



Issue # 2, April 2014

The USAID Collaborative Governance Program (CGP) is pleased to present its 2nd quarterly newsletter highlighting its main activities that were implemented between January - March 2014. CGP promotes effective collaboration between civil society and the Government of the Kyrgyz Republic and works in three interconnected areas to promote government support for social procurement; to build the capacity of civil society through nonprofit management education and targeted technical assistance to strengthen CSOs; and to enhance the work of CSO coalitions working on citizen engagement, public policy analysis, greater government transparency, and outreach and services to citizens through competitive grants.

#### ANNOUNCEMENTS

**Nonprofit Management (NPM)  
Fellowship Program at Johns  
Hopkins University**

March 28-May 12, 2014

**First Annual NPM Conference in  
Bishkek**

June 4, 2014

**Third NPM Workshop in Bishkek**

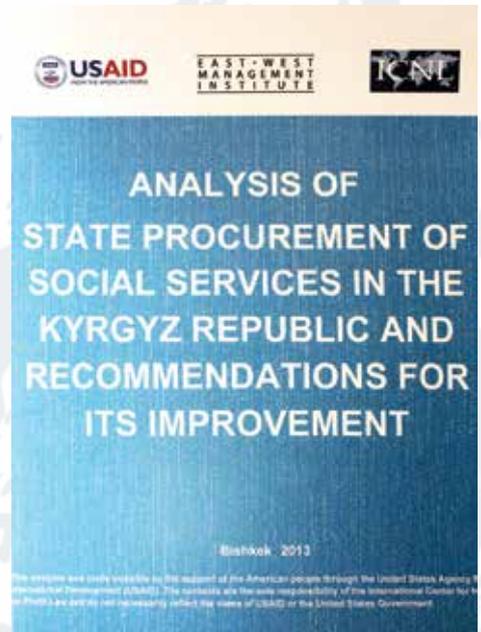
June 5-6, 2014

## Social Procurement: Where We Are with Its Improvement

**«Analysis of State Procurement of Social Services in the Kyrgyz Republic and Recommendations for Its Improvement» is available for stakeholders and public**

As part of USAID's Collaborative Governance Program (CGP) implemented by East-West Management Institute (EWMI), the International Center for Not-for-Profit Law (ICNL) prepared a substantive analysis of the legislation and practice of social procurement titled "Analysis of State Procurement of Social Services in the Kyrgyz Republic and Recommendations for its Improvement" (Analysis) aimed to improve the state social procurement system in the Kyrgyz Republic. The Analysis identifies the strengths and weaknesses in the legislative framework for a social procurement mechanism for potential use by all relevant Ministries, throughout the country. The results of the analysis are being used to develop a new draft Law on State Procurement of Social Services to address gaps and deficiencies, as well as to develop the draft bylaws to finalize the legislative framework necessary to advance the social procurement system.

The existing Law on State Procurement of Social Services (Law on SP) was adopted in 2008 and created a legal basis for the government to contract with nonprofit organizations to provide social services to citizens through grants allocated from public funds, yet this mechanism was used only by the Ministry of Social Development (MoSD).



*The Analysis of SP in KR and Recommendations for Its Improvement is available in English at:  
<http://www.donors.kg/en/events>*

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## Social Procurement: Where We Are with Its Improvement

In the five years since the Law on SP was enacted, a number of visible deficiencies in the social procurement (SP) system arose which hampered implementation. More than 20 deficiencies were identified in the Analysis, including: ineffective mechanisms to identify the need for particular social services which may result in funding social services that are not vital; poor procedures for informing the public and announcing tenders for social services; providing the selection criteria and results of the tenders; the overall complexity of the process for submitting documents for tenders; questionable selection procedures for members of the Competition Commission; and more.

The Analysis informs stakeholders – government bodies, civil society, other donors, and private sector -- about SP in the Kyrgyz Republic and promotes wider involvement in the process of reforming the current system. The conclusions and recommendations stated within the Analysis will further improve the legislation and practices within SP in the Kyrgyz Republic.

In January-April 2014, the Analysis formed the basis of a new draft Law on SP (with associated drafts for bylaws) by a Working Group established by MoSD in December 2013 and comprised of 11 representatives drawn from the MoSD and civil society organizations such as ICNL and the Development Policy Institute (DPI).

### Working Group Presented a New Draft Law on State Procurement of Social Services to the Ministry of Social Development

On March 11, 2014, an ICNL Working Group presented the new draft Law on State Procurement of Social Services (draft Law on SP) to the MoSD. The draft Law on SP corrects 24 deficiencies that existed in the Law on Social Procurement of 2008 and will considerably improve the legislative framework for advancing the procurement of social services in the Kyrgyz Republic. In the near future the draft Law on SP will be presented to other Ministries and shared with public. National and regional public hearings will be organized as well.



ICNL Consultant and member of the Working Group Irina Lukashova, Chief Specialist of MOSD Saida Asanbaeva and Head of HR Sector of MOSD Vanira Argynbaeva at presentation of the Draft Law on SPSS

## Strengthening CSOs to Be Value-Added Partners to Government

Since 2013, USAID Collaborative Governance Program (CGP), in partnership with the Association of Civil Society Support Centers (ACSSC), has worked to develop, strengthen, and advance the civil society sector, improving its well-being, professionalism, and sustainability.

To determine priorities, CGP undertook an Organizational and Advocacy Assessment (OACA) of 60 diverse CSOs throughout Kyrgyzstan – small and large, new and mature, each with the common thread of active engagement in advocacy. CGP uses OACA findings in determining CSO needs for technical assistance and introducing new learning approaches that stimulate critical thinking and offer experience exchange and peer learning. The OACA report is available in Russian and English for CSOs and other stakeholders to see the strengths and weaknesses of CSOs that have been assessed.

CGP works to strengthen civil society's ability to shape public policy, monitor government activities, increase transparency and outreach to citizens, and more actively engage citizens in advocacy through its targeted assistance in three interconnected areas including government support for social procurement; nonprofit management education, and competitive grants.

CGP's tailored training component includes training on strategic planning and monitoring and evaluation of advocacy activities and results; introducing peer-to-peer opportunities such as Learning Circles, which stimulate critical thinking and through the exchange of diverse, practical experiences.



CGP, through ACSSC in Naryn, conducting Capacity Building Training on Advocacy for 20 CSOs from Naryn Oblast

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# Strengthening CSOs to Be Value-Added Partners to Government

Other CGP opportunities include mentorship programs that pair targeted technical assistance with an in-need organization for onsite and remote training, tailored to the specific needs of each CSO.

## Trainings on Citizen Participation in Decision-Making



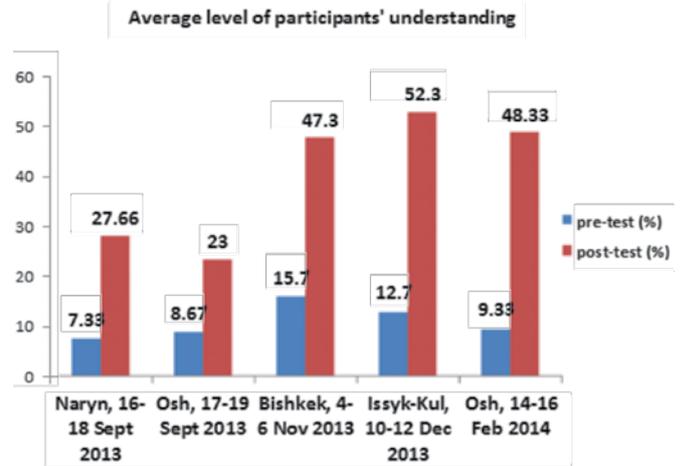
*Peer learning is an effective and favored tool for capacity development*

From September 2013 to February 2014, CGP, through its partner the Association of Civil Society Support Centers (ACSSC), conducted five basic trainings on advocacy for 100 representatives of 69 CSOs. During these trainings, the participants received basic knowledge and skills on outreach of citizens and more active engagement of citizens in decision making processes, understanding of advocacy, stages and advocacy strategy, politics and power, civil society and advocacy.

Analysis of the training results showed the increase of participants' satisfaction with the content of the training materials (average score on importance of training topic is 4.85 and score on expectations met after the training is 4.79 based on a 5.0 scale). The trainees noted that the most interesting and useful training aspects included use of the "Advocacy Triangle" analytical method for defining problems and planning advocacy initiatives, defining issues, and formulating advocacy goals and strategy. The most difficult for comprehension were topics on analysis of advocacy problems and defining advocacy goals in accordance with selected strategies. The participants also noted the usefulness of combining theory and practical work in the teaching methodology.

Table 1 shows scores from pre-testing and post-testing that demonstrate the increase of knowledge received as the result of training. The average entry-level knowledge of the participants on the topic of advocacy prior to the training on advocacy was 10.74%, whereas, the average level of knowledge of the participants after the training reached 39.71%.

**Table 1**



## Sharing International and Local Experience: Training of Trainers on Civic Advocacy

On January 22-24, 2014, twenty CSO leaders from different regions of the Kyrgyz Republic improved their knowledge and practical skills on advanced advocacy practices of CSOs. During the training the participants were exposed to advanced methods and new technology (to include the use of social media) in promoting the interests of their targeted audience. The participants learned how to apply these new skills within their own organization and were encouraged to share their newly acquired knowledge and skills with other CSOs in their regions.



*Dusan Ondrusek's training motivated CSO leaders to share their new knowledge and skills with peers.*

Trainers from the Association of Civil Society Support Centers (ACSSC) together with Dusan Ondrusek, Executive Director of Slovakian CSO "Partnership for Democratic Change" and a highly respected civic education and non-profit organization specialist, conducted a training in Bishkek that spurred ACSSC to develop a new module on Advanced Advocacy Training. This included content enriched with situational tasks, role plays, and discussions aimed at practicing advocacy skills, developing of coalitions and networks, and organizing community-level public discussions. It is expected that 20 trained trainers from Bishkek and different regions of the country will use and share the knowledge and skills as well as training materials they received in their further training activities.

# Building the Next Generation of Professional Civil Society Leaders

## Nonprofit Leaders: the Reluctant Managers

By Joe McNeely, Johns Hopkins University

Having supported thousands of nonprofit organizations over four decades, I never met anyone who founded a nonprofit organization because he wanted to be a manager. They started because they had a vision of how to change society for the better and passion for a particular issue, an overlooked group, or a special way of solving society's problems. Those who join an existing CSO come for the same reason: the vision espoused by the organization and passion for its values. They want to be creative, innovative, and unconventional.

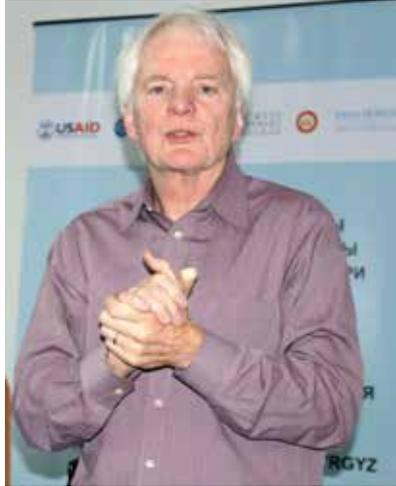
At the same time, observers of the nonprofit sector across the world are unanimous in one finding: very few nonprofits fail because the vision or passion of the staff or the need for the change to which they were committed. More often than not, they fail because the finances and accounting were a mess; inconsistent personnel administration resulted in upheaval; and/or growth was not controlled. Studies of the best performing CSOs show that their leaders, like entrepreneurs in small businesses, learned to manage and hire professionally trained managers. Passionate, mission-driven managers but still managers, reluctant managers.

If people are joining the nonprofit society to be innovators, missionaries, why are universities offering courses in nonprofit management and why are young people all over the world taking them? First, many young people are attracted to CSO's vision, passion for values they personally share and spirit. They may have personal experience with the CSO issue or service. Secondly, they recognize the fields in which CSO's work are too diverse to mount a university program about them, but management is a capability that the cuts across all fields. Finally, young people are attracted by the unique management opportunities offered in the nonprofit sector. New staff typically is given authority more quickly in the nonprofit sector than in large public or private institutions. CSO challenges present a range of problem-solving opportunities that few in large bureaucracies face.

Many young people have the imagination and zest for problem-solving that is a unique fit with nonprofit opportunities.

Young people are flocking to nonprofit management courses because they want to be innovators, leaders in social change. They and their university departments realize the best preparation is an amalgam of management technique and civil society leadership.

Many young people will start their own organizations while others will join a small but growing sector of existing CSO's



Joe McNeely during the lecture at Bishkek Humanities University

in Kyrgyzstan. All will come better prepared than their predecessors to be successful organization managers but they too will be driven, like their predecessors, by values and caring that are deep in the human spirit.

## Johns Hopkins University Jointly with Kyrgyzstani Universities Developing a Syllabus on NPM

On March 13-18, 2014, Lester Salamon and Nancy Hall, Professors on Non-profit Management at Johns Hopkins University conducted the second Professional Development Workshop (PDW) for 19 university professors from 8 local universities representing Issyk-Kul, Naryn, Batken, Osh, Jalalabad, and Bishkek.

During the PDW, the participants identified progress made towards developing a common syllabus for an initial "Introduction to the Nonprofit Sector and Nonprofit Management" course, and developed a work plan for completing the task by June 2014. The participants also identified the second syllabus "Nonprofits in the Contemporary World" to be developed jointly after the 1st course is completed. During this visit, Professor Lester Salamon also provided a lecture for over 40 students and CSOs representatives on "What is the Nonprofit Sector and Why Do We Have It?" The lecture provided an overview of the roles of the nonprofit sector including the internal



Professors and lecturers from KNU, Batken, Osh and Jalalabad State Universities working together on the syllabus

workings of nonprofit organizations. There was a great deal of student interaction and after the lecture it took a long time for the room to clear. Nancy Hall noted: "As a long-time teacher, I know that when this happens, it means that the lecture was a success." Additionally, JHU Consultant Nancy Hall conducted a roundtable discussion and training on the theme "Strategic Thinking" for over 20 CSOs representatives at the American Corner located in Karakol. The training encouraged participation and attendees had a range of questions, including questions about how to plan during periods of uncertainty, financial information, and how to generate new sources of revenue. Since her return to the US, Professor Hall has received emails from participants asking for additional information.