

# Foundation for Tolerance International

## ANNUAL REPORT

### JANUARY – DECEMBER 2004

#### Introduction

The present annual report of the Foundation for Tolerance International (FTI) reflects **achievements and development of the organization in 2004** in the context of external socioeconomic and political factors and internal organizational and institutional development. **The report consists of 6 chapters.** Chapter 1 “Program Description” contains a brief description of the organization’s history and program within which its current projects are being implemented.

**Chapter 2 “Context Analysis”** contains a brief review of factors assisting or preventing FTI from implementing its activities aimed at prevention and nonviolent resolution of conflicts in Central Asia. The main favorable factor is the environment that overall facilitates development of the civic society and non-governmental organizations. FTI expanded a constructive dialog with state structures in Kyrgyzstan at the same time actively developing and implementing new formats of cooperation between the state bodies and the civic society. FTI activities are also supported by international organizations and there is plenty of room for further expansion thereof. 2004 was marked by imposition of certain strictness on the policies of the state regarding the entire NGO sector in Kyrgyzstan stemming from Parliamentary Election and the upcoming Presidential Election in the country. It is still difficult to establish contacts and maintain joint activities with Uzbek partners.

**Chapter 3** describes FTI’s achievements in prevention and peaceful resolution of interethnic conflicts in the Ferghana Valley. Four projects are currently working in this area thanks to funding by SDC, HIVOS, USAID and The Soros Foundation in Kyrgyzstan. Project activities are directed at strengthening of the communities’ opportunities of resolving local conflicts by peaceful and reliable means on the local and international level; improving positive and sustainable contact among the communities; increasing the efficiency of use of resources in and among the communities including efficient management of resources; reducing the prospects of potential conflicts triggered by dearth of natural resources. At the same time more and more attention is devoted to sustainability of local institutions as represented by mediators, water committees, initiative groups, women unions that should in future independently work on establishing and improving the dialog both within the communities and among them.

**Chapter 4** describes FTI activities as implemented within the program on expansion of room for dialog and promotion of culture of nonviolence among the civic society and the state bodies of the Kyrgyz Republic. This group’s projects are implemented thanks to funding by the USAID, Swiss Government, Danish Human Rights Institute, US Embassy Democracy Commission, Foundation Soros-Kyrgyzstan. The projects’ activities are aimed at promotion of the culture of dialog and setting of channels of effective cooperation between the civic society and state bodies especially in the crisis situations strengthening of accountability and transparency of actions of the state bodies and local self-governance bodies strengthening involvement of the local communities in the decision making that affects the socioeconomic and political situation. Projects of this direction of the FTI’s program have a strong advocacy and lobbying component.

**Chapter 5** contains description of the FTI activities aimed at strengthening and expansion of the regional network of the Ferghana Valley organizations in order to build local capacity and description of FTI work in a role of the Regional Initiator in the Global Network Initiative of “The Role of Civic Society in Prevention of Armed Conflicts” championed by the European Center for Conflict Prevention (ECCP).

**Chapter 6** contains a review of achievements and outstanding problems in the area of FTI’s institutional and organizational development. FTI pays a lot of attention to its sustainability and strives to combine various strategies in its efforts to achieve institutional sustainability. In 2004, FTI conducted an assessment of the program and organizational activities that became a foundation for the process of strategic planning for 2005-2007. The results of strategic planning included revision of values, vision, mission of the organization, development of the strategic goals and objectives for the upcoming 3 years. This process was performed with maximum involvement of all FTI officers.

## CHAPTER 1: Program Description

The Foundation for Tolerance International (FTI) was created as part of the UNHCR Conflict Transformation and Tolerance Education Project in March 1996 in accordance with the UNHCR strategy on violent conflict prevention. The mission of FTI officially registered in 1998 as a nongovernmental organization is to “promote the culture of nonviolence and tolerance and prevent and nonviolently resolve conflicts in Central Asia”.

Today FTI is one of the largest Ferghana Valley NGOs and actively implements the Program on “Central Asia as a Region of Peace, Development, and Cooperation”. This program is supported by a range of foreign donors including the Swiss Development and Cooperation Office, HIVOS (The Netherlands), USAID, Counterpart Consortium, The Soros Foundation in Kyrgyzstan, US Embassy Democracy Commission, Danish Refugee Council (DRC), Danish Human Rights Institute, etc.

### **FTI implements 9 projects in various areas and of various scope as part of its program:**

- Monitoring and analyzing the conflict potential in the Ferghana Valley.
- Creating opportunities for dialog for peaceful resolution of conflicts including development and strengthening of capacity of the civic society for dialog, problem solving, and implementation of constructive actions on the local, national and regional levels.
- Developing and strengthening of the room for dialog between the state bodies and civic society institutions to open channels of communication and constructive dialog for purposes of warning and prevention of violence and crisis situations.
- Developing the communities and involving the very communities in their development including activities in multi-ethnic communities aimed at prevention and transformation of conflicts by creating opportunities for their social, economic and political development.
- Increasing awareness and involvement of the society in problem resolution including a timely access to information, creation and strengthening of local mechanisms of effective participation of all stakeholders in the decision making process.
- Facilitating networking and cooperation aimed at development of long-term connections and ties with local, regional and international partners to strengthen and enhance local conflict prevention and transformation efforts.
- Building institutional capacity: we continue working on our organizational development and staff development. We strictly follow the principles of organizational transparency and accountability including involvement and participation in decision making.

### **The FTI projects are grouped into three major components of its program activities:**

1. Projects aimed at prevention and peaceful resolution of interethnic conflicts in the Ferghana Valley.
2. Projects aimed at expansion of room for dialog and promotion of the culture of nonviolence between the civic society and state bodies of the Kyrgyz Republic.
3. Global and regional network initiatives.

## CHAPTER 2: Context Analysis

### **Favorable factors in the country and region that facilitated FTI's successfully implementing its program and ensuing positive impact include the following:**

- FTI activities have been overall supported by the state bodies throughout the country on all levels which was a starting point for development of constructive cooperation with them.
- FTI regional offices have actively cooperated with the state bodies with the format of the cooperation being quite diverse. Thus, on the rayon (district) level in Batken, Leilek, and Kadamjai, FTI is a member of the **Development Advisory Committees** working on development of these districts, on the oblast (province) level FTI is a member of the **Donor Coordination Council** under the administration of Batken oblast where FTI is the only local organization that was invited to be a member of such a forum of international organizations. In Aksy and Ala-Buka rayons the format of FTI's cooperation with state structures was based on the Memoranda of Cooperation signed with the former and, thus, was rather

effective as well. Such cooperation gave FTI an opportunity to actively participate in identification and prioritization of issues on various levels, expand the circle of stakeholders and significantly influence the formulation of policies concerning issues that can affect the region.

- 2004 being declared the year of mobilization and good governance by the President of the Kyrgyz Republic became a stimulus for strengthening of cooperation and social partnership with state bodies. State structures **realized the importance and significance of social mobilization** in resolution of the society's problems and cooperated in implementation of the FTI projects aimed at wide involvement of the society and, thus, contributed to their successfulness.
- Improvement of relations on the governmental level between Kyrgyzstan and Tajikistan positively affected the dialog and cooperation between the two countries on the oblast and rayon levels which facilitated an increase in effective implementation of joint cross-border social and technical (engineering) projects of FTI.
- FTI strengthened its established connections with administrations of Sogdiy (**Tajikistan**) and Ferghana (**Uzbekistan**) oblasts which enabled it to successfully implement its projects in that area aimed at prevention and peaceful resolution of interethnic conflicts in the Ferghana Valley. The established positive relations with state bodies of the two countries' oblast authorities also enabled FTI to develop build dialog and cooperation among state bodies of various levels with their counterparts from the other Ferghana Valley states.

**Conditions in the country and the region that prevented FTI from successfully implementing certain aspects of its program and deliver a positive impact:**

- The terrorist acts that took place in the capital of Uzbekistan from March 28 through April 1, 2004 and the preventive measure of Uzbekistan's Government after the Rose Revolution in the Republic of Georgia led to **Uzbek Government's toughening its policies** with regards to all nongovernmental and international organizations operating in Uzbekistan (banning of the Soros Foundation's and Freedom House's activities). Due to this fact, FTI initiatives on working with root causes of conflicts between Kyrgyzstan and Uzbekistan (concerning, among others, the issues of joint use of scarce water resources and disputed territories) have not reached an expected level of success and impact due to, among other factors, the fact that FTI's partner organizations in Uzbekistan failed to **act actively and effectively** because of the political and societal situation that shaped up by that time in Uzbekistan.
- The Parliamentary and the upcoming Presidential Elections in Kyrgyzstan have led to an **aggravation of the societal and political situation** in the country based on deepening tension in the relations between the authorities and the people. There is a real potential of destabilization of the situation in the country and in the region overall (a risk of conflicts acquiring a violent nature). Therefore, the state structures' inability to adequately respond to the growing grievances of the population toward the authorities' policy becomes even more evident. Moreover, the state policy with regards to independent media and nongovernmental organizations becomes less liberal and intolerant to dissidence. This, in turn, created serious hindrances for implementation of FTI projects aimed at working on structural conflicts.
- Despite Kyrgyzstan's relatively liberal (as compared to the other Central Asian countries) policy on activities of nongovernmental organizations, one of the factors hindering development and sustainability of NGOS is a lack of target state policy on support of NGO activities including lack of financial assistance. Here one can mention the still underdeveloped culture of charitable activities in the society overall. Thus, FTI as many other Kyrgyz NGOs was vulnerable from the financial sustainability perspective since it depended entirely on foreign donors' funding in 2004.

## CHAPTER 3: Prevention and Peaceful Resolution of Interethnic Conflicts in the Ferghana Valley

### Kyrgyz-Tajik and Kyrgyz Uzbek border territory

Project and donor name	Number of Kyrgyz, Tajik and Uzbek communities covered by the project	Number of beneficiaries (women, men, youth, elder people)	Number of partners from Kyrgyzstan, Uzbekistan and Tajikistan working as part of the project
“Regional Dialog and Development” funded by the Swiss Development and Cooperation Office	7 ayil okmotus of Kyrgyzstan and 6 jamoats of Tajikistan	201276 people	Tajikistan, Ittifok NGO and ASTI NGO
“Communities’ Peaceful Initiatives” funded by the USAID via the Mercy Corps	7 ayil okmotus of Kyrgyzstan, 4 jamoat khojaligi of Uzbekistan, 3 jamoats of Tajikistan	72815 people	Uzbekistan, Mekhr NGO, Kokand Association of Businesswomen, FIDO, Tajikistan, ICA: EHIO NGO, Ittifok NGO.
“For Civil Harmony and Regional Dialog in Aksy” funded by HIVOS (The Netherlands)	8 communities of Kyrgyzstan	13645 people	
“For Multi-cultural Democratic Society in Aksy”	5 communities of Kyrgyzstan	250 people	- Aksy rayon branch of the Slavic Diaspora. - Aksy rayon branch of the Uzbek National Center. - Aksy rayon department of people’s education. - Dialog Club Association of Teachers.

#### These projects aim to:

- Enhance the space for communities to resolve local conflicts through peaceful and reliable means on the local and regional level;
- Diminish the room for potential conflicts triggered by dearth of natural resources through mobilization of communities and strengthening of ties and relations between the population residing along the border and ethnic groups of Kyrgyzstan, Tajikistan, and Uzbekistan in the Ferghana Valley.
- Facilitate cooperation and development of a constructive dialog among the cross-border communities.
- Strengthen involvement of local communities in the decision making that affects social and economic situation on the local level.

#### Qualitative and quantitative changes:

- The number and scope of problems with regards to successful negotiations and mediation were conducted has increased. Thus, for the reporting period negotiations and mediation were held in more than 10 communities regarding 15 disputable issues (joint use of irrigation water, use of pastures and forest felling, access to drinking water, settlement in disputed territories, etc.) that resulted in achievement of consensus among the conflicting parties. E.g. the process of negotiations and mediation between the cross-border communities of Karabog, Charbok (Tajikistan) and Dostuk (Kyrgyzstan) regarding the issue of joint water use was successful. Successfulness of this process was in many ways determined by cohesive work of the FTI and its Tajik partner – Ittifok NGO:

*Cross-border communities of Charbog (Tajikistan), Dostuk (Kyrgyzstan) and Karabog (Tajikistan) get irrigation water from the inter-farm channel of Karabog. Recently, the relationships among these communities visibly deteriorated due to shortages of irrigation water, and more and more frequently neighbors accuse each other of the water dearth with tension particularly rising during the irrigation period. RDD project officers analyzed the situation and revealed that the main reason for lack of water is poorly established and non-harmonized water management by the communities. The existing capacity of the channel is sufficient for all three communities but due to an absence of an appropriate water use schedule and quotas the water shortages emerged especially in Dostuk and Charbog communities that are located lower than the Karabog community. In order to prevent a potentially violent conflict and achieve consensus per this issue FTI and Ittifok rendered mediation per this issue. At the same time, the CPI project was engaged in activities performed in these communities. A joint plan of actions was composed and the strategy of intervention of both projects was agreed upon.*

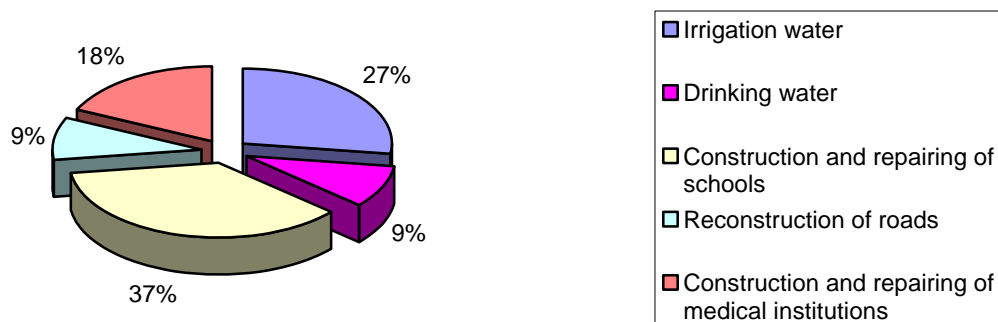
*The projects identified leaders in all the communities involved who were trained on mediation and negotiation skills. Then, together with the trained mediators the projects held a series of separate meetings in all three communities, identified the interests and positions of the parties and determined the list of stakeholders. Shuttle diplomacy was strengthened by social activities aimed at bringing the communities together and, ultimately, the projects managed to get the parties to the negotiation table. As a result, an agreement among the communities was drafted and signed regulating the schedule and quotas of water use. According to the agreement, the Karabog community gets 58.5% of the available water, the Charbog community gets 6.7%, and the Dostuk community gets 43.8%. In addition, the parties decided to implement a joint engineering (technical) plan aimed at rehabilitation of a part of the channel to increase the water supply received by the Dostuk and Charbog communities that suffered most from the deficit of irrigation water. Funds needed for implementation of this engineering plan were issued by the CPI Project. As of today, the technical project has been completed and the new-capacity channel has been launched. In 2004 there was not a single water-related conflict registered among any of the three communities.*

- Rehabilitation (restoration and reconstruction) of the infrastructure and implementation of technical (engineering) projects remain to be an important method of conflict intervention especially whenever conflicts emerge due to a lack of resources or a limited access to them. FTI project pay particular attention to launching of mechanisms capable of ensuring sustainability of technical projects. Such mechanisms vary case by case but all have one thing in common – ensuring involvement and high level of accountability and responsibility on part of the very communities for further use of the rehabilitated or newly created technical objects.

Overall, 24 technical projects worth 565,697 USD were implemented under FTI's guidance in Batken oblast, Aksy rayon of Jalalabat oblast and Aravan rayon of Osh oblast in the year 2004. At the same time the cost sharing on part of the communities and local authorities totaled 171,611 USD (30% of the total cost).

The diagram below shows qualitative profile of the technical project implemented by the FTI in 2004.

### Infrastructure projects



- The institution of **local** mediation became one of the key components that in future will ensure sustainability of the created mechanisms of dialog and development in the communities. The FTI has been working with the institution of mediation since 2000 with quite impressive results. Currently, not only the number of mediators is growing (thus, there were 35 mediators last year, and this year this number topped 60), but also changes in the qualitative composition of mediators are taking place. For instance, we already have 14 fully trained women mediators. The mediators work in their communities on arrangement and holding of negotiations with the neighboring communities to achieve agreements in local issues. The following example illustrates FTI's success with regards to institutionalization of mediation in the Ferghana Valley:

*Mediators of the RDD Project ran successful mediation and negotiations between the communities of "Khavzaki Bolo" (Tajikistan) and "Tajikmakhalla" (Kyrgyzstan). The conflict issue between the two communities was joint use of water from the "Khojabakyrghan-2" channel assigned to Tajikistan. The tension between the communities triggered by shortages of irrigation water increased with years and had a potential to transform into a violent conflict. Neighbors started accusing each other of their grievances. Acute need for irrigation water among residents of the Kyrgyz community made them attempt illegal and unwarranted connections to the pipe that passed through their village to the Tajik quarter of "Khavzaki Bolo" (Tajikistan). As a result, there was no sufficient water supply to the quarter of "Khavzaki Bolo" which, naturally, annoyed citizens of Tajikistan. "Tajikmakhalla" residents, in turn, had no alternative access to irrigation water.*

*Mediators in the communities actively mediated and negotiated with representatives and leaders of the two communities which resulted in a consensus on joint use of the irrigation water and signing of an agreement. In accordance with the signed agreement, residents of the Kyrgyz community of "Tajikmakhalla" were provided a separate water overflow pipe from this water channel.*

- During the reporting period **work with women of cross-border communities** commenced as part of the Regional Dialog and Development Project. Joint project activities significantly enhanced and affected women's outlook since by participating in regular joint meetings to discuss various problems women obtained answers to many material issues. As part of the project fairs of handmade goods made by craftswomen were organized where trade and economic relations were established that led to strengthening and improvement of good-neighbor relations. We should also note that women initiative groups played a huge role since their members having passed training seminars started independently developing social projects aimed at improvement of women and children healthcare and involvement of women in negotiation. The practice of such joint activities showed that in this area of public life women play an important role since they are always in search for ways to peacefully resolve conflicts and provide nonviolent coexistence of cross-border communities. The project's successful impact was establishment of a good tradition of regular meetings of the communities' women leaders who jointly consider ways to resolve issues present in their communities.

- Measures aimed at strengthening of trust and creation of room for cooperation organized in the form of joint cultural, social, and sports activities were a smashing success since they mostly facilitate improvement in positive interpersonal relations, mutual cultural exchange, establishment of sustainable connections among the youth, women and other groups of population, and restoration of traditions of good neighborhood.
- Project activities aimed at creation and **strengthening of capacity of local institutions** designed to facilitate establishment of dialog and development on the community level and among the communities already show their potential of sustainability. A wide educational program implemented as part of the FTI projects and including training, round tables, exchange visits, consultation, etc. already brought the results. Local institutions as represented by joint initiative groups, water committees, informal women unions and other public organizations on the community level trained as part of the FTI's educational program possess sufficient capacity to resolve their respective communities' problems and independently implement projects aimed at resolution of their communities' problems. Moreover, some of them already show potential of their sustainability by implementing projects and independently attracting funds needed for strengthening of the logistics base and enhancing capacity of their officers. For instance, 6 local communities' institutions created with assistance of FTI secured 12,500 USD in grants in 2004 from other donor organizations.

The table containing brief information about the trainings held as part of FTI projects in 2004 is below:

Project name	Trainings (topic and quantity)	Participants
Regional Dialog and Development	16 (consensus building; mediation and negotiation; interethnic relations management; women leadership; fundamentals of conflict and conflict behavior patterns, project development, etc.)	240 (men - 130, women - 110)
Support of Civic Society and Regional dialog in Aksy	3 (fundamentals of negotiation; conflict transformation and fundamentals of mediation; teambuilding and leadership)	71 (men – 49, women - 22)
Communities' Peaceful Initiatives	27 (social partnership; interethnic conflict management; water facility management and maintenance; NGOs and communities; advocacy; community networking; introduction to economics; facilitation; teambuilding, etc.)	453 (men - 258, women - 195).
For Multi-cultural Democratic Society in Aksy	4 (conflict and I; peacebuilding lessons, school mediation; leadership)	109 (men – 51, women - 58)
<b>Total: 4 projects</b>	<b>Total: 46 trainings and seminars</b>	<b>Total: 873 participants</b>

In addition to the educational component, FTI also helps **strengthen the process of civilized dialog between the population and authorities** needed to resolve communities' day-to-day issues. E.g. successful implementation of the FTI's educational program together with applied project activities allowed successfully resolving issues of border crossing in one of the FTI's target areas. The example of such kind of success is in the story below:

*One of the reasons for tension among the cross-border communities is presence of customs and border protection limitations among them and absence of knowledge among the local population of the rules and procedures of border crossing. To resolve this issue in four communities of Uzbekistan and Kyrgyzstan – Kyrgyz-Kyshtak and Kaitpas of Kyrgyzstan and Borbalyk and Katput of Uzbekistan – CPI Project officers initiated a sub-project “Open Borders”. The project’s goal was to increase the local population’s awareness and knowledge of the rules and procedures of state border crossing. The project’s successfulness was heavily boosted by FTI’s cooperation with the NGO “Ferghana Valley Lawyers without Borders”. During the project in just 6 months 6 trainings and 2 round tables were arranged for the population of local villages and officers of border protection agencies of Kyrgyzstan and Uzbekistan dedicated to legal aspect of crossing of border protection and customs checkpoints. These projects allowed strengthening of relations among the representatives of local institutions (Initiative Groups and the newly created Council of Aksakals – the respected elders) of the four communities with representatives of law enforcement agencies of the two countries and improve legal knowledge in the area of border crossing regulations of more than 600 local residents. Today there is a clear reduction in tension between the population and law enforcement agencies since the number of incidents between the local residents and officers of customs and border protection checkpoints has visibly decreased as compared to past year. “Almost all people who cross the border daily now know of the rights they enjoy during the border crossing – they learned about them at the PCI Project seminars. In addition, it was such a good idea that you invited customs and border protection officers to your trainings – after they participated in them their attitude toward the population became better”, says Abubakir Mitalipov, head of the Kyrgyz-Kyshtak rural administration (a geographical-administrative division of rayon).*

**Problems encountered and lessons learned during implementation of the component on “Prevention and Peaceful Resolution of Interethnic Conflict in the Ferghana Valley”:**

- Despite the fact that mediators are capable of independently running negotiations on the community level, analysis of their activities revealed **weakness of their potential of working with vertical conflicts**. Mediators working on sites turned out to be incapable of performing wide-scale coordinated lobbying of entities interested in changes in legislation and/or policy of the state which is in essence a root cause of most of the problems in the Ferghana Valley. Thus, there is an acute need for strengthening the mediators’ capacity to work with vertical problems.
- In order to enhance the impact achieved from actions undertaken we need to strengthen cooperation with international programs that implement similar activities in the Ferghana Valley.
- We also need to ensure tight and flexible coordination of efforts of women initiatives and other initiatives aimed at prevention and peaceful resolution of conflicts in the Ferghana Valley. Examples of certain cases when the role of women in resolution and transformation of conflicts undoubtedly proves the fact that women’s potential contribution to achievement of peace and stability is still greatly underestimated.

**Recommendations for future activities:**

- To implement most of the project activities in the direction of strengthening sustainability of the newly created and existing local institutions in the communities.
- To develop **an educational program for mediators** in order to provide them with knowledge and skills of working with vertical conflicts, establishing and developing network-based relations.
- To enhance all current activities to **prevent possible domestic conflicts** in light of the upcoming Parliamentary and Presidential Elections.
- To develop a joint **strategy** and approaches to conflict prevention **taking advantage of experience accumulated by women initiatives and other initiatives** concerning prevention of violence.



## CHAPTER 4: Expansion of room for dialog and promotion of culture of nonviolence among the civic society and the state bodies of the Kyrgyz Republic

Project and donor name	Number of communities covered by the project	Number of partners involved in the project
Dialog, Development and Law in Aksy The project funded by the US Embassy Democracy Commission	Aksy rayon of Kyrgyzstan	NGO "Law & People" Aksy rayon Prosecutor's Office
Cooperation of Civic Society Organizations, Law Enforcement Agencies and Bodies of State Authorities in Realization of Citizens' Constitutional Rights to Peaceful and Free Assemblies The project funded by the Swiss Government and the Danish Refugee Council	Chui, Batken, Osh and Jalalabat oblasts of Kyrgyzstan	MIA, National security Service, bodies of state authorities, human rights NGOs, political parties
Center for Support of Civic Society The project funded by USAID and the Soros Foundation in Kyrgyzstan	Batken, Leilek, and Kadamjai rayons, and cities of Kyzyl-Kiya and Sulyukta	11 Centers for Support of Civic Society throughout Kyrgyzstan

### These projects aim to:

- Promote the culture of dialog and establishment of channels of effective cooperation among the civic society, law enforcement agencies and state authorities in cases of tension and crisis situations.
- Reduce the potential of violent conflicts during acts of civil disobedience by establishing a constructive dialog between the population and law enforcement agencies.
- Enhance accountability and transparency of actions of state bodies and bodies of local self-governance.
- Elevate involvement of local communities in decision making that affects the socioeconomic and political situation in the country.
- Build capacity of local NGOs (Non-governmental Organizations), CBOs (Community-based Organizations), and IG (Initiative Groups) in the area of lobbying and advocacy.

### Qualitative and quantitative changes

An important component in the work on expansion of the room for dialog and promotion of culture of nonviolence between the civic society and state structures of the Kyrgyz Republic is establishment and development of channels of communication between them. The format and procedures of such cooperation among the civic society actors and state bodies vary:

- As part of the project on Center for Support of Civic Society, in 2004 the sub-project on Development of Effective Cooperation between the Stat Bodies and Civic Society in Kyzyl-Kiya was launched. Here the City Development Committee in which all the society's sectors are represented is the body harmonizing various interests during the decision making that affects socioeconomic and political situation in the city. FTI and local NGOs act as facilitators between the civic society and local authorities.
- As part of the FTI's project on Cooperation among Civic Society Organizations, Law Enforcement Agencies and Bodies of State Authorities in Realization of Citizens' Constitutional Rights to Peaceful and Free Assemblies **the National Coordination Council (NCC) and Regional Coordination Councils (RCC) were created in three oblasts (Batken, Osh, and Jalalabat)**. These councils encompass representatives of the civic society, law enforcement agencies, other bodies of state authorities and media representatives. The councils' major goals include:

### Recommendations for further activities:

- **Ensuring cooperation** among the civic society, law enforcement agencies and state administrations in the process of enforcement of citizens' constitutional rights to free, peaceful assemblies and acts of civil disobedience;
- **Coordinating efforts and rapidly responding to crisis situations** to defuse and mitigate tension;
- Jointly monitoring and **developing targeted** recommendations for all parties.

To ensure a productive dialog among the subjects this project requires their readiness and desire for such dialog and possession of appropriate skills, knowledge of the subjects under discussion. In order to achieve this goal, FTI conducted a set of educational activities including trainings, working meetings and consultations. This allowed more than 30 participants of the trainings selected among leaders of the civic society, representatives of MIA (Ministry of Internal Affairs) and NSS (National Security Service) to gain skills and knowledge of effective dialog establishment, advocacy, interethnic relations management, and social partnership building. Below is the table containing information about trainings conducted as part of this component:

Project name	Training (topic)	Participants
Center for Support of Civic Society	26 trainings (project development; PCA, promotion of interests and protection of rights through joint involvement; community networking; TOT; social partnership, NGO taxation, etc.)	390 (Men – 183; Women – 207).
Cooperation of Civic Society Organizations, Law Enforcement Agencies and Bodies of State Authorities in Realization of Citizens' Constitutional Rights to Peaceful and Free Assemblies	3 (effective communication; communication and conflict; conflict monitoring and analysis)	30 (men -17, women - 13).
Dialog, Development and Law in Aksy	3 (fundamentals of negotiation; conflict transformation and fundamentals of mediation; teambuilding and leadership)	68 (men – 48, women - 20).
<b>Total: 3 projects</b>	<b>Total: 31 trainings and seminars</b>	<b>Total: 488 people</b>

The example below illustrates successfulness of the FTI seminars and trainings on advocacy and promotion of interests during resolution of specific problematic issues by the very communities on their own:

*In 1989 the building of the Manas School in the Andarak village built in 1966 was deemed no longer compliant with the safety standards and in 1990 construction of a new building was launched. However, the economic crisis and lack of budget funds led to freeze of the construction project despite numerous pleas on part of local residents.*

*In spring 2004 the earthquake “completed” the process of destruction of the school which effectively stopped the studying process.*

*In light of such circumstances, parents of the students organized an Initiative Group and turned to FTI for assistance. In response to their request for help, FTI together with the IG developed an action plan and trained the parents on advocacy techniques. As a result, the IG under assistance of FTI conducted a wide-scale informational campaign in the national media and send a letter to the Prime Minister of the Kyrgyz Republic, the Batken oblast Governor, and organized a series of meetings with representatives of the Government in Bishkek.*

*As a result of this **lobbying** in June 2004 **The Government allocated \$200,000 for re-construction of the Manas School.** Today construction is underway and the village residents hope that by 2005 their children will have start attending a new school while for the time being students have no choice but to study in the building of the rural administration vacated specially for them.*

- Implementation of practical activities aimed at ensuring of transparency and accountability of actions of state bodies in terms of public and budget hearings, reports of general meetings, etc. is one of the directions of FTI activities.

Such project activities are effective since they allow rendering practical assistance to the communities in protection of their rights and promotion of their interests. In addition, such activities contain educational side in them – they help enhance capacity of the communities’ active elements since they involve transfer of experience in arrangement and performance of such activities. Involving as wide a circle of

stakeholders in implementation of such activities is an important condition for ensuring successfulness thereof. As an example, below is an illustration of public hearings organized in the Samarkandek rural administration of Batken rayon jointly by the CSCS and FTI:

Many stakeholders were invited to these public hearings: representatives of rayon financial department, local NGOs/CBOs, members of Local Keneshes (Legislatures), officers of educational institutions, officers of healthcare institutions, heads of three rural administrations of the Batken rayon, representatives of local communities. In the atmosphere of heated debates the participants discussed expense of the rural administration's budget in the current year and formation of the following year's budget. As a result, representatives of the local communities were successful in getting the budget amended and increasing the funds allocated for enhancement of teachers' qualification and decreasing as much as possible the funds allocated for various festivities and jubilees. Most importantly, the decision was made to hold such hearings at least annually.

- Over the reporting period FTI projects worked on **promotion of public interests and protection of rights** by holding advocacy and lobbying campaigns. Thus, in June 2004 per the initiative of the CSCS, several Batken oblast NGOs took part in the national advocacy campaign to recall the Government's draft law "On Community-based Organizations and Their Unions". This draft law provided for establishment of a whole new form of community-based organizations reporting to, and controlled by, bodies of local self-governance with mandatory registration of such organizations in these bodies which would have significantly hindered their freedom of actions.

As part of this advocacy campaign CSCS officers arranged 2 oblast round tables in which 25 Batken oblast NGOs participated and wrote up 6 appeals to the President, the Government, and Parliament members (representing the Batken oblast). As a result of this series of round tables arranged throughout the country the draft law was recalled and send for redrafting taking into consideration recommendations as developed by the civic society.

- Development of favorable environment for the civic society **by improving the legal framework and rendering regular legal consultations and services to support CSO** is an important component of the FTI's CSCS Project. Especially it is important for rural communities where citizens simply do not have any means to pay for law services they get. Therefore, CSCS thanks to funding of the Eurasia Foundation renders free law consulting to the NGOs and population of the Batken oblast.

#### **Problems encountered and lessons learned during implementation of the component on Expansion of the Room for Dialog and Promotion of Culture of Nonviolence between the Civic Society and State Structures of the Kyrgyz Republic:**

- Despite the trainings conducted, consultations on promotion of rights and protection of interests of citizens rendered, the majority of the population still fails to understand the core of the idea of advocacy. In 2004 in Batken oblast, as part of the program on "[Grants for Community Action – Advocacy](#)" only one project was funded despite the fact that there are many issues out there that can be resolved by advocacy campaigns. The population is still emotionally and spiritually not ready to conduct advocacy campaigns.
- Most of the population, law enforcement agencies, state administrations are not aware of the legislation-stipulated procedure of realization of citizens' rights to freedom of rallies and assemblies. Representatives of state structures, especially those of the law enforcement agencies, that are called to prevent and resolve conflict situations do not possess adequate knowledge in the area of nonviolent conflict resolution.
- The effective Law of the Kyrgyz Republic "On Citizens Rights to Peaceful and Free Assemblies" still contains a certain degree of contradictions with both effective domestic legislation and effective international norms.

#### **Further activities:**

- Further enhancing the capacity of public organizations giving them effective tools for protection and promotion of their interests. It is important here that strategic court cases be initiated and publicly run regarding significant, acute issues.
- Expanding the educational program aimed at training the representatives of the law enforcement agencies, civic society on knowledge and skills of conflict resolution and human rights and laws in the Kyrgyz Republic.
- Developing recommendations for the Parliament to amend the Law “On Citizens’ Rights to Peaceful and Free Assemblies”.
- Enhancing awareness of the population, law enforcement agencies, state administrations of international standards and national legal aspects of realization of the citizens’ rights to peaceful and free assemblies.
- Facilitating creation of mechanisms of resolution of mitigation of crisis situations by creating a mobile crisis group capable of traveling to the sites of high tension.

## CHAPTER 5: Global and Regional Network Initiatives

Project and donor name	Number of communities covered by the project	Number of partners working as part of the project
<b>The Valley of Peace Ferghana Valley NGO Network</b> , the project funded by the Danish Refugee Council (DRC)	30 NGOs of the Ferghana Valley from cross-border areas, 10 NGOs from each country: Kyrgyzstan, Tajikistan, and Uzbekistan.	Country coordinators: Foundation for Tolerance International (Kyrgyzstan) Association of Science and technical Intellectuals (Tajikistan) Ishonch NGO (Tajikistan)
<b>Global Initiative on Cooperation among the Civic Society, State Bodies and International Organizations in Prevention of Violent Conflicts</b> , the project funded by the European Center for Conflict Prevention (ECCP)		Central Asian coordinators:  Foundation for Tolerance International (Kyrgyzstan)  Tashkent Center for Public Enlightenment (Uzbekistan)  Institute for Cooperation for Development (Kazakhstan)  Public Committee on Development of Democratic Processes (Tajikistan)

### These projects aim to:

- Develop NGOs capacity to strengthen regional cooperation and development in the Ferghana Valley
- Develop the general platform of actions aimed at prevention of **armed** violent conflicts in Central Asia
- Develop Central Asian action agenda and promote the idea of inclusion of Central Asian regional initiatives in the global initiative.

### Qualitative and quantitative changes

In 2004 FTI together with its Central Asian partners continued its activities as part of the Global Initiative of the European Center for Conflict Prevention (The Netherlands) to respond to the call of the UN Secretary General to hold the World Conference in 2005 dedicated to cooperation of UN and the civic society in prevention of armed conflicts:

- As part of the global network, **a research was conducted to identify the role of the civic society in prevention of violent conflicts**. Several working meetings and trainings for the group of researchers were held and later interviews were run among representatives of the NGOs, authorities, law enforcement agencies, international organizations. The research’s outcome included a report on the role of the civic society in violent conflict prevention. This project was supported by UNDP.
- The Global Initiative was heavily promoted and as part of this promotion ECCP brochures and press releases prepared by the project working group were disseminated among the NGOs, state bodies and international organizations. An article on the Global Initiative and the Central Asian regional process was published in the media of four Central Asian states.

FTI also actively works as part of the regional network of organizations called The "Valley of Peace" Ferghana Valley NGO Network. Here activities were mainly aimed at **formalization and strengthening of the network**, and implementation of practical activities aimed at strengthening of the regional cooperation and development in the Ferghana Valley.

- As a result of a series of meetings, discussion and agreements the network members developed and adopted the format and procedures of their joint work as part of the network including such important documents as the Network Charter, Ethics Code, structure, logo and network name, regulation on grants, and elected the members of the Coordination council and the review Committee.
- Activities aimed at creation of the common informational space as part of the network also facilitates cooperation among the network members. Thus, the most successful activity included **creation of the uniform website of the Ferghana Valley NGO Network at [www.dolinamira.org](http://www.dolinamira.org)**. The website allowed not only expediting and enhancing information sharing among the network members but also increasing awareness among the population of the network activities and expand the circle of stakeholders.
- The main focus of the regional network's program activities is on affecting the policy and politicians to improve living conditions of people in the Ferghana Valley, amending the legislation of the Ferghana Valley countries, which is possible through lobbying, petitioning to the governments, parliaments, regional leaders, political parties, donors, international financial institutions.
- The regional project on Monitoring of Realization of Human Rights to Freedom of Movement in the Ferghana Valley implemented by all network members is the first project to engage NGOs from all Ferghana Valley states and aims to change the existing policies and procedures of the Ferghana Valley countries regulating border crossing.

All 30 NGO partners of the Ferghana Valley NGO Network were involved in implementation of the project on Monitoring of Realization of Human Rights to Freedom of Movement in the Ferghana Valley. The project participants in compliance with the main direction of the project were organized into three clusters: monitoring of customs checkpoints; analysis of legislation; and media coverage. The project was unique in that it simultaneously monitored border crossing 23 customs and border protection checkpoints in the Ferghana Valley, ensured coverage of the process of monitoring in the media and meticulously studied and analyzed the relevant legislative base of the Ferghana Valley countries. As a result, based on the findings recommendations were developed for the local authorities, media, civic society, heads of law enforcement agencies, heads of control services, state bodies, international organizations lobbying for changes in the rules and procedures of border crossing. Other recommendations will be voiced during the round table scheduled for mid 2005 in which all interested individuals and institutions will participate and during which the subsequent action plan will be formulated.

- Successfulness and effectiveness of the joint activities implemented as part of the network is also enhanced by regular strengthening of the members' capacity based on the needs identified. In 2004 several trainings were held to enhance the Network's capacity and project's successfulness during which international experts covered the areas of project LFA and human rights.

#### **Problems encountered and lessons learned during project implementation:**

##### *As part of the global network:*

- Results of 4 national meetings showed the level of the civic society in Central Asia: low self-appraisal, lack of vision of its role, lack of confidence in own capacities and in ability of state bodies to cooperate with the civic society in conflict prevention.
- **Not a single Central Asian state has systemic research and analysis in place** covering the role and position of the civic society in the process of conflict prevention.
- Each national meeting showed that there is no real partnership between the civic society and state structures: the mentality, heritage of Soviet era, leads many representatives of state bodies to believe that decisions have to be made only on the level of the government and brought to the population from top.
- The region lacks, or has poorly developed, culture of dialog between the civic society and governmental bodies.
- The civic society often feel shortage of professional knowledge in the area of conflict prevention and mitigation.

- The region also lacks experienced professional NGOs that could affect changes in the political situation in the region.
- National UN agencies tend to prefer to work with governmental bodies and rarely involve local NGOs in their activities. **There is a need for expansion of the structure in the UN System.**

*As part of the regional network:*

- Over the course of project implementation, the Ferghana Valley NGO Network gained a lot of experience of teamwork when the end team result heavily depends of cohesiveness of the team and individual results.
- The work in clusters enhanced experience of NGOs in the area of regional cooperation, allowed them to look at the situation from different perspectives, allowed them to understand the need for development of joint approaches to problems resolution and involvement of as many stakeholders in the process as possible.
- The work in the Network requires ongoing coordination. The Network Secretariat conducted monitoring of project implementation to ensure coordination among all clusters and within them. During project implementation the Coordination Council and the Secretariat conducted 7 meetings to discuss certain project implementation issues.
- NGOs that are members of the Ferghana Valley NGO Network are local organizations that live and work in the cross-border areas. This is both one of the Network's strengths since they intimately know cross-border issues in their region and are willing and ready to resolve them, and their weakness since NGOs of such level need to build their capacity to gain sufficient knowledge and skills needed for resolution of problems identified.

**Further activities:**

- In May 2005, a Central Asian regional conference will be held in Bishkek that will result in a Central Asian Regional Action Agenda based on National Action Agendas on cooperation among the civic society, state structures and UN agencies. This Central Asian Action Agenda will be a contribution to the Global action Agenda, which in turn, will be a result of the UN International Conference to be held in July 2005 in the New York City.
- The next step of the Ferghana Valley regional Network will include development of projects on border crossing issues (The Grant Program for 2005) that will be based on the analysis and recommendations of the project's 2004 annual report.

## CHAPTER 6: Organizational and Institutional Development

### Development strategies:

- In December 2004 a general meeting of FTI staff was held in Osh dedicated to strategic planning. During 4 days FTI officers analyzed the foundation's past activities, existing perspectives and obstacles in the environment, discussed efficiency of the existing management structure. The teamwork resulted in FTI's revised **vision, values, mission, strategic goals and objectives, and management structure** (Appendix 7). The process of strategic planning was facilitated by Emma Lesley, an officer of Responding to Conflict, a British NGO.

### FTI's values:

- FTI is committed to strengthening peace and preventing conflicts. FTI works for people of communities in the spirit of partnership and cooperation to resolve issues affecting their lives.
- FTI is an organization dedicated to the culture of nonviolence, tolerance, democracy, equality, and freedom of speech.
- FTI is a team dedicated to ongoing improvement. FTI officers strive to be professional, committed and creative.
- FTI stresses transparency and openness and acts within its mission, vision and goals.
- FTI is a flexible organization capable of adapting to changing circumstances.

### Vision

Central Asia as a region of peace, cooperation and development. This will be a multi-cultural democratic society with fair laws and active citizens.

### Mission:

To promote the culture of nonviolence and tolerance. To prevent and nonviolently resolve conflicts in Central Asia. FTI implements its mission by:

- Promoting the culture of nonviolence and tolerance.
- Analyzing, researching and monitoring conflicts on various levels.
- Holding negotiations and mediation between the conflicting parties.
- Strengthening/expanding regional networks of Civic Society Organizations and mediators.
- Strengthening the capacity of the civic society and state structures to transform conflicts and reach consensus.
- Expanding the space for dialog on strengthening of cooperation among the civic society, authorities, law enforcement agencies, religious institutions, media, political parties and Parliament.
- Running advocacy and lobbying aimed at peace and conflicts issues.

### Program directions

- Prevention and Nonviolent Resolution of Interethnic conflicts in the Ferghana Valley.

#### Goal:

To create and enhance the capacity of local and traditional institutions to nonviolently resolve conflicts in 60 cross-border communities by December 2007.

- Expansion of Space for Dialog and Promotion of Culture of Nonviolence between the Civic Society and Institutions of Authorities in the Kyrgyz Republic.

#### Goal:

To create the space for dialog between the civic society and authorities to unite efforts and jointly resolve conflicts in a nonviolent way on local and national levels by December 2007.

- Internal planning:

The system of internal planning **did not experience any significant changes**. Quarterly meetings of the FTI Management board are a systematic means of analysis of most important aspects of the program and issues of organizational development including strategic planning, project management support, etc.

- Monitoring and evaluation:

In summer 2004 Kristel Maasen, FTI international volunteer, and Ainura Abdyldayeva, an outside expert, **evaluated program and organizational activities of FTI**. The goal of this evaluation was to identify cohesiveness among projects and programs of the foundation, the degree of functioning of the organization in such a way that guarantees presence of work cohesiveness. The evaluation was performed with maximum involvement of FTI officers in the evaluation process. Based on the findings a set of recommendations was developed aimed at improvement of the FTI program and organizational activities that underlay the comprehensive evaluation report. Later, the evaluation findings underlay the formation of work on strategic planning for 2005-2007.

As part of the Peace and Conflict Impact Assessment (PCIA) performed in 2003 **an analytical team** was created in FTI. The team consists of 5 FTI officers from 5 FTI offices. In 2004 this team headed by Kristel Maasen prepared an analytical report entitled "Analysis of Conflict and Peace Potential in South Kyrgyzstan" that contains analysis of conflict causes, stakeholders, and dynamics of conflict transformation, a brief review of existing peace initiatives, and recommendations on conflict prevention and building of peaceful society. Unlike many other conflict analyses, this report contains description of peace prospects.

In May 2004 the Swiss Development and Cooperation Office conducted an evaluation of the **Regional Dialog and Development Project** with the evaluation being performed by outside conflict experts Tony Vaux and Kakhramon Rakhmanov. Subjects of evaluation included approaches used in mitigation of the conflict potential, the context in which the RDD Project was implemented, project's impact, cooperation among project implementers, project sustainability issues, etc.

- Reporting:

The system of reporting did not change. Regional office directors send quarterly reports to the Bishkek Head Office which allows the latter to prepare semi-annual and annual reports for the entire FTI. To accentuate and show observation of donors' policies, some of the projects submit narrative and financial reports to their respective donors on a monthly and quarterly basis.

- Human resources:

Currently, FTI employs 40 officers working in the Bishkek Head Office, FTI branch in Batken, and FTI field offices in Kerben, Leilek, and Osh. The personnel composition did not change significantly. Dynamics of change in the number of FTI staff is shown in Appendix 2.

In the FTI Batken Branch a new volunteer from Japan started working. FTI and the volunteer determined goals of his 1-year cooperation with the FTI Batken Branch. FTI has positive experience of working with international volunteers and intends to continue its program of attraction of international volunteers in future. [In the FTI Bishkek Head Office a volunteer from Belgium, Kristel Maasen, started working and is currently assisting FTI in enhancing capacity of some of FTI officers by conducting trainings and rendering consultations. She set an objective of assisting FTI in creation of the latter's analytical team and enhancing the capacity of members of the FTI analytical team.](#)

Due to some officers' leaving FTI to work in other organizations, 2 directors were replaced in the foundation's Leilek Field Office. In September 2004 the office director transferred the manager of the Batken Center for Support of Civic Society.

In 2004 10 FTI officers strengthened their capacity as part of the 10-day trainings program run by trainers of the British organization Responding to Conflict (RTC). The program consisted of 2 components: **1) a 5-day training on conflict management for 25 representatives of FTI, Tajik and Uzbek NGOs; 2) a 5-day Training of Trainers. As a result of the training, participants improved their theoretical knowledge and skills of conflict management and training mastery.** This educational program was conducted thanks to financial support from the Institute for Peace (USA).

FTI works on personnel personal and professional development. 2 FTI officers participated in various programs abroad:

- One officer took part in the International Youth Summer University 3 that was held in Pitsunda, Abkhazia, where he gained knowledge in the area of conflict mitigation and learned best practices of conflict mitigation in the Caucasus including the field of political science.
- Another officer too part in the TACIS open conference on Support of Civic Society and Local Initiatives as part of the Institutional Partnership Building Program in Brussels. The trip was funded by the partner project on "Strengthening of NGO Potential of Improvement of Livelihood of Elder



Citizens” implemented with Help Age International (UK) and the resource center for seniors “Umut Balykchy”.

- Financial resources:

- During the reporting period FTI **did not launch any revenue-generating projects**. However, FTI officers regularly render paid services, in particular trainings, facilitation of round tables, etc.
- In May 2004 FTI purchased an office in Leilek. This was possible thanks to FTI’s internal funds accumulated through conduction of trainings and 3% contributions from the FTI’s payroll accumulated over several years.
- Major acquisitions: the FTI Batken Branch purchased an automobile “Niva VAZ-2121” (Regional Dialog and Development Project).
- One of FTI’s major donors – HIVOS (The Netherlands) – engaged outside auditors to have the Support of Civil Harmony and Regional Dialog in Aksy Project audited. The audit yielded positive results and findings.

**Problems encountered and lessons learned based on the results of FTI’s organizational and institutional development n 2004:**

- An increase in the number of staff and expansion of the FTI’s geographic coverage somewhat complicated communication among FTI offices.
- FTI was not able to sufficiently organize work on ensuring of sustainability, in particular, through development of alternative sources of funding. This process is hindered, in the first place, by a lack of additional assets in FTI needed to launch serious business projects.
- There is a need for regular trainings to enhance the staff capacity in the area of conflict mitigation, lobbying and, in particular, to get the personnel to familiarize themselves with new methods and approaches to conflict resolution. This issue is particularly critical in light of the fact that a certain degree of employee turnover persists and new staff need to get specialized training in conflict mitigation.
- Organization management needs some capacity enhancement in the area of human resources management, facilitation and strategic planning. There is also a need for diagnostics of program and organizational activities and engagement of an outside expert to receive consultations on strengthening of the organizational and institutional capacity of the organization overall.
- The uniform FTI program within which FTI projects are currently operating needs improvement and development of, in particular, clear indicators of achievement of program goals, system of monitoring and progress assessment, achievement of program funding.
- In 2004 in order to improve communication among FTI offices, the foundation started publishing a quarterly newspaper within the organization where activities of each FTI office were reflected. However, the experience showed that despite the fact that thanks to the newspaper communication among offices improved significantly, writing articles for the newspaper becomes an extra burden on the FTI personnel which seriously affects productivity. Therefore, it is imperative that a different system of information collection and processing be devised for this quarterly publication. It is necessary that funds needed engage a full-time PR Specialist be secured so that this officer be charged with promotion of FTI in the media and establishment of communication among FTI’s offices.
- The FTI Bishkek Head Office became a **project-implementing office**. This office had to resume implementing various projects since certain donors ceased to allocate funds to the Bishkek Head Office from the respective project budgets. This has resulted in some Bishkek office specialists’ no longer having enough time to render consultative assistance to the staff of FTI field offices. This, in turn, has led to some deterioration of coordination among FTI offices and complication of the work of office directors.

**Further activities:**

- External resources need to be located to launch large-scale business projects, particularly, possibilities of securing privileged loans and grants for revenue-generating activities need to be studied.
- FTI intends to attract some funds in 2005 to arrange a series of trainings aimed at **enhancement of capacity of its officers in the area of conflict mitigation, management and lobbying**.
- Preliminary negotiations with a famous Russian expert in organizational development of the Marshak Foundation, Mr. Kuzmin, have been held to engage him in 2005 **to perform a diagnostics of program and organizational activities and develop recommendations** and conduct a series of trainings for the FTI management.

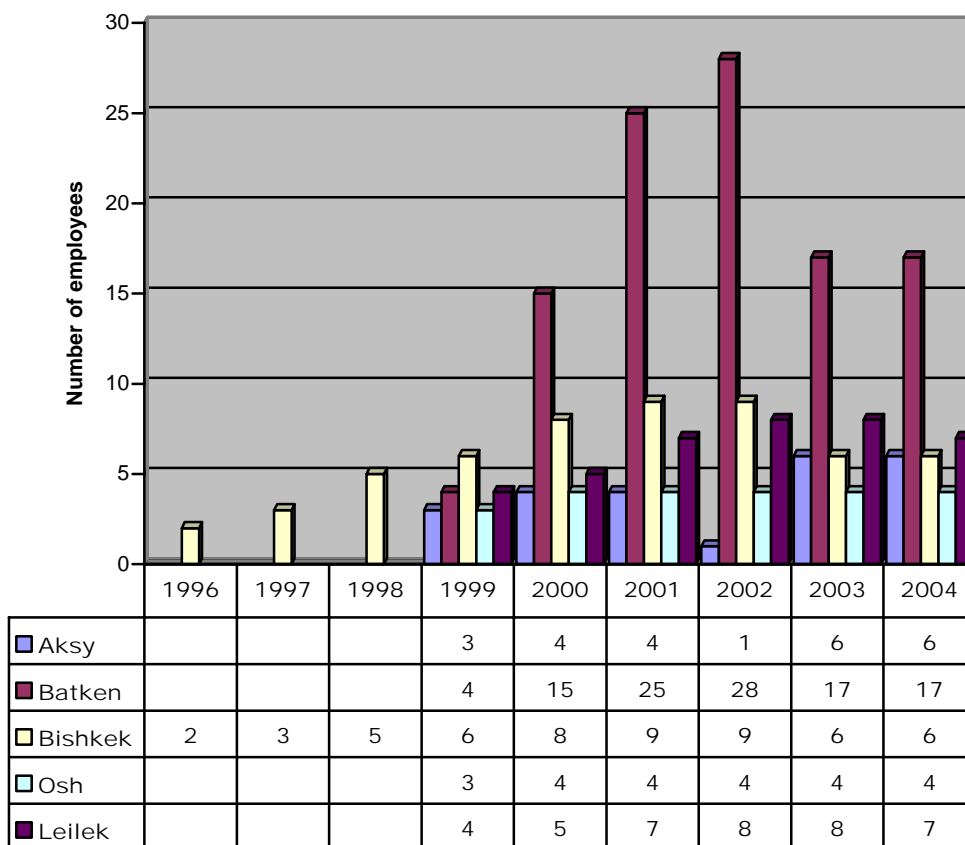
- FTI Program Coordinator Management Board decided to focus in 2005 on development of [the FTI Strategic Action Plan](#) aimed at achievement of the foundation's mission and strategic goals and objectives identified and set during the strategic planning session.
- In order to improve communication and increase efficiency of activities, encourage and stimulate experience sharing among new and experienced FTI officers, FTI employees will be offered an opportunity to work in working (theme) groups. Thus, an FTI analytical team created in 2003 is currently doing its work today with a high level of success. For instance, officers of the training team were offered to work in groups on vertical and interethnic conflicts. Such work should result in generation of new ideas, work methods, systematization of developed methodological and analytical materials. In addition, new researches of problematic issues, improvement of existing and creation of new training modules are among plans of FTI.
- [A donor willing to fund the work of the FTI Bishkek Head Office need to be located to ensure effective coordination of FTI's overall activities.](#)

## Program calendar: A year in FTI's life

<p><b>2004</b> <b>January</b> <i>The Project "Rendering of Legal Services"</i></p>	<ul style="list-style-type: none"> <li>▪ <i>FTI CSCS as part of the civic Initiatives Support in Central Asia Program funded by the USAID started rendering legal assistance to NCOs and vulnerable groups of Batken oblast population.</i></li> </ul>
<p><b>February</b> <i>US Ambassador's visit to the FTI Batken Branch</i></p>	<ul style="list-style-type: none"> <li>▪ <i>During the visit of the US Ambassador to Kyrgyzstan, the head of USAID mission in Kyrgyzstan, and US Military Attaché in Kyrgyzstan meetings were held with representatives of the noncommercial sector of Batken oblast during which opinions on the performance, prospects and directions of activities of the oblast NCOs were discussed. The visitors gave a high evaluation to the FTI activities.</i></li> </ul>
<p><b>May</b> <i>RDD Project evaluation</i></p>	<ul style="list-style-type: none"> <li>▪ <i>The Swiss Development and Cooperation Office engaged outside conflict mitigation experts, Tony Vaux and Kakhramon Rakhmanov, to evaluate the Regional Dialog and Development Project. Subjects to evaluation were approaches applied during mitigation of the conflict potential and context in which the RDD Project was implemented, project's impact, cooperation among the project implementers, project sustainability issues, etc.</i></li> </ul>
<p><b>June</b> <i>Training by Simon Fisher supported by the US Institute for Peace</i></p>	<p><i>The training on Fundamentals of Conflict Mitigation and the Training of Trainers arranged by FTI and conducted by experienced trainers from the Responding to Conflict (UK), Simon Fisher and Emma Lesley, allowed many FTI officers gain and improve their knowledge and skills in the area of conflict analysis and peacebuilding.</i></p>
<p><b>August, September</b> <i>Internal evaluation</i></p>	<ul style="list-style-type: none"> <li>▪ <i>Kristel Maasen, the FTI international volunteer, and Ainura Abdyldayeva, and outside expert, assessed the FTI program and organizational activities. The evaluation main purpose was to identify the degree of cohesion among the FTI projects and programs and to what extent FTI operates in a way that guarantees presence of such cohesiveness. The evaluation was performed with maximum involvement of FTI personnel. Based on the evaluation's findings a set of recommendations was developed aimed at improvement of FTI program and organizational activities that underlay formation of strategic planning for 2005-2008.</i></li> </ul>
<p><b>August</b> <i>US Ambassador's visit to the FTI Aksy Field Office</i></p>	<ul style="list-style-type: none"> <li>▪ <i>The purpose of the Ambassador's visit was to get reliable information about the situation in Aksy rayon from cognizant and local people. His purpose also included learning projections or impact of the election campaigns on the situation. At the end of the meeting he said that "civic society is the foundation of democracy" and called people to be active to maintain democracy in Kyrgyzstan. The Ambassador was most concerned with fairness of the then upcoming Parliamentary and Presidential Elections.</i></li> </ul>
<p><b>September</b> <i>Futimaka Okubo, an international volunteer from Japan, starts working in the FTI Batken Branch</i></p>	<ul style="list-style-type: none"> <li>▪ <i>Mostly Okubo-san's work focuses on rendering assistance to FTI Batken Branch officers in preparation of project documents, translation of project documents and proposals, teaching English to Batken Branch officers. In addition, Okubo-san was charged with editing and revising the FTI monthly informational newsletter and rendering assistance to Batken Branch in computer servicing.</i></li> </ul>

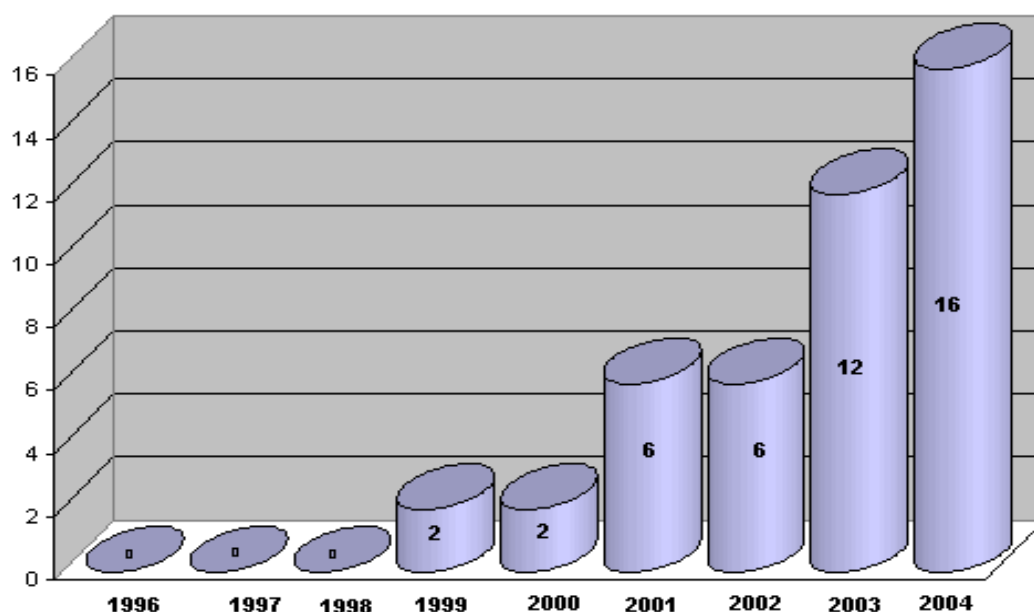
<p><b>October</b> Opening of the Resource Center in Kyzyl-Kiya</p>	<p>As part of the Center for Support of Civic Society (CSCS) Project on "Development of Effective Cooperation between State Bodies and Civic Society in Batken Oblast" supported by the Soros Foundation in Kyrgyzstan, a Resource Center was opened in Kyzyl-Kiya. The main goal of this project is to facilitate involvement of the population of Kyzyl-Kiya in the decision making that affects socioeconomic position of the people through development, implementation and strengthening of sustainable mechanisms and procedures of harmonization of various interests. Opening of this Resource Center also allowed significantly expanding the circle of the foundation's beneficiaries that have access to the CSCS services.</p>
<p><b>October</b> A round table by the Foundation for Peace in Central Asia held in FTI Aksy Field Office</p>	<ul style="list-style-type: none"> <li>▪ A round table was held in FTI Aksy Field Office in partnership with the Foundation for Peace in Central Asia as part of the latter's Goodwill Ambassadors Network. The participants were GAN mediators, leaders of cross-border communities of Kyrgyzstan and Uzbekistan. The round table results included identification of problems triggering conflicts, development of recommendations for state structures of Kyrgyzstan and Uzbekistan and formulation of the joint action plan to reduce interethnic tension. In addition, members of local mediators networks of Aksy and Alabuka rayons trained as part of the Kyrgyzstan-Uzbekistan Project (HIVOS) also took part in the round table. For these network members conditions were created so that they were able to gain some practical skills from their counterparts from GAN network.</li> </ul>
<p><b>October</b> The Aksy rayon's administrative center was assigned the status of a town</p>	<ul style="list-style-type: none"> <li>▪ After the village of Kerben was given the status of a town the local population feared that now taxes would be raised. That could trigger some population grievances. FTI Aksy Field Office ran some explanation and informational activities regarding this issue by publishing an article in the Media Informational Newsletter.</li> </ul>
<p><b>November</b> A new mayor Aksy rayon was appointed</p>	<ul style="list-style-type: none"> <li>▪ A. Egemberdiyev, former akim (head) of Aksy rayon was replaced with a new akim, A. Shyrdakov, who till November 2004 had worked as the head of Rayon Education Department. The Aksy Rayon Education Department was a partner of one of FTI projects (The Soros Foundation in Kyrgyzstan) and in addition, ever since the year 2000, Shyrdakov rendered all kinds of assistance to FTI. His appointment as the head of the Aksy rayon significantly improved FTI Aksy Field Office cooperation with the state bodies, local self-governance bodies and other state institutions.</li> </ul>
<p><b>December</b> Creation of DAC in Kadamjai rayon</p>	<p>Per the initiative of the FTI Batken Branch officers the state Administration of Kadamjai rayon created a Development Advisory Council, an institution that allows representatives of nongovernmental and commercial organizations and representatives of the communities to participate in planning and decision making in the area of rayon's socioeconomic development.</p>
<p><b>December</b> General meeting of FTI staff on strategic planning</p>	<ul style="list-style-type: none"> <li>▪ In Osh a general meeting of FTI personnel was held dedicated to strategic planning facilitated by Emma Lesley, an officer of Responding to Conflict, a British organization. As a result of long discussions FTI officers formulated FTI's new mission, vision, goals and objectives, and the strategic plan for 2005-2008.</li> </ul>

## FTI's personnel



<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>20</b>	<b>36</b>	<b>49</b>	<b>50</b>	<b>41</b>	<b>40</b>
--------------	----------	----------	----------	-----------	-----------	-----------	-----------	-----------	-----------

### FTI's partners



#### Our partners:

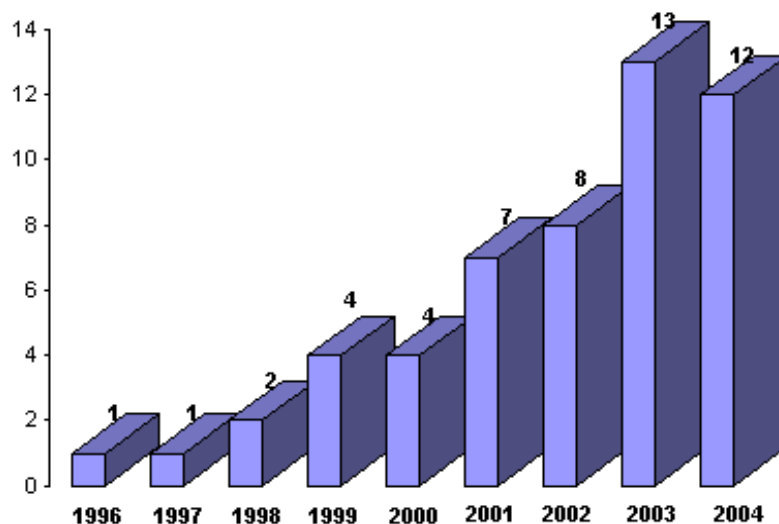
*In Tajikistan:* Ittifok, ASTI, ICA EHIO;

*In Uzbekistan:* Mekhr, FIDO, Ishonch, Association of Businesswomen, Tarakiyet, Demtalim;

*In Kyrgyzstan:* Umut, Radio Salam, For Peace in Central Asia, Association CSCS;

*In other countries:* Help Age, RTC, International Alert (UK), ACTED (France), Mercy Corps

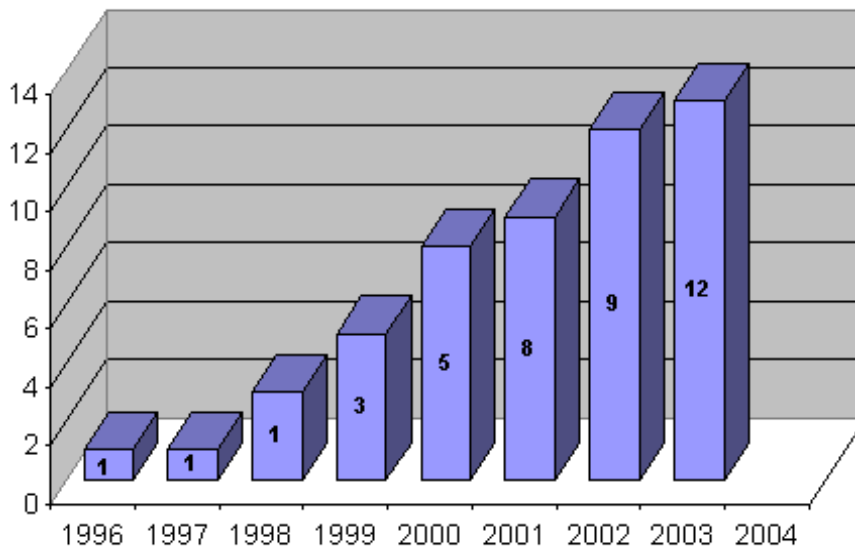
### FTI's donors



#### Our donors:

UNHCR, Swiss Development and Cooperation Office, ACT in Central Asia, USAID, UNICEF, Counterpart Consortium, SOROS-Kyrgyzstan, European Union, US Institute for Peace, Danish Refugee Council, HIVOS (The Netherlands), Democracy Commission under the US Embassy in the Kyrgyz Republic, American Bar Association, GTZ, US State Department, European Center for Conflict Prevention.

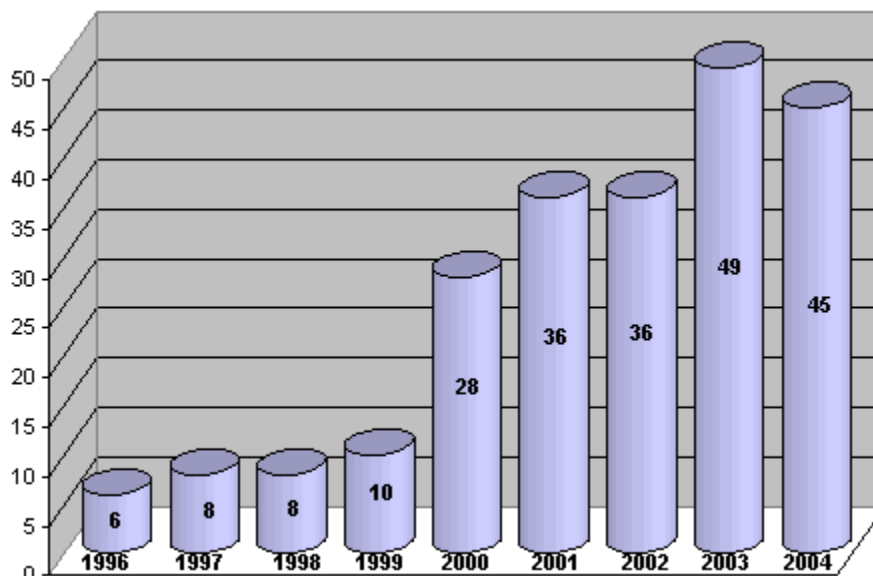
### FTI's projects



**Note:**

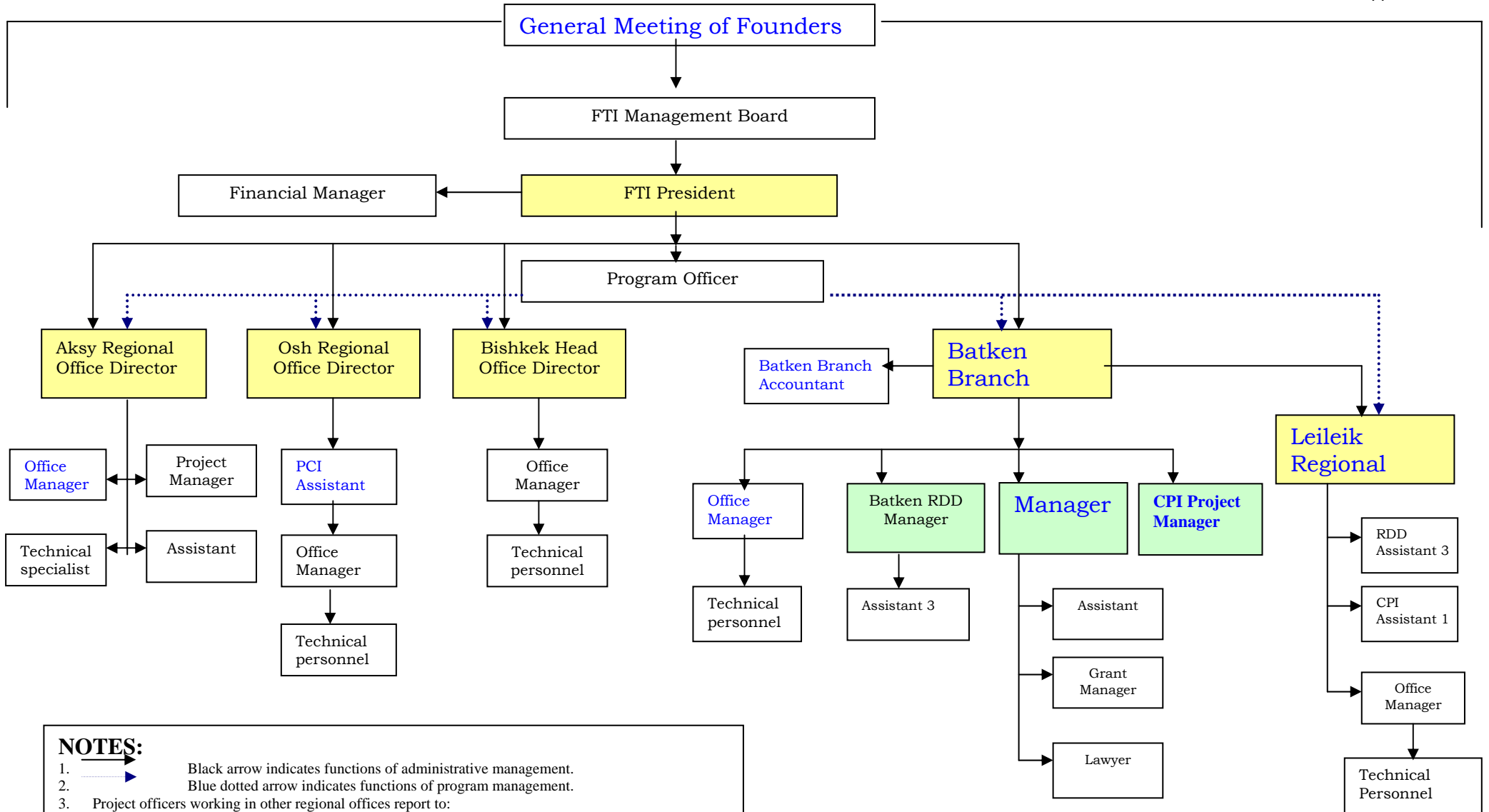
The FTI, in accordance with its mission, implements short-term and long-term projects most of which are implemented in collaboration with the Ferghana Valley and International NGOs.

### Number of FTI's target communities



**Note:**

The term "target communities" means a certain zone or residential area where FTI projects are implemented and that were selected in compliance with the criteria of selection based in appropriate project goals and objectives.



**NOTES:**

1. Black arrow indicates functions of administrative management.
2. Blue dotted arrow indicates functions of program management.
3. Project officers working in other regional offices report to:
  - a) Their project manager with regards to managerial and program issues;
  - b) The regional office director with regards to administrative and disciplinary issues.