** People talk about the water problems informally at family and community gatherings but never meet solely to discuss such issues. Some individual men and women have volunteered to go and talk to local authorities about the delivery and supply problems but no action has been taken by authorities to address those complaints. (Installation of the cisterns may be an exception.) No one in the community is responsible for maintaining the cistern or regulating the dispensing of the water. If the cistern needs cleaning or maintenance, it is the plant director who assigns someone to take care of it.

General assessment of the interview and content:

We spoke with only one member of this community. Yet from his description of the situation there, it became apparent that people want to solve the water delivery problems. They lack, however, an effective means to do so as a community. People do not have the time or desire to gather for the sake of gathering so any water users' association or group developed in these communities would have to have a very pragmatic approach with real results. Also, there is a strong tendency to rely on individual connection and influence instead of relying on a structure that addresses community problems effectively regardless of individuals' affiliation or status.

Gas Supply Engineer

Turkmenbashi Settlement, the capital of Turkmenbashi Etrap This settlement was established in 1980 and has a population of 15,000. The houses are new and quite large with walled yards and gardens. The community receives water every day, even though there is also adequate and clean piped water from a reservoir supplied by 10 wells. (One of three communities in the whole etrap which has piped water.) The settlement archin (Anageldi Anagldier) lives just down the street for this man's house.

Most significant points raised in the interview were:

- **Role of local archin:** According to the engineer, the archin in each village is responsible for helping local residents solve social problems. This position is appointed and salaried. Formerly archin were known as the chairmen of collective farms.
- **Archin and water delivery issues:** In the case of water delivery from the RO plant, the archin is responsible for dealing directly with the plant management if there are any problems. The archin also is involved in establishing the delivery schedule.
- **Adequate water delivery system in Turkmenbashi settlement:** The Turkmenbashi settlement receives water daily 7 days a week. There are no problems with the delivery. If there were, he and his neighbors could simply talk to the archin who would then raise the issue with the plant management or other government officials. That is how the system works and is presently available to resolve any problems according to the engineer.
- **Some residents pay for RO plant water:** There are now people who do pay albeit in the form of bribes for RO plant water to be put in their private cisterns.

General assessment of interview and its content:

For the first two thirds of the interview, the engineer was very guarded in his answers to our questions. This was despite the fact of being a friend of one of our team members. He gave only expected answers, that is, there are no problems with the delivery system, and if there were, the archin would effectively take care of them. It was not until we asked whether people were paying for the water or giving bribes to have their private cisterns filled, that he really become engaged and showed great interest in finding a way to either control that practice or at least get a cistern of his own.

This engineer represents a particular class of educated people who carry a lot of responsibility for the implementation and maintenance of local services but do not have any real decision-making power. They are usually very knowledgeable but often afraid to give their true opinion or to take initiative. Open criticism or independent action could cost them their position. They are expected only to carry out decisions from higher up. The local members of our team stressed the importance of getting such people on board for any sort of water users' association because they are knowledgeable and generally respected in their communities. The drawback however is that this class of people have limited power and are generally reluctant to draw attention to themselves or their families for fear of professional and/or political ramifications.

Nazim Odayev

Chief Director of the Sanitation and Epidemiological Services (SES) Station which had received equipment and training materials from USAID with regard to the RO plant opening. The director was expecting us as he had been contacted by Mr. Hodjamedov, the director of SES in Dashouz, whom we had met with earlier in the week.

Most significant points raised in the interview were:

- **Educational Campaign on water health issues and the RO plant:** Prior to the opening of the plant, the collective farm archin and their deputies as well as some local government staff and all school directors attended a three-day seminar on the health issues of surrounding water and the role of the RO plant in providing the etrap with clean water. USAID personnel participated in the seminar which took place in September of 1995.
- **RO plant water required in all schools:** All schools (over 100) and collective farms in the etrap receive water from the RO plant. Each school is strictly required by SES to have canisters for dispensing the water to students.
- **Educational campaign focused on educators and schools:** The SES station does not have enough staff to educate people at the settlement level regarding the benefits of clean water and the RO plant. Therefore, they have relied on schools and teachers to carry out the campaign in the classroom.
- **Testing water quality from plant trucks:** Presently, the plant trucks are required to come to the station for testing of their water every six months. At this station they are able only to test for bacterial content. More advanced analysis must be conducted in Dashouz City.
- **Local population values RO plant water:** People of the region are generally pleased with the RO plant water and there seems to be a decrease in the rate of hepatitis.

General assessment of the interview and its content:

The SES station director was very serious and knowledgeable about his work and the operations of the station. He offered his assistance in any sort of work that Counterpart may do in the future in Turkmenbashi etrap. The offer seemed genuine. The local members of our team found it heartening that a person of this caliber is working at such a remote SES station and taking his work so seriously and professionally.

Annex D : Brief CVs of site visit team members

Scott Yetter, Team Leader and Community Development Expert, holds a Master's Degree in International Development with a concentration in Development Management from The American University. During his studies he focused on refugee repatriation and community development. His professional experience consists of developing and implementing training modules for the staff of a local NGO in Cambodia, writing and researching on implementation problems for technical assistance to Russia, and researching controversial projects from an environmental perspective while working at the World Bank. Scott presently lives in Ashgabad and is working as a consultant and volunteer in the development community in Turkmenistan.

Gaip Hudainazar, Team Member and Local Expert, is a candidate of the Academy of Sciences in Geological Mineral Sciences. He has 20 years experience in the "Gazprom" system working at various drilling and research sites in Dashouz, Chardzho and Mary. Since 1988, he has focused his research on the problems of the Aral Sea Basin and water resource management in Dashouz. He has published over 50 academic works. He was born and raised in the Dashouz region. Gaip is fluent in Russian and Turkmen and provides a critical cross-cultural link to local, rural communities.

Timur Berkilev, Team Member and Local Expert, holds a Ph.D. in Hydro-geology with a focus on problems of salinization of potable water and radiation contamination issues. He attended a one-month, AED funded NGO Leadership training course in the USA in August of 1997 during which he also studied and visited various water users' associations in several mid-west and western states in order to see if such organizational technology could be applicable to Turkmenistan. He is also one of the co-chairpersons of the Ashgabad Ecology Club, "Catena", which works on environmental issues including lobbying local environmental government agencies to fulfill their obligations and raising citizen awareness of environmental issues and involvement in environmental decision making.

Nikita Barsuk, Team Member and Local Expert, holds a Ph.D. in Geology with his most recent work focusing on the engineering of potable water drainage systems. He also has professional experience working as a local expert in oil and gas for TACIS, in geology for the Malaysian State Oil Company and as the Chief Hydrogeologist for the Southern Karakum Hydrogeology Expedition. He is a member of the non-profit organization "Social Laboratory of Modeling of Geo-ecological Process" whose 10 active members conduct primarily environmental impact assessments. Nikita also attended the NGO Leadership training course with Timur as well as studied Water Users' Associations in the USA at the same time.

Roselie Vasquez, Counterpart Country Director, holds a Masters' Degree in International Communication with a concentration in International Development. Roselie is presently starting up the Counterpart Consortium office in Turkmenistan.

Annex E : Financial and Material Issues Facing the Plant Management

Although the purpose of the site visit was to focus on the delivery of the RO plant water to end user communities, it was impossible to avoid talking about the financial and material issues that are looming on the near horizon for the RO plant. Mr. Arnold Sadovsky, the Director of the South Aral Hydrogeological Expedition which manages the plant, identified the following critical issues:

- 1) **Chemical Stocks:** At present the plant has only a four month supply of chloride remaining from the original stock provided in the construction and initial operation of the plant. This imported chemical is essential to the operation of the plant. The plant operators are facing similar dilemmas with other chemicals and parts.
- 2) **Delivery Capacity:** By the plant operators' calculations, they need to have a total of 63 trucks with at least 50 delivering water 7 days a week to keep up with the plants installed output capacity and to meet the local population's water needs. At present, there are only 33 trucks working at the plant. In addition, they estimate that either 150 5m³ or 350 3m³ tanks or cisterns are needed to accommodate delivery and storage in the surrounding communities. At present, CH2MHill has provided 36 imported tanks at a cost of \$4000.00 per tank. These tanks recently arrived in Dashouz City and have not been installed. (Such a cost would make them prohibitive for purchase by local communities. Appropriate local substitutes that can store the water free of contamination need to been sought out. An example of a local cistern installed by the authorities of one settlement of 200 families that we encountered had been made from a 3 meter piece of 1.2 meter diameter gas pipe sealed with plate steel at both ends and with an opening cut in the top with a loose fitting cover. The inside of the tank was completely rusted and gaps around the cover did not adequately protect the water from contamination. The water was also frozen in the bottom when we made our site visit in late November.)
- 3) **Low Salaries for Plant Employees:** The staff at the plant earn on average \$15-20 per month. Such low salaries have caused many of the original staff who went through the proper training on how to operated the plant to leave. The present staff is stretched very thinly to cover the 24 hour a day 7 days a week operating schedule. The plant management maintained that with such low wages it is very difficult to control theft by plant staff.
- 4) **Laboratory Facilities:** A major concern of the plant management is that lack of an adequate on-site lab to conduct routine testing of the output water for chlorine levels, mineral levels and turbidity. All testing must now be conducted in either Dashouz City or Ashgabad through SES and takes up to a week to get the results. This on-site capacity for quality control will be especially critical once people start paying for water and thus demand a particular standard.
- 5) **Living Quarters for Plant Staff:** According to the plant management, USAID had agreed to provide financing and materials for construction of living quarters to accommodate staff that work late or long shifts and live too far from the plant to return home everyday. The local public transportation system on which many staff must rely is very restricted. At present, the South Aral Hydrogeological Expedition under which the plant falls administratively has provided temporary housing facilities from converted shipping containers which can accommodate several staff.

Up until now the South Aral Hydrogeological Expedition has subsidized the operations and maintenance costs of the RO plant. Starting in the new year, however, the plant will come under jurisdiction of the Ministry of Economy. How this will facilitate resolving these financial and material problems is still unclear. Equally uncertain is the future of the water management for the whole vilayet which is undergoing restructuring to form a consolidated water authority for Dashouz Vilayet. This restructuring was proposed by the World Bank and has been agreed to in principle by the vilayet authorities.

Annex F : Summaries of Interviews with local NGO representatives

The number of local NGOs in Dashouz is limited to only three. A fourth group, Assistance to Turkmenistan Area, has done work in Dashouz but is located in Ashgabad. The following are summaries of interviews of representatives of three of these NGOs: Dashouz Ecology Club; Dashouz Women's Union; and Assistance to Turkmenistan Area (ATTA.)

Farid Tukhbotullin and Andrei Zatoka
Co-Chairpersons
Dashouz Ecology Club

The Dashouz Ecology Club has been very active in the ecology sector in Turkmenistan and Central Asia since 1993. The overall mission of the club is to encourage the well being of all animals and people through a healthy, safe and clean environment. The members view themselves thus very active in all social concerns because they are focused on such a fundamental element of life and society: the environment. The club consists of between 20 and 30 active members who are generally well-educated and come out of a science background. The Club also holds membership in three international groups: The Social Environmental Union; Biostan which focuses on biodiversity in Central Asia; and the Aral Sea Region NGO Union.

At first the Club appeared to be a quasi consulting group because they provide advise and local expertise to the government and international organizations on an ad hoc basis. However, I was assured that they were not and did not work on other organizations' projects but rather developed and carried out their own projects start to finish. At present, Andrei Zatoka is administering a NED-funded project for developing a library of alternative news sources for which he is paid as part of the project. Voluntary activities include running the Young Cheetahs Club which strives to involve school age children in ecology oriented activities and the Young Journalists Club which tries to foster interest in journalism among students.

The group generally tries to involve any active people from the community and focuses especially on children instead of adults because children are less set in their ways. The Ecology club has no experience in community development or in village-level work that an NGO with a more conventional social mission may perform.

Ms. Kumish Bazarova
Chairperson
Dashouz Women's Union

(See interview with Ms. Bazarova under Annex C who is also the Deputy Hakhim of Dashouz Vilayet.)

Janice Hubbard
Community Health Worker
Assistance To Turkmenistan Area (ATTA)

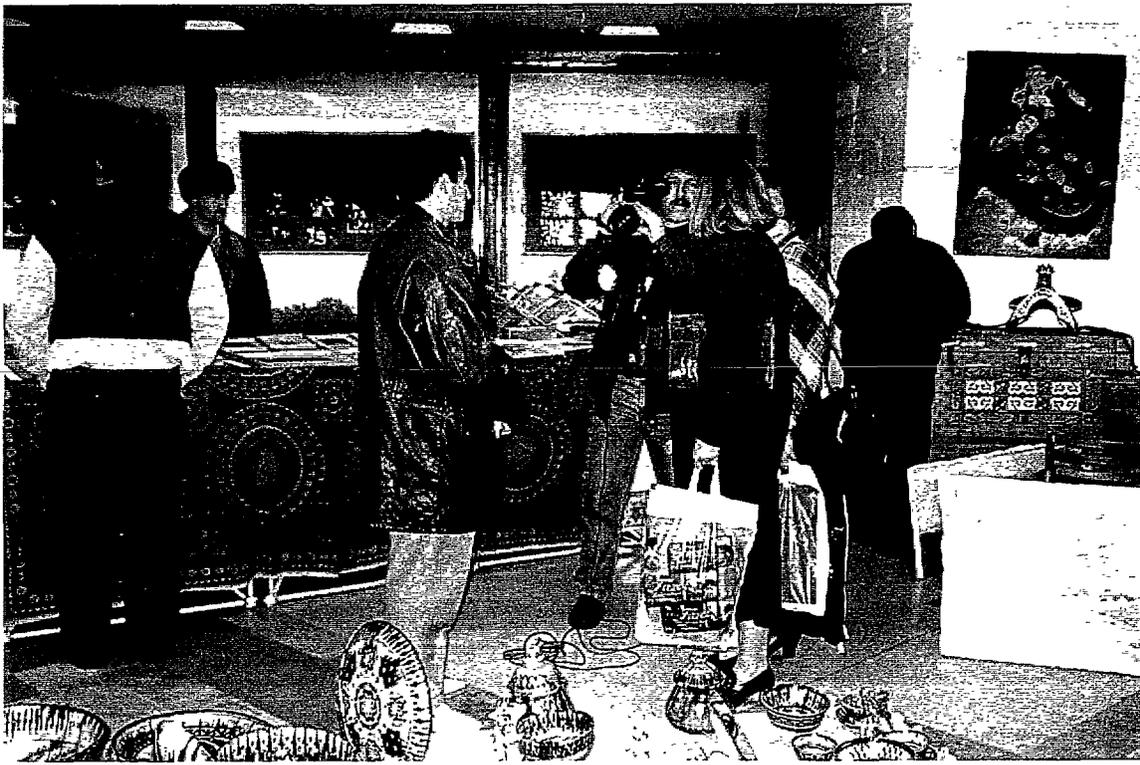
ATTA is a locally registered NGO with a small local and international staff. It is a faith-based volunteer group working primarily in the health sector by developing and distributing health related materials to schools and clinics in both Turkmen and Russian. Because of its volunteer nature and limited financial resources, the group emphasizes working along side local individuals and groups that are striving to make a change in their community.

Although based in Ashgabad, ATTA became involved in two projects in Dashouz. The projects were part of the preparation work for the World Bank funded Water Supply and Sanitation Project, a \$31 million project to begin soon in Dashouz Vilayet (except in Turkmenbashi etrap.) The Bank approached ATTA to assist its staff in implementing the small, two month demonstration projects. One project focused on school sanitation for which ATTA trained teachers in how to teach good health practices to their students.

ATTA staff also conducted the follow-up survey to assess the impact of the educational campaign. The other project focused on community water supply for which stand pipes were installed in a neighborhood. The new pipes were to conserve water and provide local residents with a 24-hour access water supply. ATTA carried out the follow-up surveys to assess the impact of the new pipes on residents' lives. Surveying consisted of qualitative data.



During her November trip to Uzbekistan, First Lady Hillary Rodham Clinton accepts a plate inscribed with her name from Ghijduvan potter and ATA trainee Mr. Abdulla Narzullaev. When at the last minute officials moved the location where the artisans were permitted to display their work for Mrs. Clinton's visit, the artisans quickly spread the news through their growing network and were able to effectively re-organize.

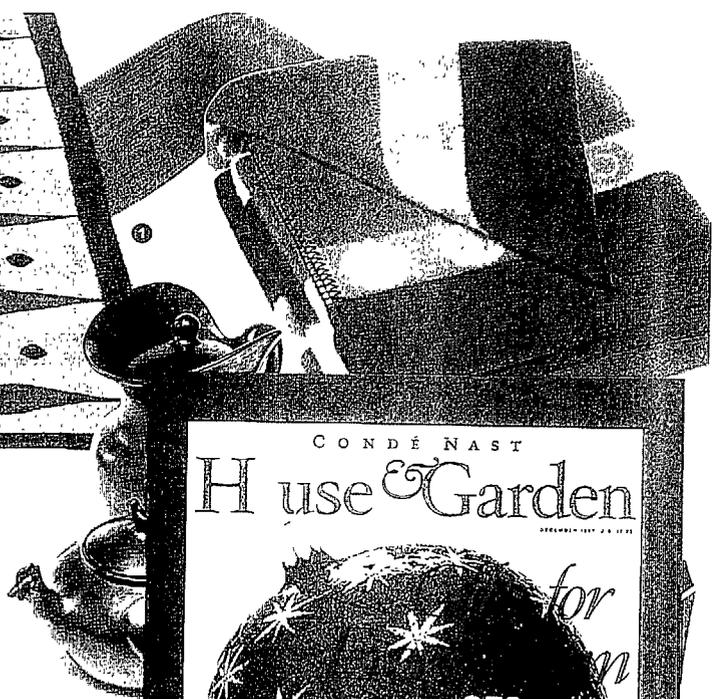
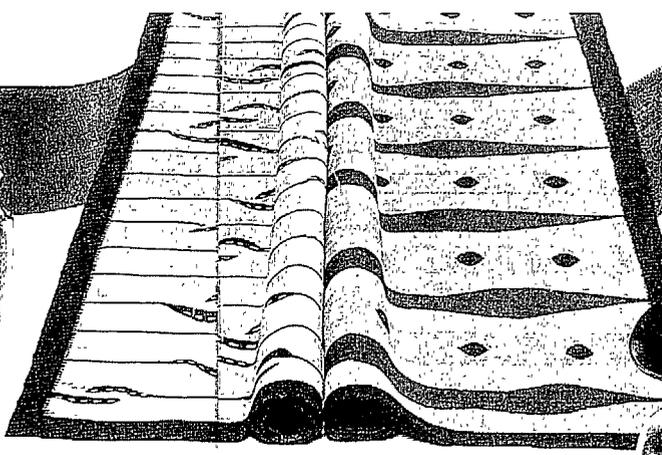
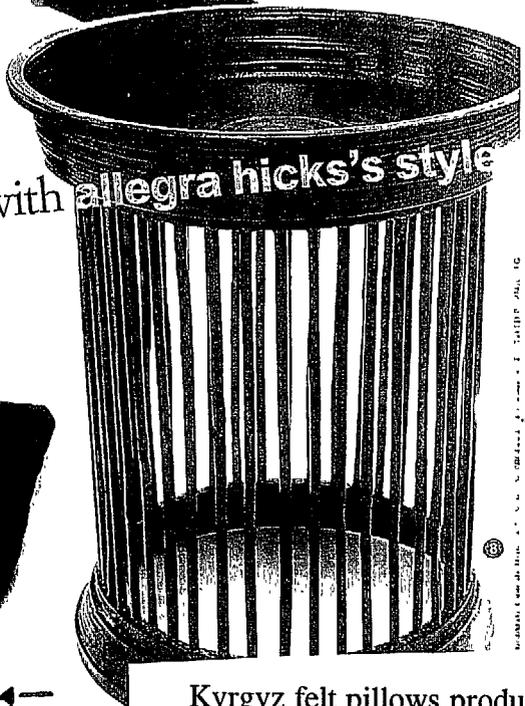
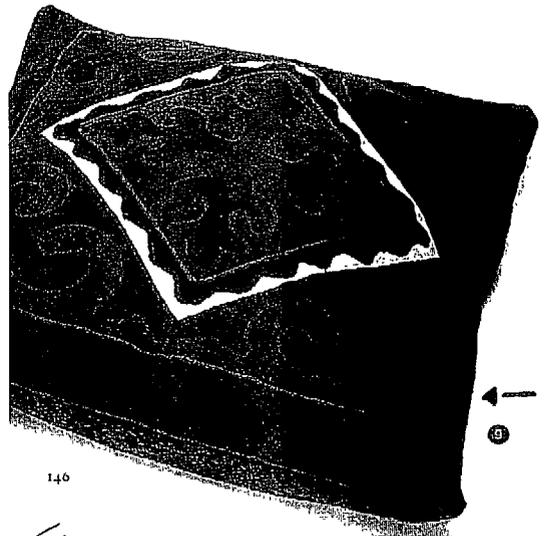
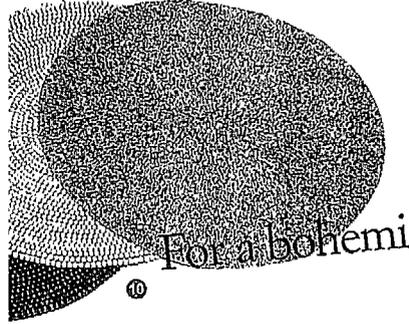
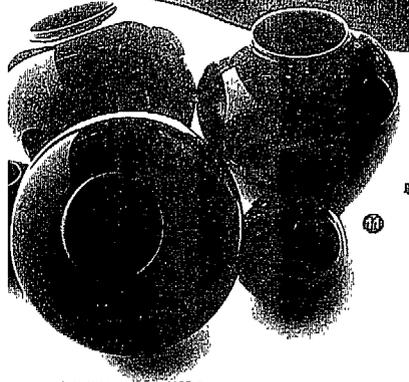


Local media cover the November 1997 Almaty holiday craft fair which was organized by Kazak NGOs as a service to their members.



Artisans gather at the November 1997 Tashkent holiday craft fair organized by Uzbek NGOs. NGOs at both fairs collected booth fees to help cover their costs and make the fairs self-financing.

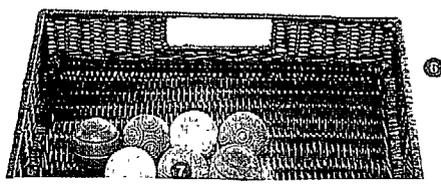
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1. COTTON RUGS Designed by Allegra Hicks and handmade in Turkey, \$3,600, left, and \$5,000, right. From John Rosselli & Associates, to the trade only.
2. CIRCLE LINE BLANKET \$185 to \$195, Simplii Skandii. 800-929-7226.
3. PITCHER AND POT Columbian blackware pitcher, \$144, and pot, \$60. From Earth Song, www.Earthcraft.com.
4. OCTAGONAL TUMBLERS By William Gudenrath, \$45 each. Bergdorf Goodman. 800-218-4918.

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5. SUPER PLATE \$185, from Gump's. 800-766-7628.
6. WICKER BUTLER'S TRAY By Slamant, \$450 with stand, Bergdorf Goodman.
7. CURTAIN-ROD FINIALS In rubber, \$2.95 a pair. From IKEA: East Coast, 410-931-8940; West Coast, 818-912-1119.
8. SIDE TABLE Laquered spun bamboo, \$475, from Thailand, available at Coconut Company, NYC. 212-539-1940.
9. FELT CUSHION \$139, From The Mountain, Chapel Hill, NC. 919-967-1762.
10. BEADED PLA \$42 to \$48. Available in Dallas, 214-871-3659; and Henri B...
11. JAPANESE VA... Dandelion, San F...
12. EMBROIDERED Smithsonian Inst... catalogue. 800-3...
13. RUSSIAN VAS... \$1,400, Country T... Connections. 800...



Kyrgyz felt pillows produced by Golden Thimble, a member of ATA's partner NGO Talent Support Fund (TSF), were featured on the style page of the December 1997 issue of Conde Nast's upscale *House & Garden* magazine. ATA has worked with TSF to find new markets for the its members' products.

\$3.00

Uzbek stockings developed in Shakrisabz with ATA assistance appeared in the fall 1997 issue of *Lark Books*, a catalog specializing in craft kits and books.

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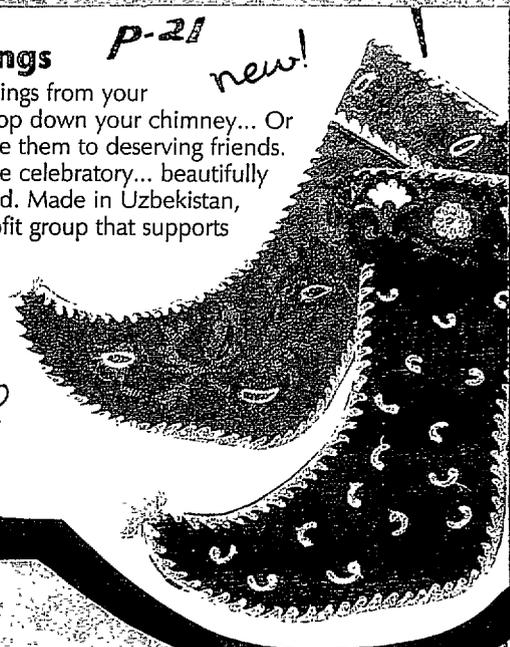
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