

**CAPABLE PARTNERS PROGRAM
EXCERPTS FROM FINAL REPORTS FROM GCI #1 POs
October 2005 – February 2006**

(Includes reports from: Indonesia, Georgia, AORD/Sudan, Peru, Tajikistan, Lebanon, Sudan/NESI, Sri Lanka, Guyana, Ghana/LRC, Mongolia, Bulgaria, Ghaha/GAPVOD, ATSEC/India)

I. INTERNAL USE OF ADVOCACY INFORMATION

Indonesia

NGOC has been helpful for addressing organizational problems or issues; lists a number of specific documents they've used.

Georgia

The Advocacy Resource Handbook, distributed to Fellows at the Feb 2004 workshop, has been very useful for: 1) writing success stories that are required by USAID for submission at regular quarterly meetings; 2) writing articles published in the quarterly newsletter; 3) developing real advocacy case studies (8 are attached to this report) written by the coalitions with which the organization works, and that are to be used by a professional training provider in advocacy (a local NGO that is one of the implementing partners).

Tajikistan

Speaks of Advocacy resource book as "an effective guideline for Centers to promote advocacy concept in Tajikistan. It helps target audiences to comprehend materials easily." The translated version of the resource book is used by visiting NGO representatives who apply materials as a guideline for project design and for teaching their target clients. Adds that "students of different high schools studying law and human rights also benefit from the materials..., developing scientific education programs and training modules."

Lebanon

"The principles and tools disseminated through CAP have been very useful for the design of new projects and the enhancement of current RMF programs. The RMF has already put in practice the following tools and techniques:

- Strategy planning: ... the TA provided by CAP offered the RMF team an opportunity to improve their skills... MSI's trainer, Drew Lent, facilitated a workshop which allowed a better interaction among the team and a higher sense of ownership of the programs to be developed in the future.
- Specific advocacy strategies used: RMF utilized the *Building the Constituency for Change* strategy, *Co-operation* strategies, and *Education* strategies in programs that were

developed/implemented following the CAP program. (Given an overview of two programs/project.)

- Coalition building
- Involvement of media
- Lobbying

Sudan/NESI

“NESI has benefited immensely from the principles of the CAP programme on advocacy and especially those related to institutional development.”

Sri Lanka

“The Advocacy Resources Handbook handed over... during the Workshop in Ghana was translated to Sinhala Language. This book was printed and distributed amongst a number of Community Organizations dealing with advocacy.” During the period from April through September 2005, Sarvodaya conducted 11 Advocacy Training Programs on reproductive Health for Community Leaders and Religious Leaders. Mentions other efforts dealing with reproductive health, population, abortion, etc. “Following Advocacy principles, tools and strategies have been used in strengthening the village based Sarvodaya Shramadana Societies which are managed and owned by people.”

Guyana

Report includes a matrix of Advocacy Principles and Tools Provided; How They Are Used; and the Results Obtained. Seven principles are listed, from Leadership to Lobbying. While most appear rhetorical, one item refers to the situation of ARCC – for “Coalition building,” in the How Used column, it says “Understanding the limits of each ARCC constituent member; delegate responsibility; making key decisions as a group; keeping everyone informed.” And for Results Obtained: “Despite its relative decrease in vibrancy, ARCC was able to stay as an organized, cohesive unit that is currently on the rebound.”

Mongolia

Advocacy materials and tools used successfully in two separate campaigns: 1) Marmot conservation campaign, which included use of the media advocacy tool and work in partnership with the main daily newspaper, which covered all related expenses; and 2) “Responsible Mining” advocacy campaign which included advocacy training of local organizations in August 2005 and development of a plan for the campaign. The report states that the advocacy campaign and local movements that participated in the advocacy training were responsible for bringing the mining issue “into the center of society attention.” To resolve the related financial problem for completion of the plan, UMENGO is negotiating with the “Mining” program of the Swiss Agency for Development and Cooperation to become the implementing organization of its sub program “Environmental Assessment.”

Bulgaria

Report describes a campaign to promote transparency and accountability of party financing, including creation of an Index and a series of Policy Forums, plus promotion of an Integrity Declaration. However, it's not clear that any principles or tools provided by CAP were used in this process.

II. EXTERNAL USE OF ADVOCACY INFORMATION

Georgia

NGOConnect.Net has been linked to the organization's website (www.advocacy.ge), which is rated as one of the best websites in Georgia. When the original partner organization disbanded in August 2005, the website was handed over to the U.N. Association of Georgia and Civic Initiatives Center. It is now in the process of being transformed into an advocacy informational portal. While the domain name will remain the same, the content will change.

Tajikistan

On a regular basis, NACSSC members provide training on advocacy topics to NGO reps. There is great demand for this training "because of the grant programs focused on advocacy activities." Report states: "NGOs cannot respond to programs relevantly without training and consulting that is accessible through CSSC. Due to intensive training program, NGOs begin to succeed in getting funding for advocacy activities, which was difficult some few years ago."

Lebanon

Refers to a newly funded DOL project that involves several local partners, including a couple of government ministries, the ILO and local NGOs. Says: "The Advocacy component in the... project has been strengthened and newly learned techniques have been put into practice. The project implementers gained new information on advocacy and on ways to promote it as a means to reach our goals. These NGOs have learned from the advocacy techniques and tools the RMF team has used and shared with them during the planning and implementation phases.

Sudan/NESI

"Advocacy information disseminated by CAP has enabled NESI to have more constructive collaboration with authorities in Southern Sudan, especially in project implementation. For example, NESI organized training on Human Rights in June 2005, and invited SPLM judiciary officials to attend. Another way that NESI has used the information disseminated by the CAP programme is through building of coalitions. Across all its eight sectoral teams, NESI has struck rapport with diverse organizations and entities... This has resulted in capacity elevation and potential for more funding for activities... NESI Network has become a formidable civil society body in Southern Sudan. This can be attributed to among others the strategic use of the media. The CAP programme has emphasized this use and NESI has appreciated the media's potential to impact on activities."

Guyana

Here again, the report includes a matrix with three columns: Activity, Action and Result. Along the vertical axis are three levels of external use: policy, civil society, and democracy. While various instances of collaboration with public and private entities is mentioned (Minister of Tourism, Industry and Commerce, Private Sector Commission, NGOs), there is no indication that information provided by CAP is used or disseminated.

Bulgaria

Policy Forums on transparency in party financing were held in six municipalities, for which the “participation and co-operation of as many groups as possible” were sought – i.e., “NGOs, local/national politicians, journalists, party leaders, business interests and other potential contributors to party coffers, judges and lawyers.” The media is listed as an “important strategic partner... that has tremendous potential to enhance overall awareness.” TI-Bulgaria sought “to identify and secure the collaboration of investigative journalists, political writers, and newspaper editors and publishers.”

India

ATSEC reports that several “sensitization programmes” were organized with the police, judiciary and other stakeholders to help them work effectively for the prevention of trafficking and sexual exploitation against women and children. ATSEC/Bihar organized an Inter-Religious Priest Forum to sensitize the religious leaders, who have become motivated and preach to their followers against trafficking and sexual exploitation.

III. IMPLEMENTATION OF ACTION PLANS

Indonesia

Includes some 5 pages describing content of the Advocacy Action Plan, including a chronology from May 2004 to August 2005. Much activity dealt with advocacy for adoption of the Law of Elimination of Violence in Household, along with Implementing Guidelines. Steps included pressure on Parliament to ratify the Law, plus the monitoring of its application and the drafting of guidelines.

Notes that, because June 2004 was “campaign time” for 2 presidential candidates, the Advocacy Network used the Domestic Violence Law as “bargaining to give endorsement to Megawati” (who won the election). They then conducted a “National Campaign” to press President Megawati for a presidential mandate, which was issued on June 30 as an urgent request to the leaders of Parliament to appoint the Ministry for Strengthening Women to represent the government in the discussion of the proposed Law in Parliament. The Law was ratified by Parliament on October 14, 2004. The 17 interest groups in the Indonesian Women’s Coalition disseminated information on the law to all regions and branches. (A full description of the Law

is included in the report.) Used funds from HIVOS, Development & Peace, and NOVIB for this advocacy work.

Tajikistan

Action Plan had 3 objectives: 1) establish country-wide network of Advocacy Institutes; 2) raise public awareness about participation in upcoming Parliamentary elections; 3) Advance process for elaboration/adoption of the Social State Program Concept to provide for NGO contracting. “All objectives have been achieved.” Greatest challenges: “Pre-election period was very tough for members,” since government authorities were against meetings with candidates from opposition parties. International PVOs advocated in favor of CSO involvement, and “CSSC staff made efforts to influence government authorities at the regional level.” As a result, NACSSC members succeeded in overcoming that challenge and meeting the objective. Also difficult was coordinating the work of NACSSC members in implementing the Action Plan because of geographical remoteness. Frequently, internet wasn’t available and that was a serious obstacle for reporting and providing information. Some Centers weren’t able to participate due to poor communication. Fortunately, regular network meetings arranged with IREX support served as a good alternative to move the CAP program forward.

Lebanon

Report explains that the objectives of the Advocacy Action Plan targeted youth, and includes the following matrix of those that were achieved:

Objectives	Achievement Indicators
Advocate for the acknowledgement of youth related issues and problems as a political and social priority	<ul style="list-style-type: none"> - 26 stakeholders responded positively to hold a private meeting with team members and provided them with information and recommendations - 97 stakeholders attended the public meeting and discussion - Involvement of the public sector in the meetings (approx. 20 highly ranked public officials) - 4 Youth related Parliamentarian committees presidents acknowledged the importance of involving the youth in their future discussions
Give young people the incentives and the opportunity to develop “democratic” structures –e.g. Youth Centers and Clubs– in their respective environments (schools, villages, etc.)	<ul style="list-style-type: none"> - 20 human rights clubs created - 1 summer club organized - Administrations of more than 20 schools are willing to allow students form clubs
Build the confidence of Youth and encourage them to bring forward their own ideas and projects.	<ul style="list-style-type: none"> - 8 focus group discussion (FGD) meetings were held. - Approx. 80 young people attended and participated in the FGD - Involvement of youth in the discussion of youth related issues during the Stakeholders Meeting - 20 young leaders empowered - 60 youth trained on Human Rights and facilitation techniques
Advocate for and develop national policies aimed at improving and facilitating enrollment and retention of children in schools	<ul style="list-style-type: none"> - Created an advocacy committee following the one-day conference on the Education For All initiative - Over 200 stakeholders attended four Stakeholder

	meetings to Advocate for the application of the Compulsory Free Education - One national conference on the EFA organized - Current legislation revised
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Challenges mentioned for implementation of the Plan were mainly two: 1) government's stance on youth and children issues, which does not seem to be the priority... finding ways to lobby the public structures; and 2) ensuring the commitment of various stakeholders in the follow-up of initiatives and recommendations. In other words, the sustainability of any action to be implemented has to be carefully designed and monitoring techniques established.

Sudan/NESI

NESI's action plan is for the Advocacy and Lobby Team, "which benefited from knowledge acquired from the CAP programme." The plan has 4 strategic objectives. It is noted that: "The Team has not been able to carry out most activities projected... due to lack of funds." This is attributed largely to "the Sudanese peace process and consequent enactment of respective governments as per the Comprehensive Peace Agreement." But "relative success" is noted in the second objective, Strong and effective CSOs... "NESI Network is becoming more recognized by a variety of people and organizations... international organizations and donor agencies seeking to partner with local NGOs often seek guidance from NESI Network."

Sri Lanka

Report lists the following targets and actuals of the Action Plan from April through September 2005:

<i>Action</i>	<i>Target as at 9/30/05</i>	<i>Actual as at 9/30/05</i>	<i>% Achieved</i>
1. No. of new Village Societies enrolled to the Economic Empowerment Program	401	198	49.3%
2. No of new Members enrolled to the Program	109,253	105,281	86.4%
3. No of self-help groups formed	12,343	12,327	99.9%
4. Value of loans disbursed (Sri Lanka Rupees Million)	1,746	2,015	115.4%
5. Savings Mobilization by Village Societies (Sri Lankan Rupees Million)	691	680	98.4%

6. Average Savings balance per member(SL Rupees)	3500.00	3288.63	93.9%
7. No. of Village Banks developed by upgrading the Savings & Credit Unit of the Societies	140	80	57.1%
8. No. of new Enterprises Created	3000	3102	88.6%

In addition, Sarvodaya conducted “a large number of Programs on Relief, Rehabilitation, Reconstruction, Reconciliation and Re-awakening after the Tsunami Disaster on 26th December 2004, in order to uplift the living conditions of the Tsunami victims.” (See www.sarvodaya.org for details.)

Guyana

Report indicates that all four objectives of the Advocacy Action Plan were achieved, and that “This is concluded by assessing the extent of the collaborative process with the Private Sector Commission and other NGOs.” Greatest challenges for implementation of the Plan are listed as:

- ◆ ARCC’s lack of adequate administrative and material support, including financial resources. ARCC has since established its own secretariat and is putting together a fund raising plan.
- ◆ Guyana experienced an unprecedented flooding disaster late Dec. 2004 and Jan. 2005 that disrupted national life for almost the first quarter of this year.

Mongolia

The UMENGO advocacy action plan called for building the capacity of environmental NGOs. In August of this year, they organized a 5-day training titled “Advocacy Capacity Building for Environmental NGOs.” 28 representatives of a variety of NGOs/local movements participated. In addition to the capacity-building objective, the training was designed to involve the delegations from the local movements in planning and on-going activities, since conservation issues “are exacerbated in the countryside/local areas.” UMENGO contracted the Democratic Education Center (DEMO) to facilitate this training.

Bulgaria

Report provides a summary of the objectives of their Action Plan (all related to transparency in political party financing), and says that “all objectives were met.” It then describes results at three levels:

- 1) Raising Public Awareness – “Political party financing was mentioned approximately ten times per month in the national and local media... the media reported several cases of political corruption, violation of legislation as well as a lack of transparency.” Development of an Index for Transparency of Political Party Financing... “also promises to be an innovative technique for building awareness in countries where political corruption continues to be a problem.”

- 2) Capacity Building – “After being involved in an interactive training program, NGOs found themselves in a position to better monitor the activities of the parties. Grassroots NGOs were trained under the project framework.” Communication between government, NGOs and the public “were opened regarding the issue of campaign finance.”
- 3) Alliance Building – The different policy forums organized throughout the country created “for the first time the background for prospective cooperation in tackling the issue of improving transparency in political life. Approximately 180 participants... have agreed that there is a potential for joint actions for advocating rules changes.”

The greatest challenges faced for Plan implementation were the lack of political commitment and the need to sustain public and political debate on political corruption. A series of concrete actions “for popularization and explanation of the essence and benefits of involvement” were carried out to overcome these challenges.

India

Objectives of the plan were “to provide legal aid counseling, rescue the trafficked and restore them to families and repatriate.” They’ve provided training for police and others, sensitized government officials, NGOs, and legislators on the trafficking law, provided legal aid to victims, restored a number of victims to homes and repatriated victims. They say that objectives have been achieved, based on the number of cases handled, court orders received, victims repatriated, stakeholders sensitized, etc. (No numbers provided.)

IV. STATUS OF INSTITUTIONAL DEVELOPMENT COMPONENT

Tajikistan

Training on “Effective Leadership and Management” was provided as TA following the first IDF application. This got high marks by participants, and the training materials have been included in the Association’s resource base. Application of the 2nd IDF was done in mid October, and “demonstrated positive changes in the organization.” Within 15 months, changes have occurred in all aspects, proving that “NACSSC members took an active part in the implementation of the Institutional Development Plan and follow up activities to achieve tangible improvements.”

Lebanon

Describes the process of IDF application, with a TOT for five staff facilitators, and the delivery of TA (strategic planning workshop). Then explains the internal changes achieved: A) Monthly coordination meetings “to address one of the most urgent internal limitations, which is the communication stream... These meetings led to a concerted and consensual management style and decision making strategies.” B) “Institutionalized administrative and human resources management system;” RMF “intends to develop an official internal human resource manual when funds become available.”

Sudan/NESI

“NESI Network has carried out the second IDF Workshop, which helped track the progress and constraints of the organization.” Receipt of technical assistance in the priority areas identified through the first IDF application is acknowledged.

Guyana

Report explains that the ARCC “Development program” (read: Institutional Improvement Program), developed under CAP in July 2004 was approved, but that “The implementation phase has not moved forward mainly because of the following reasons:

- ◆ The second visit by CAP consultant to facilitate the TA did not materialize;
- ◆ There was a change in the association’s leadership and priority was given to the establishment of a new secretariat and head office before pursuing other organizational matters.”

It is also noted that no changes have been made to the ARCC “Institutional plan.”

Ghana/LRC

LRC’s report is basically a summary of the entire Fellows Program. It does not follow the outline provided. An Appendix provides a table with four columns, labeled: Elements of Action Plan, Achievements So Far, Further Planning, New Timelines. The issues listed on the vertical axis include: Financial Viability, Human Resources, Media/Communications, which were the priority areas included in their Institutional Improvement Plan, and for which TA was provided. It is noted that, following the IDF application, LRC established Committees “to develop very detailed action plans in the outlined areas (except Media/Communications.”) The report states that: “The application of the two IDFs has been very useful to the LRC because it provided the LRC with a useful framework within which to appropriately approach the task of improving the functional capacity of areas that are critical to the organization... In spite of the financial constraints, which the LRC faces, it is still committed to pursuing its institutional improvement efforts while exploring various options of reliable funding. At the moment attention is on reforming the board of directors to broaden the scope of its role to include fund raising and oversight responsibilities.”

The list of Achievements is impressive (details provided in the report); advances were confirmed by the consultant who provided TA in September 2004, and who also facilitated the second application of the IDF in August 2005. Most achievements were accomplished in January 2005, and may be summarized as follows:

- ◆ Acquisition of additional office space to house the Finance and Administration, Research and Advocacy Departments, and the Human Rights Cities Project. Also provides a conference facility “for our partners and donors.”
- ◆ Restructuring of staff into well-defined roles, and identifying gaps in skills needed and how to fill those gaps.
- ◆ Meetings with the Parliamentary Research Committee to strengthen collaboration. First LRC Issue Paper resulted from these meetings.

- ◆ Conference on Muslim Family Law – Draft Legislation on Muslim Marriages developed, to be presented in Parliament early next year.
- ◆ Orientation/retention of five new lawyers for LRC’s Legal Aid Department, achieved after negotiations with the Ministry of Justice and Attorney General’s Department through the Ghana Legal Aid Board to post these lawyers to the Centre for their national service.
- ◆ New reporting system for Legal Aid cases developed for the Department to organize information on cases and provide a better tracking system for all cases.
- ◆ \$5,000 obtained from the Peoples Movement for Human Rights Learning to continue activities in two cities - Bongo and Walewale. Some 25 interns from the US are to join the team for about three weeks for activities in Nima/Mamobi and Bongo/Walewale.

Mongolia

Report recounts the first IDF application in August 2004, and the highly-effective TA provided by CAP for planning the organization’s future direction. This included a two-week stay by the CAP consultant, with a workshop for Board members first, then another for all affiliates. In November 2005, UMENGO itself administered the second IDF application, and reports “there are several achievements [of] our work as a result of using IDF principles and tools.” They reported that their score showed an improvement of 37.3%, noting special progress in “specifying our mission, developing financial works, broadening public relations, conducting successful advocacy and using network resource.”

Ghana/GAPVOD

“Because of internal problems, not much use has been put to the IDF. However, one of the four persons who underwent training in the application of the IDF tool has been able to successfully carry some organizations through institutional development.” Report then refers to an organization in Guinea that is “a member of POSDEV, a network of 13 regional organisations.” In response to our request for further information, it turns out that POSDEV (Pan-African Organisation for Sustainable Development) is a network with HQ in Accra. I’ve now inquired as to whether the IDF application was within POSDEV HQ or an affiliated NGO. Also, asked why GAPVOD has not used trainees for applications within its own affiliates. Response pending...

India

“After IDF, we felt that our institutional capacity in the network has increased.”

V. USE OF OTHER INFORMATION DISSEMINATED BY CAP

Sudan/AORD

NGOConnect has provided AORD management with relevant materials on advocacy training, which the organization has continually used for both its in-house training and educating other civil society organizations. AORD conducted one in-house training for staff, including the Program Officer, Accountant, Executive Director, 2 Field Administrators and 6 social workers

using resources from NGOConnect. Topics included: Project M&E Techniques, Technical and Financial Reporting, which were aimed at improving overall delivery efficiency, effectiveness and impact of the organization's humanitarian activities.

Tajikistan

"In the Centers where there is English speaking staff, access to web portal is ensured. In some cases low speed of Internet can discourage users... Resource materials obtained from NGOConnect are widely used in daily work of the organization and spread among network members, NGO community and youth."

Bulgaria

Report mentioned various documents on NGOConnect that "were very useful for the work of TI-Bulgaria."

India

ATSEC used the "Advocacy for Social Justice" document in its National Level Advocacy TOT and in some state level advocacy programs – "and found it to be very useful and effective. We have also used NGOConnect.Net."

VI. ADDITIONAL INFORMATION, SUGGESTIONS AND COMMENTS

Peru

The CAP program has made it possible to strengthen not only what we were working on, but also our organization, giving added value to our institutional performance by internalizing new concepts, approaches and methodologies. The aspect we found most helpful was the workshops with international participants. "Physical contact and feedback will hardly ever be replaced by e-technology. The interaction, sharing, learning and intercultural exchanges were amazing during the two workshops and facilitators were really great. The grant competition was also of great interest for us to go from ideas to action and we appreciate very much the recommendations from the Program Officer."

Tajikistan

CAP program... gave me opportunity to develop my skills, to transmit them to my colleagues who did their best to forward them to their constituents. Due to the... program, NACSSC had a chance to be a leading organization with strong expertise and experience in promoting advocacy, and mentoring wide groups of NGOs. The IDF has been found to be the most practical, time effective and available instrument for facilitating needs assessments by organizations and tracking the level of progress.

I found the program very effective and useful and all program activities deserve high appreciation. Another important aspect for NACSSC was participation in the grant program. Hopefully, implementation of the new project will enhance the knowledge and skills obtained.

NESI/Sudan

The CAP Program has enabled NESI “to gauge its progress and weaknesses in a consultative approach and this has been the highlight of the program.” The NGOConnect.NET portal “is an immense resource for NESI Network. The background information on proposal writing, networking, advocacy among others have proven to be invaluable to Network as a whole.”

Lebanon

“The RMF found very useful the IDF module disseminated through CAP... The RMF intends to use the IDF module in future self-assessments.” “The Social Marketing approach [on NGOC] was particularly useful... and used in the design of the REACT project, an intervention... within schools and universities on human rights and child rights education. The M&E section on NGOS is source of information for practitioners to improve monitoring tools and impact evaluation techniques.

“One of the most useful aspects of the CAP Program was the technical assistance on strategic planning, which was provided by CAP experts. This intervention was very much appropriate since it was tailored to RMF’s needs and requirements.”

Guyana

“The CAP advocacy fellows program has been very effective in preparing me to contribute positively to the objectives of my new employer [USAID] in the national fight against HIV/AIDS. I am very grateful for the opportunity of having been exposed to the tools to make a positive difference in the lives of so many people.”

The most helpful aspects of the program were: design and teaching methodology. The least helpful were: inadequate communication among fellows and the absence of some form of certification to give due recognition for such a significant program.

Ghana/GAVOD

“GAPVOD acknowledges that it has defaulted heavily in its obligations to CP by way of reporting. This is sincerely regretted. Even though not a good enough excuse, it is worthy of mention that the organization has been going through a lot of challenges incomparable in its over-25 years of existence. These are... sudden turnovers of key members of staff, equipment break failures, etc. ”