

I. PROJECT IDENTIFICATION

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|--|---|--|
| <p>1. PROJECT TITLE</p> <p style="text-align: center; font-size: 1.2em;">CIVIC DEVELOPMENT (Leadership Training)</p> | | <p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO 8</p> <p>2. PROJECT NO. (M.O. 1025.2) 522-15-810-091.1</p> |
| <p>3. RECIPIENT (specify)</p> <p><input checked="" type="checkbox"/> COUNTRY HONDURAS</p> <p><input type="checkbox"/> REGIONAL <input type="checkbox"/> INTERREGIONAL</p> | <p>4. LIFE OF PROJECT</p> <p>BEGINS FY 65</p> <p>ENDS FY 75</p> | <p>5. SUBMISSION</p> <p><input type="checkbox"/> ORIGINAL Sept. 1968</p> <p><input checked="" type="checkbox"/> REV. NO. (3) Dec. 3, 1971</p> <p>CONTR./PASA NO. _____</p> |

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

| A. FUNDING BY FISCAL YEAR | B. TOTAL \$ | C. PERSONNEL | | D. PARTICIPANTS | | E. COMMOD- ITIES \$ | F. OTHER COSTS \$ | G. PASA/CONTR. | | H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED) | | | |
|---------------------------------------|-------------------|--------------|-----------|-----------------|-----------|---------------------------|-------------------------|----------------|-----------|---|------------|------------------|--|
| | | (1) \$ | (2) MM | (1) \$ | (2) MM | | | (1) \$ | (2) MM | (1) U.S. GRANT LOAN | | (2) COOP COUNTRY | |
| | | | | | | | | | | (A) JOINT | (B) BUDGET | | |
| 1. PRIOR THRU ACTUAL FY | 370 | 37 | | 83 | 215 | 22 | 228 | 123 | 102 | | | 120 | |
| 2. OPRN FY | 135 | 35 | | | | | 100 | 22 | 12 | | | 15 | |
| 3. BUDGET FY | 93.5 | | | | | | 93.5 | | | | | 16.6 | |
| 4. BUDGET +1 FY | 63.5 | | | | | | 63.5 | | | | | 3.2 | |
| 5. BUDGET +2 FY | 53.5 | | | | | | 53.5 | | | | | 4.8 | |
| 6. BUDGET +3 FY | | | | | | | | | | | | | |
| 7. ALL SUBJ. FY | | | | | | | | | | | | | |
| 8. GRAND TOTAL | 715.5 | 72 | | 83 | 215 | 22 | 538.5 | 145 | 114 | | | 159.6 | |

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| 9. OTHER DONOR CONTRIBUTIONS | | |
| (A) NAME OF DONOR Private Sector | (B) KIND OF GOODS/SERVICES Cash donations | (C) AMOUNT 388.1 |

III. ORIGINATING OFFICE CLEARANCE

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|--|---|------|
| 1. DRAFTER <i>Andrew Gregg</i> Andrew Gregg | TITLE Civic Development Advisor | DATE |
| 2. CLEARANCE OFFICER <i>Edward Marasciulo</i> Edward Marasciulo | TITLE USAID/Honduras, Director | DATE |

IV. PROJECT AUTHORIZATION

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|-------------------------------------|-----------|------|---|-----------|------|
| 1. CONDITIONS OF APPROVAL | | | | | |
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| 2. CLEARANCES | | | | | |
| BUR/OFF. | SIGNATURE | DATE | BUR/OFF. | SIGNATURE | DATE |
| | | | | | |
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| 3. APPROVAL AAs OR OFFICE DIRECTORS | | | 4. APPROVAL A/AID (See M.O. 1025.1 VI C) | | |
| SIGNATURE | | DATE | SIGNATURE | | DATE |
| | | | | | |
| TITLE | | | ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT | | |

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A. GOAL

1. The goal toward which this project is directed is to increase local citizenry participation in the planning, execution and benefits of socio-economic development in Honduras at both the municipal and national levels.

2) Measurements of goal achievement - With regard to the following five points 80 surveys, 14 of which are already completed, will be conducted providing baseline data against which periodic measures of project input at the goal level will be made. The successful attainment of this goal will be indicated by: (1) improvement in living conditions; (2) increase in number of local citizen group initiated social and economic change projects; (3) a better articulation of campesino and urban poor needs, through their community organizations and (4) an indication that government, particularly at the local level, is influenced by and responsive to these articulated needs; (5) participation of citizen group representatives in planning and execution of public development programs.

3. Assumptions about goal achievement - It is assumed that, in order to achieve the goal, (1) the Government of Honduras will continue its support; (2) there will be a reform in the Municipal Law; (3) interaction between motivated local authorities and organized citizen groups will result in the better use of resources to improve the life style in both rural and urban communities; (4) effective coordination with government agencies will be strengthened.

B. PURPOSE

1. The project purpose - Make local government more responsive to community needs and establish a national network of community organizations based on local citizen leadership trained and motivated to influence, through group action, the development of their communities.

2. End of project status - By the end of FY 1975 it is expected that there will be: (1) A national network of community councils under the direction of the National Civic Development Council; (2) community councils formed in 200 of the 282 municipalities which will hold formal meetings at least every two months; (3) a minimum of one responsible directed change project per year to meet identified community needs; (4) recognized community leaders with civic development leadership skills as presidents of community councils; (5) active participation in and support of training seminars at municipal levels by municipal officials; (6) promoters hired by the larger municipalities at the cumulative rate of eight per year.

3. Basic assumptions about the purpose - It is assumed that local councils will continue to support the leadership training programs and will support community initiatives with services and resources; (2) that municipal officials will continue their interest in the periodic seminars and will support both the development of local community councils as well as the NCDC; (3) that other GOH central agencies which provide assistance at the community level will work cooperatively with the NCDC in the motivational and training activities.

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C. KIND OF OUTPUTS

1. Outputs - produced by this project flow from two interrelated programs within the project: Radio-phonics Schools and the National Civic Development Council (NCDC). The kinds of outputs are consequently categorized as follows:

Radio-phonics Schools

The outputs produced by this program will be: (1) establishment of an institution capable of promoting and maintaining a national radio-school network throughout Honduras with 1,500 radio-school sites in key areas; (2) development within campesinos of an awareness of their potential capacity, rights and obligations; (3) staff selected for the institution capable of conducting literacy courses, orienting the campesinos in basic community development principles and motivating them to participate in their community civic activities.

National Civic Development Council

The outputs produced by this program will be a National Civic Development Council with adequate human and financial resources to maintain the program. (a) a permanent national program director and central staff; (b) a representative board of directors which meets at least bi-monthly to provide program guidance and broad support; (c) a field staff of promoters supporting the local councils; organizing municipal seminars, and providing leadership training.

2. Output indicators -

Radio-phonics Schools

- (1) Radio-phonics Schools (Acción Cultural Popular Hondureña) has official legal status in form of a legal charter.
- (2) Capacity of increasing current fund-raising effort from \$45,000 per year to \$60,000 by end of FY 1973.
- (3) A permanent national staff in place capable of operating without AID advisor support.
- (4) Increase in radio-schools from 1200 to 1500 by end of FY 1973, with an average of 26,000 matriculated students per year.
- (5) A sociological evaluation of programs impact on campesinos to be completed by March 1972.

National Civic Development Council

By the end of FY 1975, the following magnitude of outputs will be achieved: (1) National Civic Development Council (NCDC) has official legal status in form of a legal charter; (2) NCDC has a record of an adequate financial resource base (cumulative \$225,000 by end of CY-76); (3) NCDC has established and formalized policies and procedures; (4) NCDC has adequate staff knowledgeable about civic development philosophy and techniques in place and operating without AID advisor support. (a) Executive Director; (b) Central support staff; (c) 12 field agents; (5) local training conducted: (a) 1,500 local leaders with special training in civic development skills and techniques; (b) community seminars conducted (on selected community problem/need subjects) at approximately 60 seminars per year; (c) by June

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1972, the program will reach representatives of at least 200 municipalities in all 18 departments with initial motivational/technical seminars; (d) NCDC will be able to maintain the promotion of follow-up seminars every 6 months with municipal officials, if requested; (e) socio-economic profile studies will be completed for 80 municipalities.

3. Basic assumptions about production of outputs -

Radio-phonics Schools

The assumptions fundamental to successfully achieve the desired outputs are: (1) continuing Government of Honduras approval of program; (2) radio-phonics schools will not only be able to continue their current fund-raising capacity in the amount of \$45,000 but increase it to \$60,000 by end of FY 1973; and (3) qualified staff will be available.

National Civic Development Council

The assumptions fundamental to successfully achieving the desired level of outputs are: (1) NCDC will be able to raise funds in the amounts of \$121,055 in cumulative annual contributions from both public and private sectors by end of FY-75 (\$5,000 FY71; \$15,000 FY72; \$25,000 FY73; \$35,000 FY74; \$45,000 FY75); (2) continuing co-operation of municipal officials; (3) voluntary services from private organizations will continue to be available; (4) qualified staff will be hired.

| <u>D. PROJECT INPUTS</u> | Amount (000's) | <u>NATURE OF INPUTS</u> |
|---------------------------|-------------------|---|
| 1. NCDC (CCTI) | | |
| (a) <u>USAID Inputs</u> | (626.5) | |
| Personnel (DH & Contract) | 127.0 | Includes the services of one direct hire project manager and one contractor. |
| Commodities | 5.0 | Provided for the purchase of two pick-up trucks. |
| Participants | 83.0 | Provided for US training in the field of civic development leadership of 161 participants at Loyola University, New Orleans, La. and nine participants under the auspices of the League of Women Voters in Boston, Mass. |
| Other | 411.5 | Consists of budget support for a program director, twelve field action agents, one secretary and one bookkeeper. Other budgeted support items include cost of leadership training courses, maintenance of vehicles, office supplies and cost of outside teaching staff. |

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D. PROJECT INPUTSAmount
(000's)**NATURE OF INPUTS****(b) GOH & Private Sources**

Other

(130.7)

Projected income from fund-raising campaigns to provide sufficient funds to enable projects to continue without AID assistance and municipality hired promoters.

2. RADIOPHONICS**(a) USAID Inputs**

(234.0)

Personnel

90.0

One advisor in leadership training, one administrative advisor and one advisor for the development of pedagogical materials.

Commodities

17.0

Includes radio equipment, tapes, paper, printing costs and office supplies.

Other

127.0

Budget support for 46 radio school coordinators and 5 supervisors.

(b) GOH & Private Sources

Other

(417.0)

Represent funds contributed by the Ministry of Education, and funds raised from the Honduras, U.S. and Europe private sectors.

Total project costs

(1,408.2)

E. RATIONALE

This project is an attempt to deal with the fundamental problem of institutional underdevelopment for the mobilization of human resources. It aims at establishing the means by which the inarticulate, largely rural masses can be supportive to one another through organized group action, can articulate their interests to one another and to the establishment, and by which the leadership within the establishment can become more responsible to broad popular aspirations. The project proposes to establish a mechanism by which Hondurans will motivate and channel the untapped human capital of the country into a community-oriented development-effort based largely on self-help for one another.

The need for this effort is great. There are 2.5 million Hondurans. The vast majority of 1.7 million (68%) live in or near the 251 municipalities with less than 3,500 population. About 80% of the adults in this rural and small-town society are functionally illiterate. Most live at a subsistence or near subsistence level. They

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suffer from malnutrition, high levels of morbidity from endemic disease, and relative social and economic immobility due to their social, cultural and physical isolation and their restricting ~~xxxx~~ traditional, subsistence life-style. Most spend about half the year--from one season's harvest to the next year's planting--unemployed. Individually, few command the initiative, resources or knowledge to breakout of their harsh subsistence routines and improve the quality of their family's lives. Few leaders have been motivated or trained to help.

This project can be characterized as an effort to link together Honduran citizenry by working to organize rural campesino groups and motivate the formal governmental structures to be more responsive to needs of its local citizenry. The combination of these two focuses is directed toward a greater participation by citizens in decision making as well as increased benefits from government programs.

The basis for this program was begun in 1960 with the establishment of the Radio-phonics School. Initially, the private organization (Acción Cultural Popular Hondureña) that started the program, hoped that through radio schools a sustained functional literacy program could be mounted to reach the rural masses. Though the literacy objective has been only partially fulfilled, a more immediate result has been realized in the motivation of rural groups to undertake self-help development projects. Now, the school's program is specifically designed to awaken the Honduran campesinos to their potential capacity, rights and obligations as citizens. The technique utilized is to transmit through radio channels educational materials as the stimulating factor to this awakening process. By forming community classes, as a student audience, the first and basic step is taken toward group participation.

Recognizing the critical need to go to the next step in institutionalizing the efforts at motivation, the Honduran private productivity center (CCTI - Centro Cooperativo Técnico Industrial) expressed interest in having AID assistance in formulating a civic development program that could build on the Radio-phonics Schools' initiatives.

In February 1970 AID provided CCTI with a grant with which it established a Department of Civic Development to design a field program, recruited the first civic-development field-agents, and started leadership training in the rural areas. The field agents are responsible for encouraging the formation of viable community councils or organizations oriented toward specific change. These organizations once formed provide the rural population with an instrument or vehicle through which they can participate in the planning, execution and benefits of the socio-economic and political development of Honduras. Over time, these local community development councils will be linked together in a national network of councils under the guidance of the National Civic Development Council.

More recently the program has emphasized the training of municipal authorities (the mayors and their principal staff officers). Through specially designed seminars for municipal authorities civic-development field agents are orienting the public authorities to the participatory concepts of civic development. With peasant leaders and municipal officials present, goals and objectives are discussed. In follow up seminars the participants begin to ask what has been done about the projects proposed at the last meeting. It is expected that the seminars will provide a continuing mechanism to motivate even the least active official, who will not want to face his fellows with an admission that in his community nothing has happened since he last met with them.

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The program of municipal seminars has been well received and it is laying the foundation for future USAID programming of municipal assistance. As of December (92) municipalities had requested and received the training and several large municipalities are now planning to work with CCTI/NCDC in training and employing individuals as field agents to promote civic development activities within their area. USAID is also planning to assist municipal governments with substantial inputs of technical and capital assistance. November 24 USAID forwarded an IRR for an urban development loan to the Central District (Tegucigalpa and neighboring environs) and is planning to submit an IRR for a development loan to the Municipal Development Bank to strengthen municipalities throughout Honduras.

F. COURSE OF ACTION

NCDC (CCTI)

For the current year, the following actions are planned:

- 1) Establishment of an advisory board and semi-autonomous organization to administer program.
- 2) Initiate fund-raising campaign to collect \$15,000.
- 3) Increase field staff from five to twelve.
- 4) CCTI assumes responsibilities previous carried out by contract assistance and direct hire project manager.
- 5) Civic development leadership training for 264 local leaders.
- 6) Conduct 73 community seminars for rural and urban civic leaders.
- 7) Conduct municipal seminars in civic development and municipal administration for representatives of 183 municipalities.
- 8) Carry out 2 follow-up municipal seminars.
- 9) Complete 20 socio-economic profiles on municipalities selected on the basis of their degree of response to the civic development movement and targets of opportunity.
- 10) Maintain close coordination with the municipal development program of the Distrito Central and train its community development staff.
- 11) Encourage local municipalities to budget for their own community development staff and provide training and advisory services to them.

RADIOPHONICS

For the current fiscal year the following actions are planned:

- 1) Increase the current number of radio schools from 1200 to 1400.
- 2) Increase student matriculation from 21,000 to 24,000.
- 3) Raise funds from the private sector in the amount of \$45,000 and \$15,000 from the Ministry of Education.

NCDC (CCTI)

During FY 73 the following actions will be taken:

- 1) Continue fund raising campaign with goal of \$25,000.
- 2) Train 300 local leaders in civic development skills.
- 3) Conduct 60 community seminars for local leaders.
- 4) Conduct 2 follow up seminars for municipal government officials.

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- 5) Maintain operational support of the municipal development program of the Distrito Central by providing advisory services and supervision to its community development program.
- 6) Motivate municipal authorities to provide budget support for 8 local community development field agents.
- 7) Community councils to be organized representing 120 municipalities.
- 8) 20 socio-economic profiles completed selected municipalities.

RADIOPHONICS

During FY 73 the following actions will be taken:

- 1) Increase the number of radio schools from 1400 to 1500.
- 2) Increase the student matriculation from 24,000 to 26,000.
- 3) Raise funds from the private sector in the amount of \$45,000-65,000 and \$15,000 from the Ministry of Education.
- 4) During this year, plans will be made to increase the fund-raising efforts to reach a goal of \$80,000. After this year, AID budget support is discontinued and the program will be self-sufficient.

NCDC (CCTI)

During FY 74 the following actions will be taken:

- 1) Continue fund raising campaign with goal of \$35,000.
- 2) Train 300 local leaders in civic development skills.
- 3) Conduct 60 community seminars for local leaders.
- 4) Conduct 12 follow up seminars for municipal government officials.
- 5) Maintain operational support of the municipal development program of the Distrito Central by providing advisory services and supervision to its community development program.
- 6) Motivate municipal authorities to provide budget support for 8 local community development field agents.
- 7) Community councils to be organized representing 120 municipalities.
- 8) 20 socio-economic profiles completed selected municipalities.

NCDC (CCTI)

During FY 75 the following actions will be taken:

- 1) Continue fund-raising campaign with goal of \$45,000.
- 2) Train 300 local leaders in civic development skills.
- 3) Conduct 60 community seminars for local leaders.
- 4) Conduct 12 follow up seminars for municipal government officials.
- 5) Maintain operational support of the municipal development program of the Distrito Central by providing services and supervision to its community development program.
- 6) Motivate municipal authorities to provide budget support for 8 local community development field agents.
- 7) Community councils to be organized representing 120 municipalities.
- 8) 20 socio-economic profiles completed selected municipalities.