

EVALUATION REPORT

**Final Evaluation of the Project
“Strengthening Capacities of the Red Crescent
Society of Kazakhstan and Civil Society
Organisations to contribute to local development in
Kyzylorda Oblast”**

June 2017

Acknowledgments

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List of Acronyms

AIDS	Acquired Immune Deficiency Syndrome
CBHFA	Community-based Health and First Aid
CSO	Civil Society Organisations
DRR	disaster risk deduction
EC	European Commission
EU	European Union
HIV	Human Immunodeficiency Virus
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
LA	Local Authorities
MDR-TB	Multiple-Drug-Resistant Tuberculosis
NGO	Non-Governmental Organization
NS	National Society
RC	Red Crescent
RCSK	Red Crescent Society of Kazakhstan
SSCs	State Social Contracts
TB	Tuberculosis

I. Executive Summary

Background Information

The project “Strengthening capacities of the Red Crescent Society of Kazakhstan (RCSK) and Civil Society Organisations (CSO) to contribute to local development in Kyzylorda oblast” was implemented from May 2014 till June 2017, based upon the European Commission (EC) contribution agreement with the International Federation of Red Cross and Red Crescent Societies (IFRC) and the no-cost extension agreement.

The project aimed at raising effectiveness of the relationships between the civil society institutions and the state and to expand the participation of the civil society institutions in the realization of development strategies. The emphasis has been placed on continuing IFRC support and technical expertise to the RCSK, to contribute to organizational development of the RCSK in human resources, volunteer management, resource mobilization, communications, advocacy and community mobilization.

The final beneficiaries of the project were local communities, vulnerable populations; civil society organizations, local administration, governance, and business sector. The key target groups included RC staff and active volunteers, staff of local CSOs, local authorities and young people. The budget of the Project was 387,483 Euros, out of this amount 349,059 Euros (90%) have been pledged by the European Commission and the amount of 38,784 Euros (10%) is the contribution by the Red Crescent Society of the Republic of Kazakhstan.

Main Conclusions

Evaluation found that as a result of the project local authorities have accepted and welcomed the suggested continuing partnerships. The project and its objectives are relevant in its previous and the existing country and local context. The Project continues to be fully relevant to political and economic situation, consonant with IFRC, the RCSK and local development plan as well as fully accounts the general needs of the communities and vulnerable populations in Kyzylorda Oblast.

The project was found reasonably efficient because the costs were streamlined at the local capacity building that appeared to be more efficient compared to interventions at higher levels because it builds the sense of ownership and commitment for the local development initiatives.

The project has contributed to increasing the availability of services for vulnerable populations. The impact of the project is reflected not only in its active role in the local development processes but also in the increased capacity of local CSOs, communities and individuals to adequately respond to the existing challenges and risks including natural disasters, accidents and illnesses. The project strengthened organizational capacity of local CSOs, their legal and business literacy, as well as fundraising and other knowledge and skills necessary to develop and sustain their activities beyond the frameworks of the project.

The National Societies (NS) in the region experience a chronic lack of donor funding and have to optimize their operations to preserve ongoing projects and activities. The fact that National Societies, unlike other NGOs, manage to resume operations at comparable or even full scale as funds arrive, shows their potential of being sustainable.

The State Order (*GosZakaz*) procedures on purchasing of social services provided by civil society organizations need to be modified to be readily available, transparent and responsive to

the needs of vulnerable populations and allow the funds for institutional development and technical upgrading of civil society organizations.

Recommendations

- IFRC and the RCSK to continue policy dialogue to promote civil society development issues high on the agenda of policy and decision makers.
- RCSK and RC branches to continue positioning the RC in the local development agenda as a resource centre and flagship capable of coaching the civil society and community-based organisations and leading their initiatives in the interests of vulnerable populations.
- Local RC branches to work with local authorities and civil society organisations on regular basis to build strong partnerships and reputable alliances while promoting the Red Cross Red Crescent Movement, its principles and values.
- The Local Kyzylorda Branch to mobilize the CSO organizations for participating in various Civil forums to be held in Kyzylorda city as well as nationally.
- The Local Kyzylorda Branch and CSO organizations to nominate their representatives to the local Public Councils on a basis of rotation of the public councils' members.
- The Local Kyzylorda Branch and CSO organizations to develop partnership with the National volunteer networks.
- The Local Kyzylorda Branch and CSO organizations to develop and implement activities to promote various types of fundraising events and campaigns.
- The Local Kyzylorda Branch and CSO organizations to strengthen their presence in social media such as FB, Twitter etc. as well as conduct PR activities via local media outlets.
- The CSO organizations to maintain feedback with their target populations and practice public reports to beneficiaries and local authorities.
- The Local Kyzylorda Branch and CSO organizations to participate in the social state order and in the framework of the local Civil Alliance.
- The Local Kyzylorda Branch to continue activities on the first aid with the most vulnerable populations to promote the RC branch capacity to embark on commercial first aid courses as a means for strengthening fundraising and sustainability strategies.

II. Main Report

1. BACKGROUND INFORMATION

In April 2014, the European Commission signed a contribution agreement with the International Federation of Red Cross and Red Crescent Societies (IFRC) and pledged an amount of EUR 349,059 to support the three-year project titled “Strengthening capacities of the Red Crescent Society of Kazakhstan (RCSK) and Civil Society Organisations (CSO) to contribute to local development in Kyzylorda oblast” starting from 1 May 2014. The project aimed at raising effectiveness of the relationships between the civil society institutions and the state and to expand the participation of the civil society institutions in the realization of development strategies. The emphasis has been placed on continuing IFRC support and technical expertise to the RCSK, to contribute to organizational development of the RCSK in human resources, volunteer management, resource mobilization, communications, advocacy and community mobilization.

The Project has had the following overall and specific objectives:

Overall Objective: To raise effectiveness of the relationships between the civil society institutions and the state and to expand the participation of the civil society institutions in the realization of development strategies.

Specific Objective 1: To strengthen the capacities of the RCSK to contribute to local development decision making and service delivery in Kyzylorda region.

Specific Objective 2: To promote the role of civil society actors and citizens, and their participation in formulation, implementation, monitoring and evaluation of development policies, strategies.

The final beneficiaries of the project were local communities and vulnerable groups benefitting from the improved RC services; civil society organizations benefitting from capacity building activities on DRR and first aid (for CSOs representing vulnerable populations), local administration and governance, and business sector better informed about the CSOs’ activities and needs of vulnerable populations. The key target groups for the Project are: RC staff (20) and active volunteers (40), staff of 20 active local CSOs, local authorities (oblast and district akimats, departments of health, social security, emergencies and education); young people in educational institutions trained as the RC volunteers and vulnerable groups (illness affected populations, people with disabilities, orphans, children and women victims of violence, people living in disaster risk areas) who were included into policy-making process through the development of the DP plan and the model of health education activities

The proposed Project was to build on the IFRC’s and the RCSK’s in-country and oblast experience and expertise in disaster risk reduction (DRR) and diseases prevention. Planned activities in these two areas were to contribute to achieving two other main tasks of the Kyzylorda oblast development programme, namely improvement of the population’s health and reduction of the burden of socially significant diseases; and creation of conditions to reduce risks and minimize damage from technological accidents, catastrophes and natural disasters. Through these specific activities the Project was expected to demonstrate a real impact of the CSO and communities’ participation on local development. Being the key player in community-based disaster risk reduction (CBDRR) and auxiliary to the Government, the Red Crescent Society were to play a crucial role in facilitating better links between CBDRR and local policy development processes

thus developing the long-term contingency plans in the two target districts and the oblast Disaster Preparedness Plan.

In the first year of the Project implementation the Red Crescent Society established three resource centres in Kyzylorda city and Shieli and Zhanakorgan districts of the oblast which further planned and arranged the training for communities, vulnerable populations, civil society organizations and public institutions on disaster risk reduction (DRR), disease prevention and first aid. Over three years of the project the aforementioned centres reached some 5,900 people. In addition, the National Society provided the capacity building training and support for the civil society organizations selected based upon the CSO mapping exercise in Kyzylorda oblast. Training included the topics such as fundraising, communication and advocacy, volunteering, psychological and psychosocial support etc.

The project team coordinated activities with oblast administration, district governing bodies and concerned departments including emergency, education, health and others. As a result, a contingency plan for Kyzylorda oblast was developed in cooperation with oblast emergency department. A model of health education activities in the oblast was developed and agreed with health authorities.

The Kazakhstan Red Crescent Society with support from the regional representation of the IFRC organized two national conferences for CSOs in Kyzylorda in 2015 and 2016, aimed at strengthening cooperation between civil society, local authorities and population and their roles the local development processes. The conferences were attended by representatives of more than 10 active CSOs from different parts of the country, Kyzylorda regional administration, emergency and health departments, the EU, mass media and other partners. The CSOs shared their experiences of cooperation with local authorities and community and civil society organizations. Resolution of the last conference called upon strengthening public activities in addressing the pressing issues concerning local development, accountability and partnership with the local administration and governance.

It is against the background of considerable social mobilization and strengthened capacity of civil society and community organizations and their cooperation and partnership with local administration and governance in Kyzylorda oblast this programme evaluation with an input of external consultancy has been initiated and brought to attention of the donor (EU), IFRC, RCSK in the view of succession and/or perspective dissemination of this experience.

2. EVALUATION PURPOSE, SCOPE, OBJECTIVES AND CRITERIA

2.1 Purpose and Scope

This evaluation was supported by IFRC to uphold accountability and transparency by demonstrating whether or not the work has been carried out as agreed to contribute to organizational learning allowing for better manage and deliver capacity building programmes and services. The unit of analysis is the action (Project) funded by the European Commission under the contract ACA/2014/331-146. The period of the project to be evaluated is May 2015 through April 2017. The evaluated funds are funds actually expended at the time of the evaluation.

The geographic coverage included Almaty, Kyzylorda city and Kyzylorda Oblast of Kazakhstan. The evaluation covered local communities and vulnerable groups, civil society organizations, local authorities and business sector representatives. The audience of the evaluation are the project coordinator and management of the IFRC representation in Central Asia, relevant staff of the IFRC Regional Office for Europe; the project manager, relevant staff and leadership of the Kazakhstan Red Crescent Society; the EC project manager.

2.2 Objectives and Criteria

The evaluation objectives are the following:

- To assess whether the action expected results, specific and overall objectives have been achieved?
- To provide recommendations for future capacity building programming of the National Society

The evaluation sought to obtain information on the relevance and appropriateness, efficiency, effectiveness, impact and sustainability. Specifically, it examined the following questions:

<i>Evaluation criteria</i>	<i>Key questions</i>
Relevance and appropriateness	<ul style="list-style-type: none">• To what extent is the Project suited to the priorities of beneficiaries?• To what extent is the Project tailored to local needs and context, and compliments other interventions from other actors?
Effectiveness	<ul style="list-style-type: none">• To what extent has the Project achieved the intended immediate results?• What are key lessons to inform further implementation and future interventions?• To what extent were services and items delivered in a timely manner and to what degree services provision was adequately supported to achieve objectives on schedule?• How well were various parts of the project managed in a cohesive and effective manner (coordination)? What is the stakeholder perspective of the action and services provided by the National Society
Efficiency	<ul style="list-style-type: none">• How well inputs (i.e. funds, people, material, and time), have been used to undertake activities and have been converted to results?
Impact	<ul style="list-style-type: none">• What are the positive and negative changes from the action for the final beneficiaries and the national Society, direct or indirect, intended or unintended?
Sustainability	<ul style="list-style-type: none">• Are the benefits of the Project likely to continue once donor input has been withdrawn (institutional and financial sustainability, local capacity and ownership)?

3. EVALUATION METHODOLOGY AND LIMITATIONS

3.1 Methodology

This evaluation comprises a mixed approach of qualitative and quantitative methods, providing for a triangulation of findings.

(a) *Document review.* The evaluator reviewed all available relevant written documents, protocols, presentations and reports providing a detailed overview of the background, goals, objectives, as well as planned and actually implemented activities of the project towards the set goals. The document review helped clarify most of the evaluation questions including relevance, efficiency, effectiveness, impact and sustainability, but have been verified by combining desk review and information obtained during interviews with key informants in the field;

(b) Semi-structured interviews. The evaluator conducted interviews with key informants representing a wide range of positions and responsibilities within the project including:

- IFRC staff
- National Society staff at the headquarters, in the Kyzylorda oblast branch and in the resourced centres.
- Donor (EU)
- Partner organisations involved in implementation of the Project.
- A range of project beneficiaries including Civil Society and Community Organisations at the Project site.

This method was used for all evaluation questions with information triangulated against relevant documentation.

(c) Field visits. The evaluator visited branch RC office, partners and observed the work of a resource centre. This method was used to answer questions in the sections relevance and appropriateness, and effectiveness.

Relevance was evaluated against the situation relating to CSOs. The effectiveness of the implementation was measured against the project document and logical framework. Outputs, outcomes and objectives stated in the logical framework were verified through document review and observation as well as through feedback received from the stakeholders in the course of interviews.

The Project was evaluated with the emphasis on the successes, achievements and developments that occurred during the life of the project. A counterfactual analysis was used to assess the impact of the project and reveal what would have happened if there had been no project i.e. how and if the occurred changes can be attributed to the Project.

Assessment of the sustainability sought to help reveal the survival of the Project products, approaches and attitudes beyond the life of the Project. In particular the evaluator scrutinised the two major criteria of sustainability (i) the level of official endorsement/approval/stipulation of the proposed changes/ recommendations/ products, i.e. their institutionalization and (ii) acceptance thereof by broad public and final beneficiaries. These criteria also relate to impact if directly attributed to the Project.

3.2 Limitations

Evaluation expert experienced challenges in carrying out evaluation within a limited timeframe, at short notice and within a large geographical area. In particular the short timing coupled with the long distance and hit wave did not allow visiting the field resource centres in Shieli and Zhanakorgan.

Nevertheless, timely provision of all project related documentation prior to the field mission, good and efficient arrangements for meetings, organized by the RCSK Project Coordinator and available branch staff, allowed to meet and interview implementers, partners, and beneficiaries who informed the results of this evaluation.

4. MAJOR FINDINGS

4.1. Relevance and Appropriateness

The project is relevant to the National RC Society in the country and local development context given the growing importance of the roles that Civil Society plays in implementing national and local development plans and policies. The Civil Society in general, the organizations (CSOs) have good potential and comparative advantage for mobilizing people and reaching specific groups including those disadvantaged and vulnerable and get them involved in making decisions that affect their lives and providing respective support.

However, the capacities of these organisations, at the local level, are insufficient to fulfil the aforementioned tasks. Neither can they effectively participate in a dialogue with local authorities and or other CSOs, private sector or the media. The implemented project was aimed at building and strengthening the necessary capacities of the Red Crescent Society of the Republic of Kazakhstan (RCSK) with its branch office in the pilot region of Kyzylorda Oblast, so they are able to convey their knowledge and capacity as well as mobilise other CSOs including those of vulnerable groups and affected populations such as TB patients, disabled, orphans, children and women, and people living in disaster-prone areas.

The project is relevant and appropriate in the respective context of Kyzylorda oblast. According to oblast administration there are 690 NGOs registered in the region. However, out of the total 207 CSOs registered in the oblast centre (Kyzylorda city) only 30 have reportedly been operational.¹ In most cases these CSOs are established in response to the current funding opportunities which often make them short lived and their capacity restricted for a limited number of funded services designated to specific groups. The struggle for daily survival leaves many CSOs unable and unwilling to engage on a wider scale. This has become a growing issue with State Social Contracts (SSCs), but SSCs do not provide support for CSOs' institutional development including a strategic planning and fundraising.

Therefore, the capacity of the involved CSOs and individuals increased as a result of this Project will allow them to become more sustainable and independent on external funding, to participate more effectively in a multi-stakeholder dialogue with local authorities (LA), private sector, other CSOs, conducting effective advocacy aimed at providing access to high-quality public services and producing policies that are responsive to the voices of vulnerable people.

The Project is relevant to the Red Crescent Society of the Republic of Kazakhstan (RCSK) as the biggest national non-governmental organisation with its network of 18 branches throughout the country including Kyzylorda region. RCSK is a member of the International Federation of Red Cross and Red Crescent Societies (IFRC) a representation of which operates in Kazakhstan over 20 years. The project is also relevant to the IFRC Strategy 2020 with a strong focus on building of the strong National Societies, 1: Local development institutions and policies and services: (1) improve the Institutional framework for local development policies; (2) improve local development policies in pilot oblasts and strengthen voice of civil society; and (4) strengthen capacities of local development actors.

The objectives and results of the project are relevant to the main tasks of the Kyzylorda Development programmes for 2011-2015²: and 2016-2020³ to raise effectiveness of the state

¹ <http://inform.kz/rus/article/2458187>

² Development programme of the Kyzylorda oblast for 2011-2015 approved by 12th regular session of Kyzylorda regional maslikhat 6/12/2012

information policy and relationships between the civil society institutions and the state; and to enlarge participation of the civil society institutions in provision of special social services, implementation of the Kazakhstan's 2030 Development Strategy.

Moreover, the project is relevant and appropriate to the IFRC's and the RCSK's mandate, experience and expertise in disaster risk reduction (DRR), and diseases prevention including TB, HIV and CBHFA programmes aimed at active involvement of CSO and expanded community participation in improving population's health and reduction of the burden of socially significant diseases; and creation of conditions to reduce risks and minimize damage from technological accidents, catastrophes and natural disasters.

Based on the above the project and its objectives are relevant in its previous and the existing country and local context. Project continues to be fully relevant to political and economic situation, consonant with IFRC, RCSK and local development plan as well as fully accounts the general needs of the communities and vulnerable populations in Kyzylorda Oblast.

4.2 Effectiveness

This Project has been set out to deliver outputs necessary to attain the two planned outcomes herein referred to as specific objectives and achieve the overall Project's objective, *to raise effectiveness of the relationships between the civil society institutions and the state and to expand the participation of the civil society institutions in the realization of development strategies.*

The project may be regarded as effective given the produced results and having achieved some gains. The most important milestones showing project achievements include but not limited to the following:

Specific Objective 1: *To strengthen the capacities of the RCSK to contribute to local development decision making and service delivery in Kyzylorda region.*

The IFRC strengthened the capacities of staff of the RCSK Kyzylorda Branch and 12 selected local CSOs in key areas to enable them to promote interests of their target groups and support quality project performance and accountability. Some 180 volunteers from youth and wider population have been trained to support the RCSK work with communities.

The Kyzylorda branch of the RCSK has expanded cooperation with the local Emergency Department in terms of disaster preparedness of the local population and disaster response capacity-building. In partnership with the Emergency Department the branch developed, tested and adopted a Regional Disaster Preparedness Plan that lists standard operation procedures for the National Society to follow when responding to a disaster. The plan clarifies the role of the Red Crescent's branch in disaster response, which fits the auxiliary role the National Society plays towards the public authorities in the humanitarian sphere.

The project team organized 6 campaigns on DRR and TB prevention that covered in total an estimated 12,000 people. A model of health education activities has been developed by the RCSK Kyzylorda branch that will further be used for health promotion among local population.

³ Development programme of the Kyzylorda oblast for 2016-2020 approved by 42th regular session of Kyzylorda regional maslikhat 10/12/2015

Specific Objective 2: To promote the role of civil society actors and citizens, and their participation in formulation, implementation, monitoring and evaluation of development policies, strategies.

The mapping of active CSOs in Kyzylorda region was completed and followed by a series of 7 trainings on fundraising, communications and advocacy, project planning, monitoring and reporting, HR management, public relations, disaster risk reduction and social mobilization for representatives of the 12 selected CSOs. Some 14 round-table meetings with local authorities, representatives of the business sector, civil society and population were organised to expand participation of the civil society actors and citizens in local development processes.

I would like to stress the role of the Project in consolidating the partnership between local CSOs and local authorities We have managed to obtain new crucial knowledge and skills... we got acquainted with many specialists and studied various important topics. In my opinion, we, the CSO community, have to further develop our partnership and play our important role in local life of Kyzylorda city. (Timur Kamalov, Acting Director of the Public Fund "Arylu)

Three resource centres have been established in Kyzylorda city and in Shieli and Zhanakorgan districts of Kyzylorda region to work with CSOs and communities. The Project provided training on first aid, disease prevention and disaster risk reduction to the total of 6,000 people including those with various disabilities, students, and members of families with many children.

The Kyzylorda RCS branch and local CSOs joined the Civil Alliance as members. As a result, the branch and partner CSOs conducted a series of socially important activities with support from the Civil Alliance, namely HIV and AIDS prevention activities among youth, activities on promotion of national values, healthy lifestyle etc. The Kyzylorda branch and local CSOs organized 5 resource mobilization campaigns to support the most vulnerable people. As a result, more than 650 people received support from the funds raised during these campaigns.

Two national conferences for CSOs arranged by the IFRC and the RCSK in Kyzylorda in 2015-2016 served as dialogue platforms for 60 participants from 7 regions of the country. CSOs and local authorities discussed ways to strengthen capacities of the civil society sector and shared their experience in development. There was a resolution signed by the participants of the second conference that recommends CSOs to facilitate civil activity of the population, take active part in discussion and addressing concrete issues on their sites, support public accountability, facilitate further consolidation of partnership with local authorities etc.

The Project also produced printed information on various topics. Few types of information materials on DRR and health issues were developed and the total of 12,000 copies have been distributed among beneficiaries. To contain transportation and other associated costs the materials have been published locally.

Effective collaboration established by the Project enabled effective learning and sharing the experience and knowledge among Kyzylorda RC Branch and all Project partners. Regular meetings helped create a friendly environment, working for results, strengthening the existing partnerships and creating new ones.

4.3. Efficiency

The budget of the Project is 387,483 Euros, out of this amount 349,059 Euros (90%) have been pledged by the European Commission and the amount of 38,784 Euros (10%) is the contribution by the Red Crescent Society of the Republic of Kazakhstan. In general, the Project budget was spent as planned.

The project appears to be optimally efficient as intervention at the local level aimed at strengthening of civil society organisations and capacity of local communities and their effective collaboration with local administration and governance in local development processes is regarded more efficient compared to interventions at higher levels.

Another important efficiency check concerns volunteers. The project reported the training provided for 180 from youth and wider population. Evaluator had opportunity to appreciate and acknowledge an active role of volunteers in the Project during the field visit.

Analysis of the project funding revealed that about 59% of direct project funding was spent on project staff salaries and almost 17 % went to capacity building activities including 29% expenses on local travels. Local office, equipment and supplies both accounted about 10% of the total expenses, and publications, visibility materials and research (mapping) cost just under 1% of the total budget.

Based on the above the project may be regarded as reasonably efficient because the costs were streamlined at the local capacity building which in this particular case are more efficient compared to interventions at higher levels because it builds the sense of ownership and commitment for the local development initiatives.

4.4. Impact

With respect to this project the impact is measured through potential contribution of the specific project objectives to the main project objective or the goal *to raise effectiveness of the relationships between the civil society institutions and the state and to expand the participation of the civil society institutions in the realization of development strategies*. Therefore, creating an enabling environment which increases the role of civil society and facilitate its involvement in local development processes is one of the major conditions to the aforementioned objective. Any development towards this goal whether positive or negative, intended or unintended, would be the one that needs to be evaluated as the project impact.

In order to raise mutual awareness of the roles and build cross-sectoral coordination between local authorities, civil society organizations and business sector the RCSK organized a number of round table meetings. The participants discussed progress in partnership between the local CSOs and authorities, issues of the state social order, stakeholders' plans and future cooperation in addressing the needs of the most vulnerable people. As a result, several local CSO partners received funding from the state budget for social activities providing services to target populations.

The role of CSOs in provision of special social services to various groups of people with special needs (e.g. disabled children) and those affected by illnesses such as TB and HIV, has been

clearly stipulated in the local strategic development plans. The latter is considered as an indirect result of the Project with growing understanding by local authorities of the unique roles that civil society sector plays in local development on the one hand, and an increasing social activity and initiatives of civil society, communities and individuals on the other hand.

The project has tuned up the voice for increasing availability of services for vulnerable population. The impact of the project is reflected in its active role in the local development processes but also in the increased capacity of local CSOs, communities and individuals to adequately respond to the existing challenges and risks including natural disasters, accidents and illnesses. The project strengthened organizational capacity of local CSOs, their legal and business literacy, as well as fundraising and other knowledge and skills necessary to develop and sustain their activities beyond the frameworks of the project.

4.5. Sustainability

A major concern of sustainability is the likelihood that the benefits from the project will be maintained at the appropriate level for a reasonably long period of time after withdrawal of external support. Fundraising and mainstreaming of resources are at the heart of RC operations. As a matter of fact, the National Societies in the region experience a chronic lack of donor funding and have to optimize their operations to preserve ongoing projects and activities. The fact that National Societies, unlike other NGOs, manage to resume operations at comparable or even full scale as funds arrive, shows their potential of being sustainable.

Local authorities have accepted and welcomed the continuing partnerships suggested by the project. Their institutionalization has been implemented by means of the State Order (*GosZakaz*) on purchasing of a range of social services provided by civil society organizations. However, this system needs to be improved in order to be widely available, more transparent, and responsive to the needs of vulnerable populations. Moreover, CSOs' staff and institutional development as well as technical upgrades remain unfunded articles of *GosZakaz* which is effectively undermining developmental opportunities of the civil society organizations.

Having said the above, one need to agree that the project did not address the aforementioned issues directly linked to its sustainability. Nevertheless, it has made some gains enabling it to sustain some project activities. Reportedly, the three resource centers will all continue to be regularly used as knowledge sharing, capacity building, advocacy and communication outlets for civil society and community-based organizations of the oblast. In addition, Kyzylorda RC branch continues to keep and successfully develop voluntary services. However, at this point the prospect of retaining the project activities at a full or somewhat comparable scale without additional funding does not seem very optimistic.

In addition to the fundraising efforts the National Society and the RC branches will continue activities under CBHFA and DRR programs which will help reach vulnerable populations of the oblast and resume selected project activities targeting civil society and community based organizations.

A special word needs to be devoted to RC nurses who for many years have been invaluable resource of care for those in most need including elderly, patients with various illnesses and disabilities. The RC nurses played the key role in the Multiple-Drug-Resistant Tuberculosis (MDR-TB) Project successfully implemented in Kyzylorda. The existing procedures now require the

nurses undergo licensing to be able to practice in the state and non-state facilities. As this requirement also applies to the initiatives on behalf of the National Society including TB and HIV projects with significant input from nurses the RC needs jointly with health department address this issue to be able to continue using the branded nursing care.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Local authorities have accepted and welcomed the continuing partnerships suggested by the project. The project and its objectives are relevant in its previous and the existing country and local context. Project continues to be fully relevant to political and economic situation, consonant with IFRC, the RCSK and local development plan as well as fully accounts the general needs of the communities and vulnerable populations in Kyzylorda Oblast.

The project may be regarded as reasonably efficient because the costs were streamlined at the local capacity building which in this particular case are more efficient compared to interventions at higher levels because it builds the sense of ownership and commitment for the local development initiatives.

The project has tuned up the voice for increasing availability of services for vulnerable population. The impact of the project is reflected in its active role in the local development processes but also in the increased capacity of local CSOs, communities and individuals to adequately respond to the existing challenges and risks including natural disasters, accidents and illnesses. The project strengthened organizational capacity of local CSOs, their legal and business literacy, as well as fundraising and other knowledge and skills necessary to develop and sustain their activities beyond the frameworks of the project.

The National Societies in the region experience a chronic lack of donor funding and have to optimize their operations to preserve ongoing projects and activities. The fact that National Societies, unlike other NGOs, manage to resume operations at comparable or even full scale as funds arrive, shows their potential of being sustainable.

The State Order (*GosZakaz*) procedures on purchasing of social services provided by civil society organizations need to be modified to be readily available, transparent and responsive to the needs of vulnerable populations and allow the funds for institutional development and technical upgrading of civil society organizations.

5.2. Recommendations

- IFRC and the RCSK to continue policy dialogue to promote civil society development issues high on the agenda of policy and decision makers.
- RCSK and RC branches to continue positioning of the RC in the local development agenda as a resource centre and flagship capable of coaching the civil society and community-based organisations and leading their initiatives in the interests of vulnerable populations.
- Local RC branches to work with local authorities and civil society organisations on regular basis to build strong partnerships and reputable alliances while promoting the Red Cross Red Crescent Movement, its principles and values.

- The Local Kyzylorda Branch to mobilize the CSO organizations for participating in various Civil forums to be held in Kyzylorda city as well as nationally.
- The Local Kyzylorda Branch and CSO organizations to nominate their representative to the local Public Councils on a basis of rotation of the public councils' members.
- The Local Kyzylorda Branch and CSO organizations to develop partnership with the National volunteer networks.
- The Local Kyzylorda Branch and CSO organizations to develop and implement activities to promote various types of fundraising events and campaigns.
- The Local Kyzylorda Branch and CSO organizations to strengthen their presence in social media such as FB, Twitter etc. as well as conduct PR activities via the local media outlets.
- The CSO organizations to maintain feedback with their target populations and practice public reports to beneficiaries and local authorities.
- The Local Kyzylorda Branch and CSO organizations to participate in the social state order and in the framework of the local Civil Alliance.
- The Local Kyzylorda Branch to continue activities on the first aid with the most vulnerable populations to promote the RC branch capacity to embark on commercial first aid courses as a means for strengthening fundraising and sustainability strategies.

Annexes

Annex 1. Evaluation Terms of Reference

Terms of Reference

Final evaluation of the project “Strengthening capacities of the Red Crescent Society of Kazakhstan and Civil Society Organisations to contribute to local development in Kyzylorda oblast”

1. Summary

1.1 Purpose – to uphold accountability and transparency and to contribute to organizational learning.

1.2 Audience – IFRC secretariat staff, the Kazakhstan RC, the EC.

1.3 Commissioner – IFRC Regional Representation for CA.

1.4 Reports – to Assel Tastanova, Head of Office/ Project Coordinator.

1.5 Duration – up to 28 days.

1.6 Timeframe – June 2017.

1.7 Location – Kazakhstan (Almaty, Kyzylorda, Kyzylorda oblast).

2. Background

In spite of the fact that the numbers of civil society organizations in Kazakhstan has grown rapidly, the number of active civil society organizations (CSOs) remains fairly small. International donors are reducing their support of CSOs, and state social contracts only fund project costs. As a result, CSOs are increasingly unable to recoup the costs of institutional development, including upgrading equipment and training personnel, thereby decreasing motivation and organizational capacity within the sector. All these problems impede CSOs’ effective participation in a policy dialogue and influence the progress of reforms in different spheres of the Kazakhstan’s society and economics as well as timely and comprehensive provision of a wide range of services to vulnerable social groups. The project titled “Strengthening capacities of the Red Crescent Society of Kazakhstan and Civil Society Organisations to contribute to local development in Kyzylorda oblast” addressed problems facing the civil society. It was originally implemented between May 2014 and April 2017 in Kyzylorda region of Kazakhstan and funded by the European Commission; a two-months no-cost extension was recently agreed with the donor extending the timeframe till June 2017.

The final beneficiaries of the project are: local communities and vulnerable groups benefiting from the improved RC services, civil society organizations benefiting from received knowledge on capacity-building and on DRR and first aid (for CSOs and institutions uniting vulnerable groups), local governments and business sector better informed about the CSOs’ activities and needs of vulnerable population. The key target groups⁴ for the project are: RC staff (20) and active volunteers (40), staff of 20 active local CSOs, local authorities (oblast and district akimats, departments of health, social security, emergencies and education); young people in educational institutions trained as the RC volunteers and vulnerable groups (illness affected people, people with disabilities, orphans, violated children and women, people living in disaster risk-prone zones) included into policy-making process through the development of a disaster preparedness plan and a model of health education activities.

⁴ “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and “final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

The budget of the project is 387,843 Euros, out of this amount 349,059 Euros have been pledged by the European Commission and the amount of 38,784 Euros is co-contributed by the Kazakhstan Red Crescent Society.

In the first year of the project implementation the Red Crescent Society established three resource centres in Kyzylorda city, Shieli and Zhanakorgan districts of Kyzylorda region that further arranged training for communities, vulnerable people, civil society organizations and institutions on disaster risk reduction (DRR), diseases prevention and first aid. Over three years of the project the above-mentioned centres reached with training about 5,900 people. In addition, the National Society provided capacity-building training and consultancy support for selected CSOs following the mapping of civil society organisations in Kyzylorda oblast. Training topics included: fundraising, communications and advocacy; planning, monitoring and reporting; HR management, public relations and advocacy; volunteering; psychological support etc.

The project team held regular meetings with the local government bodies including the emergency, education and health departments, the healthy life-style centre, local administrations and others. There was a contingency plan for Kyzylorda region developed in cooperation with the local emergency department. A model of health education activities in the region has also been developed and agreed with health authorities.

With support from the IFRC regional representation the Kazakhstan Red Crescent Society organized two national conferences for CSOs in Kyzylorda in 2015 and in 2016. The conferences aimed at strengthening cooperation between the civil society, local authorities and population within the local development processes. Representatives of more than ten active local CSOs from different parts of the country, the Kyzylorda regional administration, emergencies and health departments, the EU, mass media and other partners attended the conferences where CSOs shared their experience of cooperation with local authorities and other CSOs. There was a resolution signed by the participants following the discussions at the second conference that recommends CSOs to facilitate civil activity of the population, take active part in discussion and addressing concrete issues on their sites, support public accountability, facilitate further consolidation of partnership with local authorities etc.

3. Evaluation purpose and scope

3.1 Purpose:

The purpose of the evaluation is to uphold accountability and transparency, by demonstrating whether or not the work has been carried out as agreed, and to contribute to organizational learning allowing to better manage and deliver capacity-building programmes and services.

The audience of the evaluation will be the project coordinator and management in the IFRC regional representation, relevant staff of the IFRC Regional Office for Europe; the project manager, relevant staff and leadership of the Kazakhstan Red Crescent Society; the EC project manager.

3.2 Scope:

The unit of analysis is the action funded by the European Commission under the Contract ACA/2014/331-146. The time period of the project to be evaluated is May 2014-April 2017, the evaluated funds are funds actually expended at the time of the evaluation. The geographic coverage will include Almaty, Kyzylorda city and Kyzylorda oblast of Kazakhstan. The evaluation will cover local communities and vulnerable groups, civil society organizations, local authorities and business sector representatives.

4. Evaluation objectives and criteria

4.1.1 Objectives:

- To assess whether the action expected results, specific and overall objectives have been achieved
- To provide recommendations for future capacity-building programming of the National Society

4.1.2 Criteria:

Relevance and appropriateness

- To what extent is the action suited to the priorities of the beneficiaries?
- To what extent is the action tailored to local needs and context, and compliments other interventions from other actors?

Efficiency

- How well inputs, (i.e. funds, people, material, and time), have been used to undertake activities and have been converted to results?

Effectiveness

- To what extent has the action achieved the intended immediate results?
- What are key lessons to inform further implementation and future interventions?
- To what extent were services and items delivered in a timely manner and to what degree service provision was adequately supported to achieve objectives on schedule?
- How well were various parts of the action managed in a cohesive and effective manner (coordination)?
- What is the stakeholder perspective of the action and services provided by the National Societies?

Impact

- What are the positive and negative changes from the action for the final beneficiaries and the National Society, direct or indirect, intended or unintended?

Sustainability

- Are the benefits of the action likely to continue once donor input has been withdrawn (institutional and financial sustainability, local capacity and ownership)?

5. Evaluation methodology

The data will be collected through review of secondary data sources, observation and communication with key informants. Systems should be employed to verify data accuracy and completeness, such as cross-checking with other data sources etc.

Proposed secondary data sources:

- Description of the action
- Logical framework matrix
- Action plans
- Budget for the action
- Progress reports on the action
- Operational reports on the country plan

Proposed primary data sources:

- IFRC staff (focus on efficiency and effectiveness)

Proposed methodology: individual interviews with relevant staff in the Regional Representation (Almaty).

- National Society staff and volunteers (focus on efficiency, effectiveness and sustainability)

Proposed methodology: individual or group interviews with staff and volunteers of the National Society at the headquarters, in the branch and in the resource centres.

- Beneficiaries (focus on relevance and appropriateness, impact and sustainability)

Proposed methodology: individual and group interviews or focus group discussions at the project site.

- Partner organizations (focus on relevance and appropriateness, effectiveness and impact)

Proposed methodology: individual interviews with representatives.

6. Outputs

There should be written reports in English and Russian produced, maximum 15 pages each, with recommendations specific and implementable within the local and global strategic frameworks, principles and resource limitations of IFRC.

The content of the written reports should be coherently structured with a logical flow. Data and information should be presented, analyzed, and interpreted systematically, with a clear line of evidence supporting the conclusions and recommendations. The reports should include a profile (background) of the project evaluated, a description of the evaluation methods and limitations, findings, conclusions and recommendations. The executive summaries should provide succinct and clear overviews of the reports, highlighting key findings, conclusions, recommendations and lessons learned. The reports should also have appropriate appendices, including a copy of the TOR, data collection instruments, and full citations for any cited resources.

7. Proposed timeline

Briefing in the IFRC regional representation, Almaty: 5 June 2017

Desk review: 5-6 June 2017

Data collection and analysis: week 12-16 June 2017

Draft report: 26 June 2017

Final report: end of June 2017

8. Evaluation quality and ethical standards

The evaluator should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluator should adhere to the evaluation standards and specific, applicable practices outlined in the IFRC Evaluation Framework accompanying this TOR.

It is also expected that the evaluator will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at: <http://www.ifrc.org/en/who-we-are/vision-and-mission/the-seven-fundamental-principles/>

9. Qualifications of the evaluator

9.1 Qualifications:

- Sound background of social research methodologies, including a highly developed analytical and communication skills and ability to assimilate and process information.
- Solid understanding of the development sector with a focus on participatory processes, joint management, and gender issues.
- Experience in conducting evaluations of project/programmes funded by the European Union.
- Experience in facilitating focus groups.
- Excellent English and Russian writing skills.
- Familiarity with IFRC operating environment helpful.

Notes

- The evaluator will be contracted by the IFRC and the standard contractual terms will apply.
- The budget is 3,500 EUR.
- Agreed travel expenses will be reimbursed at cost in accordance with in the IFRC's relevant regulations.

10. Appendices

IFRC Evaluation Framework

Description of the action

Logical framework matrix

Budget for the action

Progress report on the action for the period 1 May 2014 – 30 April 2015

Progress report on the action for the period 1 May 2015 – 30 April 2016

Quarterly Operational Reports for Kazakhstan 2016

Annex 2. Project Closing Meeting Agenda

Церемония закрытия проекта

«Укрепление потенциала Общества Красного Полумесяца Казахстана и организаций гражданского общества с целью внесения вклада в процессы местного развития Кызылординской области», осуществляемого при поддержке ЕС:

Пресс-брифинг и круглый стол

г.Кызылорда, 19 июня 2017 года

Дата проведения: 19 июня 2017 года

Цель: Осветить основные достижения проекта и вклад в повышение потенциала местных организаций гражданского общества и общие процессы местного развития Кызылординской области.

Количество участников: 31 человек (5 представителей проекта, 2 представителя Представительства ЕС, 14 представители местных властей, 10 представителей НПО).

Наглядный материал/визибилити:

- Подготовка и выпуск пресс-релиза
- Раздаточный материал для СМИ и участников
- Медиа-сопровождение
- Статьи/материал в СМИ

Место проведения: Медицинский колледж, г. Кызылорда

Время	Содержание	Место	Примечания
10.00-10.30	Регистрация участников	Холл Медицинского колледжа	
10.30-10.50	Отдельные интервью	Холл Медицинского колледжа	
10.50-11.20	Открытие пресс-брифинга <i>Модератор: Елена Кистаубаева, МФОККиКП</i> Спикеры: <ul style="list-style-type: none">• Траян Лауренцю Христееа, Посол, Глава Представительства Европейского Союза в Казахстане• Представитель Акимата Кызылординской области• Аргымбаев Еркебек Камбарович, Президент Общества Красного Полумесяца Республики Казахстан• Жаукебаева Бибижан Жаукебаевна, Член областного Президиума областного филиала Общества Красного Полумесяца РК, Почетный Гражданин	Конференц-зал	

	Кызылординской области		
	Начало выступлений и обсуждений в рамках круглого стола		
11.20 -11.40	Основные достижения проекта и положительное воздействие на организации гражданского общества. Серик Кожабеков, ОКП РК, Координатор Проекта	Конференц-зал	
11.40-11.55	Основные достижения областного филиала ОКП РК и партнерство с местными властями и организациями гражданского общества. Абзал Байманов, Директор областного филиала Общества Красного Полумесяца	Конференц-зал	
11.55-12.10	Презентация представителя ОО «Волонтеры Кызылорды» Ольга Чебакова, Председатель ОО «Волонтеры Кызылорды»	Конференц-зал	
12.10-12.25	Презентация представителя ОО «Жардем» Жанат Аликулова, Председатель ОО «Жардем»	Конференц-зал	
12.25-12.40	Опыт сотрудничества Областного Департамента ЧС, ОКП РК и организаций гражданского общества по вовлечению и подготовке волонтеров из числа местного населения. Представитель ДЧС	Конференц-зал	
12.40-13.00	Обсуждение, заключение	Конференц-зал	
13.00-13.15	Общее фото	Конференц-зал	
13.15–14.15	Обед		

Annex 3. List of Participants of the Project Closing Meeting

Список участников национальной конференции 19 июня 2017 г.
г.Кызылорда

№ п\п	Ф.И.О. полностью	Название организации
1.	Трайан Христеа	Посол ЕС в РК, Делегация ЕС г.Астана
2.	Аргымбаев Ерекебек Камбарович	Президент Общества Красного Полумесяца РК, г.Алматы
3.	Гаухар Тикенбай	Делегация ЕС в РК, г.Астана
4.	Куттыкожаев Ибадулла Дуйсенбаевич	Председатель Кызылординского областного филиала партии «Нур Отан»
5.	Рустемов Руслан Рустемович	Заместитель Акима Кызылординской области
6.	Качкынбеков Марат Молдаканович	Заместитель Генерального Директора Общества Красного Полумесяца Кыргызской Республики
7.	Касымов Фаррух Нумонович	Представительство МФОКК и КП в Таджикистане
8.	Байманов Шахимардан Аскарлович	Заместитель Акима г.Кызылорда
9.	Кистаубаева Елена Михайловна	Представительство Международной Федерации Обществ Красного Креста и Красного Полумесяца в ЦА (МФОКК и КП)
10.	Кайруллаев Айдын Бокенбайулы	Руководитель Кызылординского областного управления внутренней политики
11.	Есқараева Алтын Итенкызы	Заместитель руководителя областного управления координирование занятости и социальных программ
12.	Алназарова Акмарал Шарипбайкызы	Руководитель областного управления здравоохранения
13.	Сайлыбаев Бахытжан Абдыкалыкович	Руководитель областного управления образования
14.	Жарекешева Марьям	Руководитель Областного центр ЗОЖ
15.	Елеусинов Бауыржан Тажимаганбетович	Директор филиала АО «Национальный центр повышения квалификации «Орлеу» институт повышения квалификации педагогических работников Кызылординской области»
16.	Байкадамов Наурызбай Сейткалиевич	Секретарь областного маслихата Кызылординской области
17.	Ольга Чебакова	ОО «Волонтеры Кызылорды»
18.	Сыздык Серик П/п-к	Представитель Областного департамента по ЧС Комитета ДЧС МВД РК
19.	Ильясов Кожамет Абдихайырулы	Заместитель руководителя областной Палаты Предпринимателей
20.	Кожобеков Серик Бидаханович	Представитель НО ОКП РК, координатор проекта

21.	Байманов Абзал Нурдилдаевич	Директор ОФ ОКП РК
22.	Жаукебаева Бибижан	Член ИсполСовета ОФ ОКП РК
23.	Тиканова Актолкын Кенесовна	Супервайзер проекта ОФ ОКП РК
24.	Аликулов Адил Садикулович.	Общественный фонд «Информационно-ресурсный центр «Открытое Гражданское Общество» («Ашық Азаматтық Қоғам» ақпараттық-ресурстық ортылығы» қоғамдық қоры)
25.	Тулупова Мадина Ергалиевна	Председатель Кызылординского областного ОО «Поддержка инициативы»
26.	Павел Горбачев	Директор Общественный фонд «Pro bono»
27.	Камалов Тимур Раушанбекович	Председатель ОФ «Арылу»
28.	Аликулова Жанат	Руководитель ОО «Жәрдем» («Содействие»)
29.	Касымов Гани	Председатель Киргизского этнокультурного областного центра
30.	Захарченко Елена	Региональный директор ОО АСиП
31.	Першин Георгий	Супервайзер ОО АСиП
32.	Турбаева Айман	ОО Кокжиек