PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND
Contract NO.PD:C0110/10

EVALUATION REPORT

UDF-KYZ-11-452 Make Radio / Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan

Date : 5 April 2016

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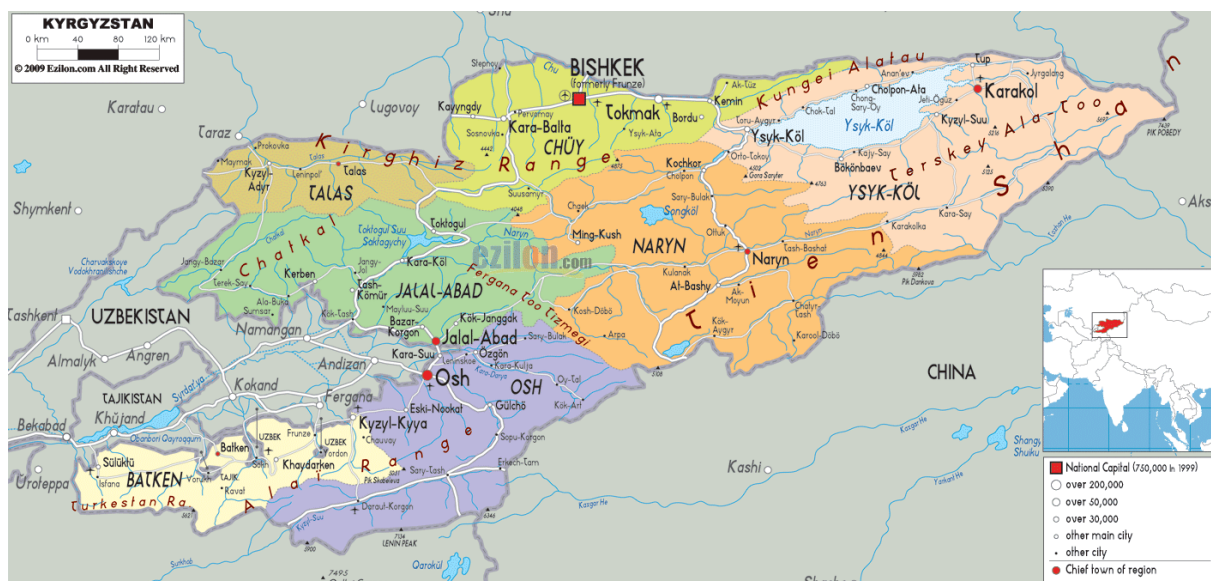All errors and omissions remain the responsibility of the authors.

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Source: Ezilon

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I. Executive Summary

(i) Project Data

The *Make Radio, Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan* project sought to improve access to information of marginalized groups in secluded areas of the country. It planned to do this by creating a Community Media Association to facilitate the entrance of new actors into community media and by supporting the establishment of four narrow-casting radios in the country. Its intended outcomes were: 1) a strengthened community media sector that focused on marginalized groups in secluded areas; and 2) increased commitment among policy makers and other stakeholders for community media law and regulation.

This was a two-year USD 120,000 project (1 December 2012 - 30 November 2014). It was implemented by Mediamost, a Kyrgyz Non-Governmental Organization (NGO) based in Talas City. It partnered with Chintamani an NGO based in Tashkuymr City, Jalalabad District. Their main intended activities were to:

- Create an Association of Community Media and its website
- Create four community narrowcasting radios in remote areas through training and equipping radio journalists and registering them as media NGOs;
- Develop an online news pool on the Association's website that meets international standards and posts at least 90 radio reports; and,
- Engage consultants to draft a revised media law that includes community radio and gather 5,000 signatures for its adoption.

(ii) Evaluation Findings

The project objectives were directly **relevant** to the needs to increase access to local information for rural communities and to the mandate of the grantee, Mediamost that had opened the first community radio in Central Asia, Radiomost. It wanted to share its experience with other NGOs in the country. Community radio as a medium is also closer to the people, as it broadcasts local news and information in Kyrgyz language. The project though was adapted during implementation for several reasons. A key one was to compensate for the European Union (EU) - United Nations Development Programme (UNDP) - United Nations (UN) Women - United Nations Educational, Scientific and Cultural Organization (UNESCO) Social Justice programme that opened 14 community media outlets at the same time as this project. This project worked in synergy with it and ended up leveraging its implementation partner and its methodologies which likely increased its relevance and effectiveness.

The project was implemented along the broad lines of the project document, with some of the same outputs achieved, but it did not follow it completely. It created 'narrow casting' community media stations which are multimedia community centres that report on the internet, with podcasts and through SMS and Twitter. It is unclear whether this was Mediamost's original intent for the project as it told the evaluators or if it actually intended to create community radio stations as implied by the project document and budget. During the project community radio licenses were difficult to obtain, but not impossible. However the larger UNDP project also moved from setting up community radio stations to create multimedia centres so it is likely that Mediamost went along with this change as the easier route to creating a media outlet. Whether this change led to increased **effectiveness** of the four media centres is unknown as there are few user statistics available. The Association of Community Media was created, but also with the assistance of another community radio and

likely the UNDP project as well. The grantee made efforts to collect the signatures needed to amend the media law so that it included community media, but ended up supporting ongoing efforts by a governmental working group on a broadcast law by submitting a definition for community radio. This was accepted by the group and the Ministry of Culture and was incorporated into the bill. This broadcast bill is now with the Parliament. The four multimedia centres were created and operated out of small towns in four different regions.

The project started late due to health issues of Mediamost's director. During this time, the UNDP project was being implemented and it created and trained a large network of community media centres done through Kloop Media, another Kyrgyz NGO based in Bishkek. Although the project document foresaw the Association as providing the training and radio set ups for the four outlets created under the project, Mediamost issued a contract to Kloop Media to do their training and buy their equipment. This likely increased project **efficiency** since Kloop had already done this for UNDP and had the model, materials, skills and experience to do it for the UNDEF-funded project. Mediamost supplemented this by helping to set up the equipment at the four centres and train them on site. It also contracted the director of the Chintimani NGO as foreseen in the project document to prepare the legal documents for the NGOs and Association. UNDP also provided funding to the same Chintimani director for a year to work on the media law and similar issues. There was not enough financial information available to the evaluators to know if there was any duplication of funding or for how much of the remainder of the UNDEF funds were used. The expenditures reported are the same amounts as those used in the illustrative budget in the project document.

The **impact** of this project is difficult to assess given the lack of performance data and the concurrent activities of the much larger UNDP project. Anecdotally, it appears that this project led the creation of the Association which provided a useful and needed mechanism for joint community media action. All of the community media outlets joined the Association although the benefit of membership was not that clear for the members interviewed. Media assistance providers and the donors find the Association useful as they can reach all of the community radio and multimedia centres by going through it, rather than trying to reach the members individually. The multimedia centres created a channel for local communities to receive relevant news. These stations were also useful for the local officials who used them as an alternative channel to deliver important community news, including how to register to vote for the last elections. The outlets also provided internship opportunities for youth as all of the centres' staff were youth volunteers. These were mostly high school students who learned practical journalism skills and likely develop a sense personal empowerment and knowledge through the experience.

The multimedia model has issues of financial sustainability. The centres receive some income through advertising and in a few cases by receiving in-kind support from the municipality, such as rent-free facilities. But the centres were one or two person places, run primarily by persons with full time work elsewhere and staffed by part-time, unpaid high school students. In the case of Barskoon, the municipality created a line item in its 2016 budget to provide small financial awards to the best volunteers at the centre there. The concept of community media is now incorporated into a broadcast bill in parliament and should become law once the bill is enacted. The Association seems **sustainable** at the moment through continued donor funding of its projects. However, it as well consisted of only a very few persons, whose salaries also depended on continued donor funding. The multimedia model is seen by those in Kyrgyzstan as a model for the region and they expect to see it replicated in Kazakhstan and Tajikistan.

There was **UNDEF-value added** to the community media effort in Kyrgyzstan. The regional UNESCO representative saw UNDEF's project as its counterpart funding to the larger EU-

funded UN project that created the 14 community media stations. The German volunteer who helped draft the Mediamost proposal apparently worked in tandem with UNESCO to develop this proposal so that it would complement that effort and help ensure UNESCO's counterpart contribution was provided. If this is accurate, this means that UNDEF's funding enabled a much larger media project to be undertaken and also demonstrates why it was so easy to coordinate the two project's activities during implementation.

(iii) Conclusions

- **Support to community media and access to information is important in areas outside of regional centres.** The project created community-oriented media outlets in different regions that were grounded in the local community, with its services used by the communities and officials to disseminate information. They also offered internship opportunities to inspiring young journalists from local schools. All of this was useful to the local community.

- The **project design was not grounded in the larger picture of media assistance and development in Kyrgyzstan.** The larger UNDP project dominated the community media sector at the time. Rather than developing a standalone project, the grantee needed to take this larger project into consideration during its design to develop a coordinated effort with mutually synergistic activities. This could have avoided the ad hoc changes that needed to have been made during implementation and increased the efficiencies and effectiveness both projects.

- The **project document provided a misleading picture** of what this project intended to do, who it targeted, what type of community media outlets it intended to support and what it intended to accomplish. The programmatic and developmental elements in the design, such as breaking the isolation of rural mountain communities, ensuring editorial standards in reporting, covering minority issues and using community media as a driver for change, were absent during implementation which was focused on the delivery of outputs.

Key issues, such as the long-term sustainability for the media outlets created, needed to be better addressed in the design, with a well-thought out plan developed for how this element could be assured. This is especially important if many media outlets are to be created.

- **Media centres seem to be a useful alternative to community radio,** They are easier to set up as they do not require governmental approvals or licensing. They provide alternative channels for local residents to be able to access local information. This helps to supplement the national and regional information available to the local residents.

- **Youth were a secondary beneficiary to the project** even though this was not a stated objective of the project. All of the centres used high school or college aged students and provided them with a useful practical experience in journalism and on the use of social media. This can help increase the confidence of the students and get them to ask questions about the issues in their communities which could make these youth the seeds for change in the future.

- **The community media sector in Kyrgyzstan seems to be a good model for community media in the region.** It provides for a low-cost, non-threatening means for communities to disseminate information within their areas. Community media is lower profile

than commercial media outlets and has a more limited reach. It had avoided political news and is useful for the local municipalities to get their city messages out.

- The ***project might have had more significant results than were visible*** to the evaluation team, but ***it is not possible to know as results beyond outputs were not tracked.*** The monitoring and evaluation (M&E) plan did not appear to have been implemented and the project's baseline data appeared to be based on erroneous information which, if used to measure project outcomes, would have resulted in inflated and inaccurate indications of results.

(iv) Recommendations

- For similar projects in the future, the evaluators recommend ***continued priority for community media and access to information*** for donor programmes. These channels of communication should also be incorporated into ongoing programmes by other donors and sectors, for example for public service messages (PSAs) for health, education, accountability and good governance. Using these community media outlets could help provide the stations with needed income as well as to help ensure a grassroots reach for public service messaging.

- ***Ensure sustainability elements are thought through and integrated into community media projects*** rather than continuing to create community outlets without a valid sustainability plan. Thought could be given to linking media outlets to schools to manage as part of the school curriculum, especially at university level or linked to local journalism courses at nearby colleges. They could also be based in the local municipality premises with the condition that the radio remains independent and that any municipal messages were clearly identified. Training should also be provided for marketing and advertising and these outlets should be linked to local and national businesses for advertising and to donors and development projects for PSA contracts, etc.

- ***Ensure proposals are grounded in the larger media context*** and take other media projects and their activities and partners into consideration. This should be done during the design phase so that these elements can already be factored into the design before the project starts operations.

- ***Use a development perspective*** in the design and implementation of the project so that the focus remains on the anticipated outcomes rather than on completing outputs. For example, ensure any media outlets created under the project are created early enough in the project so that they can receive continuing mentoring and training over the life of the project. This can help to strengthen their professionalism and institutional development and increase the likelihood of their sustainability after the project is ended.

- ***Use the M&E plan and collect performance data during project implementation so it can be used to track project progress*** and see if it achieved its intended outcomes. Establish basic project management systems to ensure the project tracks its activities, outputs and the progress made towards achieving outcomes. Use the data collected during project implementation to be sure it is meeting targets, and to make corrective actions where needed. Ensure baseline data in the M&E plan is accurate and that end of project data is collected so that the results can be detected and analyzed.

II.   Introduction and development context

(i)   The project and evaluation objectives

Make Radio, Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan project (UDF-KYZS-11-452) was a two-year USD 120,000 project implemented by Mediamost. USD 12,000 of this was retained by UNDEF for monitoring and evaluation purposes. The project ran from 1 December 2012 to 30 November 2014. Its main objective was to improve access to information of marginalized groups in secluded areas by enhancing community media in Kyrgyzstan through the creation of an association of community media and by supporting the establishment of four narrowcasting community radio stations.

The evaluation of this project is part of the larger evaluation of the Rounds 2, 3 and 4 UNDEF-funded projects. Its purpose is to "contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved".[1]

(ii)   Evaluation methodology

The evaluation took place in January and February 2016 with field work done in Kyrgyzstan from 1 to 5 February 2016. The evaluation was conducted by Sue Nelson and Meder Dastanbekov experts in democratic governance. The UNDEF evaluations are more qualitative in nature and follow a standard set of evaluation questions that focus on the project's relevance, effectiveness, efficiency, impact, sustainability and any value added from UNDEF-funding (Annex 1). This report follows that structure. The evaluators reviewed available documentation on the project, on the role of the media and access to information for rural populations in Kyrgyzstan (Annex 2). The team also reviewed the products of the four community media groups created under the project.

In Kyrgyzstan, the team met with Mediamost, project participants, media professionals and organizations, and the United Nations Development Programme (UNDP) staff who monitored the project's milestone events. The work was done in the Bishkek with participants outside the capital interviewed by phone. The list of persons interviewed in provided in Annex 3.

During the preparatory work, the evaluators identified several issues which they followed up during their interviews. These included:

- **Scope of the activities undertaken and quality of implementation** to see which activities were adapted from the project design, who received the radio equipment, and how it was used;
- **Reason for the late delivery of reports** as both the Final Narrative Report and Final Financial Utilization Reports were six months late;
- **Extent of results** as there was little information in reporting about results beyond outputs; and,
- **Lobbying activities** and how the grantee was able to collect 5,000 signatures to support the media law amendment and who signed this support letter.

In addition, the team assessed the issues raised by UNDEF:

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[1] Operational Manual for the UNDEF-funded project evaluations, p. 6.

- **Impact of the delayed activities on the training for editorial standards** on the other project activities;
- **Number of members** for the Association of Community Media and if this number continued to increase after the end of the project; and,
- **Level of difficulty in obtaining a license for community radio** pre and post project.

(iii) Development context

Kyrgyzstan has a high literacy rate of 99 percent. The official languages are Kyrgyz which is spoken by almost 65 percent of the population and Russian which is spoken by about 12 percent. About 13 percent of the population speaks Uzbek.
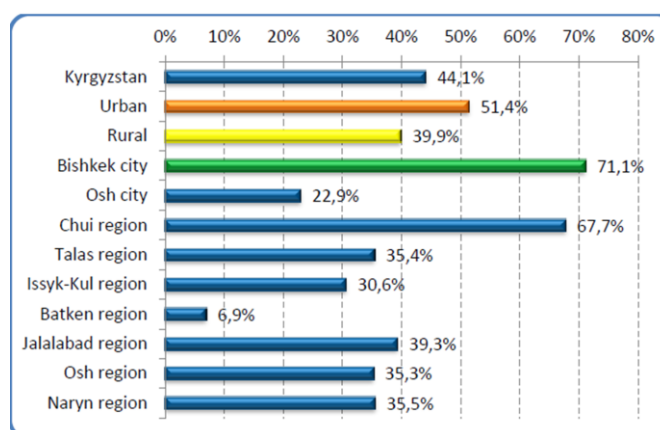
According to the Media Sustainability Index, the media in Kyrgyzstan is "nearing sustainability." It found that the country has progressed in meeting many of the objectives in the media sector, including legal norms, media professionalism and having a business environment supportive of an independent media. These advances have been institutionalized into legislation and practices. However, the Index also found that more time may be needed to ensure these changes are sustainable. Balanced reporting remains an issue.

Kyrgyzstan has more than 1,500 media outlets registered according to the Ministry of Justice. Only a small portion of these are active. It has three main daily newspapers, and four other major newspapers; 26 radio stations, 25 television stations, and three local cable networks.[2] The largest newspaper is a private Russian-language daily with a circulation of 150,000. Two of the top three television stations are state owned, followed by a private station. There is also a state owned news agency (Kabar) and a private new agency (AKI press). Television receives most of the annual advertising revenue (USD 7.9 million) followed by radio and internet (USD 500,000 each).[3]

Kyrgyzstan is in the process of making the transition from analog to digital broadcasting. The policies are done but the actual transition is not yet completed. The existing media law does not include any references to registering community radio or internet publications. A new broadcast bill is currently with parliament that includes a reference to community media.

Figure 1: Radio reach by region

Source: M-Vector Research and Consulting Co.

Survey research (Figure 1) showed that radio listenership in Kyrgyzstan ranged from a low of 6.9 percent in the Batken region to 71.1 percent in the capital, Bishkek. Urban listeners also came in higher at 51.4 percent to the rural audience of just under 40 percent. The Russian speaking stations get more than half the listeners (56 percent) followed by Kyrgyz speakers (45.1 percent) and Uzbek speakers (26.2 percent). The biggest barrier to listening to radio identified was occupation (inability to listen while at work). Twenty percent of those surveyed did not listen because of bad reception.

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[2] USAID, Media Sustainability Index, Kyrgyzstan, p 258
[3] Ibid

This was most notable in Jalalabad and Naryn regions (52.5 and 36.1 percent respectively.[4] In the capital, the main obstacle was the lack of stable electricity. For the areas outside of Bishkek, more than 80 percent of the population listened to the radio in Kyrgyz while in Bishkek, 90 percent of the population listened to Russian language radio. The main radio audience is aged 18 to 44. Peak listening hours are 10 - 12 AM and 12 - 1 PM, with the news, music, weather forecasts as the most favorite programs.[5]

The internet is becoming more widely accessible, with about 32 percent of Kyrgyzstan's 5.6 million population using the web in 2015. About 50 percent of internet users access it through cyber cafes. Mobile phones are also widely used to access the internet. By the end of 2015 mobile penetration of the country was more than 132 percent.[6] Mobile broadband subscriber penetration was over 70 percent. Access to the internet is inexpensive, with unlimited use costing USD 10 - 35 a month.[7]

Access to information is the most difficult in the remote mountain regions of Kyrgyzstan. There, UNESCO estimated that about 40 percent of the remote mountain villages did not have access to information.[8] UNESCO posits that community media gives local residents a voice and helps them to seek solutions to their problems. At the start of the UNDEF project there were three community radios operating in Kyrgyzstan. There are now about five community radios and 23 community multimedia centres that post news on the internet, SMS and Twitter.

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[4] V-Media Consumption and Consumer Perceptions Survey 2012
[5] Ibid
[6] Budde Comh, *Kyrgyzstan - Telecoms, Mobile and Internet*
[7] USAID, Op Cit, p 269
[8] UNESCO, *Kyrgyzstan, Project Identification Document, No IPDC/KYZ/01*

III. Project strategy

(i) Project approach and strategy

With this project Mediamost intended to improve access to information for marginalized groups in secluded areas of the country by enhancing community media in Kyrgyzstan. Although Kyrgyzstan had state radio and television, there were few media outlets to provide community news. Mediamost thought that community radio stations could serve as an alternative source of news for the isolated mountain communities.

Mediamost identified several problems that it thought the project could address. In particular, the:

- *Lack of a pluralistic media landscape in Kyrgyzstan* especially in marginalized mountain communities, and in particular, the lack of community radios that could provide community-level information;

- *Lack of skills in media management and journalism* which constrain the development of media outlets and the community radio sector;

- *Lack of attention given in the media to* women, ethnic groups and youth whose views are not reflected in state or mainstream media;

- *Dependence on political sponsors* which threatens an independent media;

- *Lack of an enabling legal environment* with registration and licensing a complex and time consuming process. There was also no category for community radio in existing legislation. Even though community radios are nonprofit, they are still placed in the same category as the commercial radio stations.

- *Lack of access to information for 40 percent of the rural population* as the internet is expensive and unreliable, TV signals cannot get through the mountains and Mediamost felt that the newspapers went undelivered. This created an informational vacuum, especially for mountain communities.

Mediamost expected to address these problem areas by strengthening the community media sector for marginalized groups in secluded areas and by increasing the policy makers' commitment to community media law and regulation. This in turn would increase access to information for the marginalized groups in secluded areas of Kyrgyzstan.

The UNDEF-funded project was designed to address these issues and in particular it intended to:

- *Create an Association of Community Media for innovation and diffusion in mountain communities.* The Association would serve as a platform to implement the goals set out in the UNDEF project. Among other activities:
    - look into combining traditional broadcast technology and internet programmes to provide a low-cost, modern communications infrastructure that is adequate to broadcast in secluded areas. Specifically, *launch new narrowcasting radios in Suljuta, Tashkumyr, ZhetiOguz and Zhergetal;*
    - develop an online news pool that to offer news from and for mountain communities with radio reports produced by training participants; and,
    - engage consultants to *draft a revised broadcast law in order to incorporate the needs of community media,* publicize the draft and

organize public discussion on it, and gather 5,000 of the 10,000 signatures needed to initiate the law.

There were a number of assumptions underlying this project strategy. This included that the association would have the capacity once organized to implement the project activities; and that there was political will to introduce and adopt a broadcasting law amendment drafted by the Association.

Mediamost also identified some risks for the project. This included:
- *economic risks* where the funding for the "technical upgrade" would not be adequate;
- *political risk* where the government might lose its commitment to an independent media;
- *legal risk* where it would take a long time to be able to obtain new licenses for community radio because it did not include a reference to community radio, as well as constraints stemming from the change from analog to digital technology; and,
- *management risk* where the community media outlets created did not produce accurate reports.

The project intended to mitigate these risks by developing a sound financial strategy for income generation from different sources, including grants and local resources; monitoring the situation and keeping stakeholders informed and the channels of communication open with the government on changes to law; installing narrowcasting radios that would not require a broadcasting license-- only a certification of equipment; monitoring of the analog-digital switchover, and monitoring and evaluating the quality of new programming by the new stations.

Sustainability for the activities was to be assured by the passage of the community media law and the creation of the Association, which would develop a five year strategy to offer services matching its members' needs. The Association would continue to work with the newly launched radio stations. The Community Media Association was expected to become self-sustainable through in kind contributions from its members and through its consulting and training services. It also intended to advertise and market its members stories to the mainstream press. Community radios created would be trained on how to develop project proposals, fundraise and implement projects. The running costs for the radio stations were expected to be covered through commercial advertising, social announcements, donations and other fund raising activities. The Association was expected to have 1,500 members and become self-sustaining as the members realized the benefits of continuing memberships.

The project did expect to have a multiplier effect with other locations replicating its community media model. Informed volunteers working in the community radios were expected to increase the accountability of these local institutions.

The project expected to foster the inclusion of women, youth and ethnic voices into the news programs. It expected to set editorial standards that would require 30 percent of its news programs would include experts from these groups. It would also target having 50 percent of the decision making positions within the Association filled by women.

(ii) Logical framework

| Project activities | Intended outcomes | Medium-term impacts | Long-term development objective |

Strengthened community media (CM) sector focusing on marginalized groups in secluded areas.

Project activities	Intended outcomes	Medium-term impacts	Long-term development objective
• **Create and register CM Association with 1,500 members** • **350 people complete online Association survey** • **Create Association website** • **Establish online news pool with 5 partners, produce 240 radio reports** • **Produce 200 copies on launching of CM Association and CM** • **Do CM seminars for 100 participants, produce 90 radio reports** • **Develop editorial standards for news, distributed to stakeholders** • **Create best practices in manual on launching CM in mountain regions** • **Launch 4 community narrowcasting radios** • **Technical training for 4 stations (25 persons)**	• Increased access to information for isolated mountain communities and marginalized groups • More relevant and factual news for project locations • Improved media technical literacy among active community members • Best practices shared by Association members • Creation of alternative news service with news for and from mountain communities • New members facilitated by association • Increase communication flow between communities • Improve quality of news and make it interesting to larger audience	Increased accountability of local institutions due to informed volunteers of CR Community media is driver of change CM expansion More diverse news, Provide news for mainstream news? Increased voice of mountain communities Increased awareness of mountain communities of legal and technical instruments available to claim their right to access to information	Pluralist and sustainable local media servicing the needs of rural communities with a maximal degree of community ownership of their community radios Kyrgyzstan model for CM for neighbouring countries in Central

Increased commitment for CM law and regulation among policy makers and stakeholders increased

Project activities	Intended outcomes	Medium-term impacts	Long-term development objective
• **10 community media dialogues done to lobby for new law** • **10 radio spots, 10 social media campaigns, 10,000 stickers, 10 banners, 2000 brochures on CM** • **National conference on reform of media law (40 participants)** • **5 media law stakeholder dialogues to explain amendments** • **4 meetings with local administrators (20 persons in each 4 project districts)** • **Collection of 5,000 signatures for media law amendment**	• Amendment of media law • Better enabling legal environment with reasonable requirements for CM • Information provided for 40 - 90% without previous access. • Increased political will of public authorities to provide a pluralistic media landscape including CM	Media becomes driver of change Increased ease in creating community media	Pluralist and sustainable local media servicing the needs of rural communities with a maximal degree of community ownership of their community radios Kyrgyzstan model for CM for neighbouring countries in Central

IV.   Evaluation findings

(i) Relevance

The project was directly relevant to the mandate of the grantee, Mediamost, which opened Radiomost in 2007. This was the first community radio in Kyrgyzstan. Mediamost had received training from UNESCO and other donors, including visits to community radios in Nepal, India and Europe. It also received the support of German and U.S. volunteers and operated a functioning community radio in Talas, a town of about 30,000 persons 300 kilometers from the capital, Bishkek. According to Mediamost, it designed this project as it wanted to share its experience with other NGOs in Kyrgyzstan and to help them to start their own community radios.

The project objectives were also relevant to the needs to increase access to local information for rural communities. Although most of the towns in Kyrgyzstan now have access to national radio and/or television and to regional media, there are few community-level media outlets. At the start of the project there were only three community radio stations, including Radiomost. The project design intended to create four community radio stations in isolated mountain areas. This would have been relevant to the informational needs of those communities. Community radios in general are closer to the people as they broadcast news of interest to local communities, and in local languages.

Volunteers at Barksoon FM
Source: Barskoon FM

The project design also focused around the creation of an Association of Community Media that would then implement most of the project's activities, including the establishment of the four community radios. An association was created with the community media outlets as its members. A media association is relevant to the needs of its members as, among other things, it helps the community media stations with their donor proposals for grants which are needed by most outlets to be able to pay their directors (most of their staff are young volunteers).

The project activities were adapted during implementation which raises question about the design. The main reason for the changes according to the grantee was that a much larger EU-UNDP-UN Women-UNESCO programme started operations around the same time that included a community media component.[9] This was very similar to the UNDEF project. It opened 14 community multimedia centres, all of which became members as well of the Association. This project was already well along in its preparation phase when the UNDEF project was designed. The grantee should have been aware of this effort when it did its own design and planned accordingly as the community media sector in Kyrgyzstan is small, and the same donors assist all of the different local actors.

Nevertheless, the UNDEF-funded project ended up working in synergy with this larger effort.

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[9] Operationalize good governance for social justice, 2011 - 2014, USD 5million

Mediamost ended up using UNDP's implementation model and its main implementer, Kloop Media, to establish, equip and train the four community media centres. This likely increased this project's relevance and effectiveness.

The project seemed extremely relevant for the local municipalities as several appeared to be collaborating closely with the community media centres, supporting them with in-kind efforts and using their channels to disseminate messages to their communities.

(ii) Effectiveness

The project was implemented along the broad lines of the project document, with some of the same outputs achieved, but it did not follow it completely. There were changes made to the nature of the community media outlets, how that component was implemented and how the project worked to amend the broadcast law. In particular, it did not create community radio stations. Instead it created "narrow casting community radio stations." These are actually multimedia community media centres that

Youth volunteer reporting, Barskoon FM
Photo: Barskoon FM

post reports to an internet webpage and deliver SMS, Twitter and megaphone messages. At this point, it is unclear whether this was Mediamost's original intent. The project document mentions narrow casting radio stations, but it also talks about broadcasting and its budget included the costs for four radio transmitters.

It was difficult, but not impossible, to obtain licenses for community radio stations during the project. The NGO could register with the Ministry of Justice and obtain a media license. This was apparently enough to broadcast locally. Several of the community radios now operating were said to be operating in this manner. However at the same time, the allocation of broadcast frequencies was frozen for a period of time as Kyrgyzstan made the policy switch from analog to digital broadcasting. The larger UNDP project also moved from setting up community radio stations to creating community multimedia centres so it is likely that Mediamost went along with this change as the easier route to creating a community media station. Whether this change led to increased effectiveness of the four community media outlets created under this project is unknown as there was no performance data collected for the project and there are few user statistics available.

There did not appear to be any selection criteria for the choice of the four NGOs to be assisted other than "strong interest'." According to Mediamost and the Association, these were the NGOs that expressed the most interest in opening their own radio stations during a previous UNESCO-supported exchange with Radiomost. This seemed to have been done before the UNDEF proposal was done. None of these NGOs appeared to be located in isolated mountain communities which was the purported target audience for the project. However, most were located in small towns in different parts of the country. None of the four stations received transmitters. All received equipment to post articles on the internet and to broadcast news by megaphone, with the exception of Chintimani which declined the megaphone saying it would not be useful in their town's context.

The four stations assisted were:

- Chintamini, located in Tashkomur, Jalalabad region. This is a human rights NGO whose director also worked on registering the Association of Community Media and the other three NGOs that opened multimedia centres. Under the project it said it posted news four times a week, now it posts about two or three times a month. It has one part-time staff person and five high school volunteers. It works in Russian but does some translations into Kyrgyz.

- Union of Pasture Users is located in Jergetal a small town of about 600 households in the Naryn region. It has one staff and four high school volunteers. About 200 persons subscribe to its Twitter, and currently the centre posts news about once a week. This was apparently done more frequently during the project. The municipality also uses this service to disseminate its news and mounted one of its two megaphones on its municipal office which is reportedly located in a populated area. Recently the municipality used the centre to pass messages about getting registered for the 4 October 2015 elections.

Coverage of state officials at Kyrgyz-Tajik friendship event
Photo: Salukta

- Salukta, in Batken region is run by the NGO Kojoyserek. This centre is located in a developed area near the border with Tajikistan. It said it got the idea of doing a community radio after an earlier Deutsche Welle training. According to the Association of Community Media, this location was an important area to assist because of the conflict with Tajikistan. It has run some articles about conflict prevention with neighboring Tajik regions. It has student volunteers from the local teacher's college. It has more than 1,000 persons signed up for its SMS and on average posts news twice a week.

- Barskoon FM was set up by an environmental organization, Karek in a town of more than 8,000 persons located in Jeti-Oguz district, Issy-Kul Region. Barskoon is a gold mining area that had a tragedy in 1998 from cyanide being dumped into the local river. Barskoon FM issues news about two to three times a week through SMS, Twitter and megaphone. 500 persons subscribe to its SMS. It provides free messaging for the local government, and receives in-kind support from the municipality, such as lunches at events or internet access. It intends to get a radio license but first needs to get the radio equipment which is required for a license. It has two staff and six high school volunteers.

Mediamost contracted the director of Chintamini to prepare the legal documents for the three NGOs that were not registered before the project. This included the Union of Pasture Users was registered with the municipality but not with the Ministry of Justice. Kloop Media purchased the equipment for the four community media outlets and trained their directors in its offices in Bishkek. It received a Mediamost contract to do this work. This was not foreseen

in the project document and this activity is not accurately reflected in the final report where Kloop Media is only mentioned in passing.

The setting up of the community media outlets was also supposed to have been done in the fourth and fifth quarters of the project but the contract to Kloop Media was not given until the end of the seventh quarter. This is not effective from a programmatic perspective as the centres were created at the very end of the project. This did not give the project time to work with the stations, or help to ensure that their systems were put into place for news reporting and help to ensure that they were well established before the project ended. Nevertheless, the selection of Kloop Media was a smart choice as it had done the same work for the UNDP project and had already developed the multimedia model, training methodologies and materials, equipment lists and created the website where the 14 other centres posted their news.

Kloop's training for Mediamost was for 11 persons (3 women, 8 men) from the four stations and inclusive of three persons from Radiomost. The training lasted three days in Bishkek and covered radio journalism, and how to interview and use Twitter and SMS. Kloop also showed the stations how to set up and maintain the equipment. Kloop media also helped with the editing and posting of the materials for the four UNDEF-project stations. Mediamost complemented this by helping the centres with their set up of the equipment in the region and some onsite training.

The Association of Community Media was created more or less as intended. It appeared to be a joint effort of Mediamost with another community radio and also appeared to receive UNDP support although the extent of that support was not clear. According to the Association, all of the community radios/multimedia centres are members. It currently has 28 members and a board of seven.

Figure 2
Use of the on-line edition 9/14-2/16

	Users	Page views	Average Duration (Minutes)	Bounce rate %	Kyz users %
Kyrgyzmedia (entire site)	14,951	49,771	2:9	65.93	58.40
NAR-Jergetal	77	695	8:41	50.36	88.57
JAL-Tashkomur	1,444	4,271	3:45	65.66	48.57
ISI-Barskoon	355	2,965	4:52	53.95	82.25
BAT:Sulukta	440	2,162	3:38	60.44	68.40

The Associations website, managed by Kloop media, is where all of the multimedia outlets in Kyrgyzstan post their news. The project did set up an Association website (www.aosmi.kg) as planned however, the four outlets did not have access to this site according to the Association. This website is now static and virtually without content as the Association has moved since to a site set up on its behalf by Kloop Media (www.kyrgyzmedia.com) (Figure 2). This other donor-funded project site also used by the four media centres as well as all of the other community media sites set up under the UNDP project.

It does not appear that the online survey of members was done to inform the Association's strategy. The members did not recall any surveys and the Association director said they did a one-line question once asking members if they were happy, but it was not part of this project. It is also not clear if there was any development of editorial standards for the community media centre's use. Kloop media stated they gave some training on the need for balance, but not on editorial standards.

Mediamost through the Association and four NGOs made efforts to gain the signatures needed to amend the broadcast law to include the category of community media by

publicizing the effort through their media channels (Twitter, SMS, internet, megaphone) and in a few cases, by going door to door. It seemed to have collected 1,500 signatures according to project reporting. It also contracted the director of Chintimani to develop the language needed for the legislative amendment. It did not submit the signatures as it found there was a governmental working group on the broadcasting law already established, and in the end submitted a draft for the definition of community radio to the working group to include in its draft legislation. This language was used by the working group and was accepted by the Ministry of Culture and is incorporated into the bill which is now in Parliament for legislation. The project did no lobbying beyond having a hired consultant attend some of the working group meetings.

(iii) Efficiency

The project had a late start up due reportedly to the medical condition of the Mediamost director. There is not enough data to be able to determine if the project was implemented efficiently or if the project budget was used in a way that was consistent with the delivery of outputs. Mediamost provided some information on contracting and a copy of the final financial report which provided the aggregated totals for six line items. The financial report had the same amounts expended as programmed in the illustrative budget used in the project document (Figure 3).

The contract with Kloop Media was roughly for USD 11,000 given the exchange rate at the time. Kloop Media seemed extremely professional, and used the same systems for the UNDEF-funded contract that it used for the much larger contract with UNDP. Kloop Media was also able to provide the team with information on the number of persons trained (11) and user statistics for its Kyrgyzmedia website (Figure 2). Using Kloop, which had already done the same work for the UNDP project likely increased project efficiencies for this element rather than having Mediamost do it itself.

The director of the Chintimani NGO seemed to have received a personal services contract for USD 5,000 to do the legal work to establish the Association and three media centres and also to draft some of the inputs into the broadcasting law. The director was also apparently under UNESCO contract using EU funds from the UNDP project to help the Association for a year. This was around 2013 and was about USD 1,800/month according to the former manager of the UNDP project. The Ombudsman in Talas also seemed to have received USD 3,000 to provide consultancy services for the registration of the Association. There was not enough financial information available for the team to be able to determine if there was any duplication of funding, or for much of the remainder of the UNDEF funds were used.

Figure 3: Project Budget and Expenditures
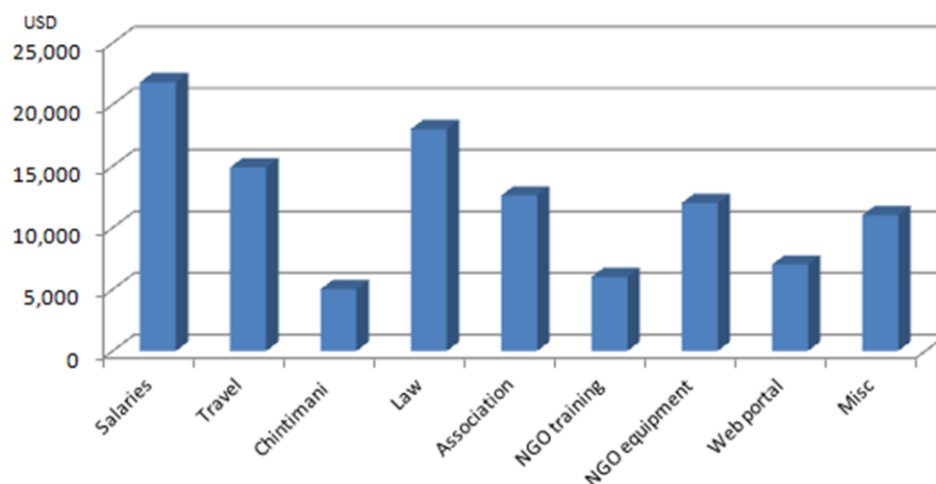
According to the final financial report, the costs for project management, their support and travel accounted for 44 percent of the project's budget. Most of the remaining funds were evenly split among the establishment of the Association and the four media centres and the work done towards including community media in the broadcast legislation.

Project reporting to UNDEF was late. The final reports were submitted six months after the end of the project. According to Mediamost, this was also because of health issues of the Director. Project reporting was extremely general. There was no disaggregated information on their training efforts, participants or activities to be able to get an accurate picture of the project and how it was implemented. There is no performance monitoring data and from Mediamost's inability to provide more specific information to the evaluators, it seems likely that basic project management and monitoring systems were not in place.

(iv) Impact

The impact of this project is difficult to assess given the lack of performance data and the activities of the much larger scale UNDP community media project which worked alongside this one. The main results appear to be the creation of the five primary outputs (the Association and four multimedia centres) rather than their subsequent use. The media centres cover soft news. None of them wanted to cover political information. Nevertheless, from the anecdotal information provided during interviews, it appears likely that this project:

> "We have one rule, we don't cover politics. We only cover items of interest to our community, such as mining accidents or issues, news of the municipality, changes in municipal fees, etc. We have one megaphone, but frankly speaking we only use it on holidays; not very often. We aren't using Twitter or SMS, we stopped two months ago for technical reasons. We get no financial support from the municipality but they give us our space and the electricity."
>
> **Multimedia centre established by project**

- ***Provided a useful and needed mechanism for joint community media outlet action*** through the establishment of the Association of Community Media. All of the community media outlets are members even though the benefits of membership were not yet clear to them. Although donors still work with individual outlets, they are also working through the Association to provide assistance to its members. This is useful for them, as they are able to reach all of the outlets through the Association, rather than having to go to each one individually. Its true impact will likely be felt later after the Association develops and is able to provide more services and standards for its members.

- ***Created a channel for local communities to receive relevant news*** through the creation of the four multimedia centres. Although these were not isolated communities and most of their residents had readily available access to national and regional news, it provided them with a medium to receive information about local news and events. It also provided an alternative channel for the municipalities to be

> "I was dreaming to be a journalist since I was a kid. I like this work. I got good skills. I participated in trainings and the centre passed on their trainings to us. There isn't so much news in the village. We try to get interviews during celebrations, then we prepare the material and upload it. In May 2015, I won the award from our town-- it was a certificate and money."
>
> **Youth Volunteer, Barskoon FM**

able to reach their residents with important community information, including how to register. There were also anecdotes about how some local residents were able to locate missing items, such as a bicycle or cattle, by placing paid announcements through the centre.

- ***Provided internship opportunities for youth*** as all of the centres used youth volunteers who served as the media centres staff. These were mostly high school students who got the opportunity to learn practical journalism skills and use them in reporting on events in their communities. For some, such as Barskoon FM, this was a structured program that included the signing of a contract and prior consultations with their parents and school. As part of their work, these students have interviewed local residents, visiting Members of Parliament and even the Prime Minister. Although no tracking of this was done to identify the number of youths reached or its impact, it likely increased their skills and knowledge about journalism and their community, as well as provided a sense of personal empowerment and confidence.

- ***Demonstrates a cost-effective model for community news that can be replicated in the region.*** According to the media experts interviewed Kyrgyzstan has the only community radios and media in the region and there is interest by NGOs in Kazakhstan and Tajikistan to replicate the model in their communities. This impact cannot be attributed solely to this project as the community media sector in Kyrgyzstan has been developing since the mid 2000s, supported by UNESCO and other donors and international organizations in addition to UNDEF.

(v) Sustainability

The Association seems sustainable at this point in time as all 28 of the community media outlets are members and it has received continued donor support through projects. It is currently working with Deutsch Welle funding. This allows for it to maintain a small staff (Executive Director, Accountant and Interpreter). It does collect dues but only about 50 percent of its members pay the 1,200 SOMS/year (USD 15.91). Its website is provided through Kloop Media which also receives other donor funding to provide this support. It also continues its assistance to the community media centres with editing and posting of their news. This assistance is likely to last for the next few years, but at some point, the Association will need to find a more sustainable financial solution.

Entrepreuneur Elena Zvereva shares her experience on starting a business
Photo:Chinimani, Tashkomur

Community media outlets post their news on their own page on the web platform of Kloop Media, which then automatically posts the article on kyrgyzmedia.com and a mobile app called "voice of the village" which readers can access on their cell phone.

Kloop Media is a current UNDEF grantee, implementing a Community Journalism for Democracy project to

improve access to information for rural populations. The project intends to diversify the communications channels in the 14 multimedia centres created under the UNDP project by training hundreds of youth as citizen journalists. It is unfortunate that they did not include the four stations assisted under the Mediamost grant but according to Kloop there were only the 14 stations when they did the proposal and that was all that they included in their project budget.

Financial sustainability is the biggest issue facing the four multimedia centres. They were all still open and functioning, but on a part time basis as all of these centres are headed by one or two persons with full time jobs, either with their NGOs or as teachers or other profession. The remainder of their staff are high school or college students who come for a few hours a week. The equipment is still there and they are still posting news, although not as frequently as when first created under the project. For example, Chintimani's last news post at the time of the evaluation, was a month earlier. The youth use their smart phones to record audio and video for their reports. The centres receive some income through advertising through SMS messaging and in a few cases by receive in-kind support from the municipality, such as rent-free facilities. In the case of Barskoon, the municipality provided a small cash award (USD 7) for the best volunteer at Barskoon FM in 2015 and for 2016 it created a line -item for the centre within its budget to be able to provide more awards to the volunteers at the centre there.

The concept of community media is now in a bill in parliament and should become law once the bill is enacted.

(vi) UNDEF Value added

There was **UNDEF-value added** to the community media effort in Kyrgyzstan. The regional UNESCO representative saw UNDEF's project as its counterpart funding to the larger EC-funded UNDP project that created the 14 community media stations. The German volunteer who helped draft the Mediamost proposal apparently worked in tandem with UNESCO to develop this proposal so that it would complement that effort and help ensure UNESCO's counterpart contribution was met. If this is accurate, this means that UNDEF's funding enabled a much larger media project to be undertaken and also demonstrates why it was so easy to coordinate the two project's activities during implementation

IV. Conclusions

Based on the evaluation findings, the team concludes:

(i) Support to community media and access to information is important to areas outside of regional centres. The project created community-oriented media outlets in different regions of Kyrgyzstan that were grounded in the local community, used local community members as staff and its services were used by the local community and local government officials to disseminate information of importance to the community. It also provided locally based internship opportunities to inspiring young journalists from local schools. This conclusion follows the findings on relevance, effectiveness and impact.

*(ii) T*he *project design was not grounded in the larger picture of media assistance in Kyrgyzstan.* The larger UNDP project dominated the community media sector at the time. Rather than developing a standalone project, the grantee should have taken the larger project into consideration during its design phase to develop a coordinated effort with mutually synergistic activities. This could have avoided the ad hoc changes that needed to have been made during implementation and increased the efficiencies and effectiveness of both projects. This conclusion follows the findings on relevance, effectiveness, efficiency and impact.

(iii) The *project document provided a misleading picture* of what this project intended to do, who it targeted, what type of community media outlets it intended to support and what it intended to accomplish. The programmatic and developmental elements in the design, such as breaking the isolation of rural mountain communities, ensuring editorial standards in reporting, covering minority issues and using community media as a driver for change, were absent during implementation which focused on the delivery of outputs. This conclusion follows the findings on relevance, effectiveness, efficiency and impact.

(iv) Key issues, such as the long-term sustainability for the media outlets created, needed to be better addressed in the design, with a well-thought out plan developed for how this element could be assured. This is especially important if many media outlets are to be created. This conclusion follows the findings on relevance, effectiveness, impact and sustainability.

(v) Media centres seem to be a useful alternative to community radio. They are was easier to set up as they do not require governmental approvals or licensing. They provide alternative channels for local residents to be able to access information through different channels. This helps to supplement the national and regional information available to the local residents. The conclusion follows the findings on relevance, effectiveness, efficiency and impact.

(vi) Youth were a secondary beneficiary to the project even though this was not a stated objective of the project. All of the centres used high school or college aged students and provided them with a useful practical experience in journalism and on the use

of social media. This can help increase the confidence of the students and get them to ask questions about the issues in their communities which could make these youth the seeds for change in the future. This conclusion follows the findings on relevance, effectiveness, efficiency and impact.

*(vii) **The community media sector in Kyrgyzstan seems to be a good model for community media in the region.*** It provides for a low-cost, non-threatening means for communities to disseminate information within their areas. Community media is lower profile than commercial media outlets and has a more limited reach. It had avoided political news and is useful for the local municipalities to get their city messages out.This conclusion follows the findings on relevance, effectiveness, efficiency and impact.

(viii) ***The project might have had more significant results than were visible*** to the evaluation team, but ***it is not possible to know as results beyond outputs were not tracked.*** The M&E plan also did not appear to have been implemented and the project's baseline data appeared to be based on erroneous information, which if used to measure project results would have resulted in inflated and inaccurate indications of results.

V. Recommendations

To strengthen similar projects in the future, the team recommends:

(i) Continued priority for community media and access to information for donor programmes. These channels of communication should also be incorporated into ongoing programmes by other donors and sectors, for example for public service messages for health, education, accountability and good governance. Using these community media outlets could help provide the stations with needed income as well as to help ensure a grassroots reach for public service messaging. This recommendation follows conclusions (i) and (v).

(ii) Ensure sustainability elements are thought through and integrated into future community media projects rather than continuing to create community outlets without a valid sustainability plan. Thought could be given to linking media outlets to schools to manage as part of the school curriculum, especially at university level or linked to local journalism courses at nearby colleges. They could also be based in the local municipality premises with the condition that the radio remains independent and that any municipal messages were clearly identified. Training should also be provided for marketing and advertising and these outlets should be linked to local and national businesses for advertising and to donors and development projects for PSA contracts, etc. Linkages could also be made to the large number of international actors that manage global radio networks and support, such as the BBC Trust and CNN. This recommendation follows conclusion (iv).

(iii) Ensure proposals are grounded in the larger media context and take into consideration other media projects and their activities/partners. This should be done during the design phase so that these elements can already be factored into the design before the project starts operations. This recommendation follows conclusions (ii), (iii) and (iv).

(iv) Use a development perspective in the design and implementation of the project so that the focus remains on the anticipated outcomes rather than on completing outputs. For example, ensure any media outlets created under the project are created early enough in the project so that they can receive continuing mentoring and training over the life of the project. This can help to strengthen their professionalism and institutional development and increase the likelihood of their sustainability after the project is ended. This recommendation follows conclusions (ii), (iii), (iv), and (vi),

(v) Use the M&E plan and collect performance data during project implementation so it can be used to ensure the project is on track and see if it achieved its intended outcomes. Establish basic project management systems to ensure the project tracks its activities, outputs and the progress made towards achieving outcomes. Use the data collected during project implementation to be sure it is meeting targets, and to make corrective actions where needed. Ensure baseline data in the M&E plan is accurate and that end of project data is collected so that the results can be detected and analyzed. This recommendation follows conclusions (iii) and (viii).

VI.   Overall assessment and closing thoughts

The community media centres appear to be a useful informational and development tool that remain to be developed to their full potential. This project helped create some of these centres, but it did not foresee any follow up with them to help them plan their news schedules, source their news, find advertising or do any of the programmatic work that could help to give them a good head start towards becoming a valuable and sustainable community information channel.

Linking a media project such as this, with a democratic governance development project would likely increase its efficacy and results. This could help these stations to develop their vision and mission, strategic plans, advertising and marketing plans, build capacity for staff on important media roles such as political and investigative reporting that could also let them serve the watchdog function of the independent media.

Kyrgyzstan, however, is ahead of the other countries in the region on community media, simply by having these media outlets that report on local events. Replicating this project in other countries would be useful. But it should also ensure that this includes enough programmatic support for the new entities so that they can develop into a credible, effective and useful media outlet for their communities.

VIII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	▪ To what extent have the project's objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). ▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed:

Budde Comm, *Kyrgyzstan - Telecoms, Mobile and Internet,* http://www.budde.com.au/Research/Kyrgyzstan-Telecoms-Mobile-and-Internet.html

Ezilon, *Political Map of K,* http://www.ezilon.com/maps/asia/kyrgyzstan-maps.html

International Press Institute, *Press Freedom Continues to Deteriorate under Kyrgyzstan's New Interim Government,* http://www.freemedia.at/newssview/article/press-freedom-continues-to-deteriorate-under-kyrgyzstans-new-interim-government.html

Kyrgyzmedia, Google Analytics for this site and the four project outlets.

Kygryzmedia.com, www.kyrgyzmedia.com

M-Vector Research and Consulting Company, *Media Consumption and Consumer Perception Survey 2012 (3rd Wave),* Bishkek 2013

UDF-FYZ-11-452, *Make Radio, Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan, Project Document,* 26 October 2012

UDF-FYZ-11-452, *Make Radio, Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan, Mid Term Progress Report,* 14 February 2014

UDF-FYZ-11-452, *Make Radio, Make Progress: Breaking the Isolation of Mountain Communities in Kyrgyzstan, Milestone Financial Utilization Report,* 3 May 2015

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UNESCO, *Strengthening Capacity of Community Media in Mountain Valleys of Kyrgyzstan,* Project Document, 2011 http://www.unesco-ci.org/ipdcprojects/content/strengthening-capacities-community-media-mountain-valleys-kyrgyzstan

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UNDESCO, *Community Media in Kyrgyzstan Key to Achieving Social Justice,* http://www.unesco.kz/new/en/unesco/news/2725

USAID, *Europe and Eurasia Media Sustainability Index 2015, Kyrgyzstan,* 2015

US Peace Corps, http://peacecorpssoutheast.com/2014/07/28/qa-with-a-community-economic-development-volunteer-in-kyrgyzstan/

Annex 3: Persons Interviewed

30 January 2016	
Arrival international consultant	
1 February 2016	
Gulmira Osmonova	Project Manager, Director of NGO "Mediamost", Board Member of Community Media Association
Samat Arabekov	Project staff/trainer of NGO "Mediamost"
Osmonalieva Gulkayir	Director of Barskoon community multimedia centre
Gulzana Katkeldieva	Specialist on mass communications, Barskoon municipality
Chakchagaev Sultanaaly	Director of community multimedia centre "Ak Kepter", Member of Association of Community Media
Sultanalieva Dinara	Community multimedia centre "Dostuk", Member of Association of Community Media
2 February 2016	
Nazira Djusupova	Executive Director of Community Media Association
Temirbekova Ainura Kubanychbekova	Deputy Minister of Culture, Information and Tourism
Sarnogoeva Salkyn Satarovna	Deputy Director of Information and Mass Communications, Department of Ministry of Culture, Information and Tourism
Jyldyz Kuvatova	Director of "Media and civic participation in transparency and accountability processes." Internews
Valentina Galich	Grant Manager, Internews
3 February 2016	
Gaparova Galina	Director of KLOOP Media
Ashiraliev Elmurat	Editor of KLOOP Media
Momuntaeva Arzykan	Representative of Ombudsman Institute in Talas, Board Director of community radio "Mediamost" by phone
Janyl Rakmanova	UNDP Programme Associate, Milestone Monitor, by phone
Sergey Karpov	National Specialist, UNESCO Regional Office, Almaty by skype
4 February 2016	
Chynara Iskakova	Head of Friedrich Ebert Foundation
Almaz Omurov	Head of Jergetal multimedia centre by phone
Bakyt Saparkulov	Head of Suluktu multimedia centre by phone
Anara Alymkulova	Former Manager of EU-UNDP Social Justice project
5 February 2016	
Nadejda Alisheva	Legal Coordinator of Media Policy Institute
Ainura Eshenalieva	Project Coordinator of Media Policy Institute
Irina Shmakova	Head of Tashkumyr multimedia centre by phone
Aidai Kudaibergenova	Volunteer in Barskoon multimedia centre by phone
Bermet Alybaeva	Volunteer in Barskoon multimedia centre by phone
Gulmira Osmonova,	Project Manager, Director of NGO "Mediamost", Board Member of Community Media Association by phone

Annex 4 : Acronyms

CM	Community Media
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	United States Dollar