

**CZECH REPUBLIC DEMOCRACY NETWORK PROGRAM  
QUARTERLY REPORT  
FOR THE PERIOD OF APRIL 1 THROUGH JUNE 30, 1995  
COOPERATIVE AGREEMENT NO. DHR-0032-A-00-5014-00**

*submitted by*

**THE FOUNDATION FOR A CIVIL SOCIETY**

**I. ACTUAL ACCOMPLISHMENTS VS ESTABLISHED GOALS (based on Implementation Plan submitted with the first quarterly report)**

General

The Foundation's hiring of in-country staff was completed during the second quarter. We hired Jan Leiner as Training and Assistance Program Officer at the end of May, and he is to begin work on July 1. The Democracy Network Program Assistant, Jana Lvova, began work on June 1, and our full-time summer intern, Allison Ramler, began in May and will work through mid-August. The Foundation also hired Sasa Vaclavikova as bookkeeper; she will be partly paid from the Democracy Network budget due to the heavy financial demands of this project (i.e.; subgrant payments, financial reporting of grantees' expenditures, etc.).

The Democracy Network staff has been conducting ongoing meetings with NGO representatives and volunteer groups (Peace Corps) to discuss the Democracy Network Program and the activities and needs of the NGOs. Prior to June, most of the meetings were conducted in Prague with Prague-based NGOs or NGOs that had traveled to Prague. In mid-June, Project Manager Julia Szanton traveled to Pilsen to participate in meetings with NGOs and local officials organized by EC PHARE's NROS program, the National Democratic Institute (NDI), and the Information Center for Foundations and Other Nonprofits (ICN). As a result of the meetings with the local NGO community, the Democracy Network Program will be working with ICN, NDI and NROS to try to help set up an NGO information center for the Pilsen region. Also, a coalition of environmental NGOs asked for help from our staff and the Environmental Partnership in order to organize a Zeleny Dum (a formal regional coalition of environmental organizations). Democracy Network staff will work with the coalition and the Environmental Partnership to help develop the group; one step that is already planned is assistance in providing an outside facilitator to run the coalition's initial meetings. Julia also met with the Director of the Economic Development Department at Pilsen City Hall. From this meeting, it was clear that there was very little, if any, communication or knowledge of the NGO community and its activities. Building lines of communication, and ultimately cooperation, will be a major focus of our own regional meetings.

As July and August are difficult months to meet with people in the Czech Republic, Democracy Network regional meetings are being planned to take place in September. The regional meetings are crucial in the development of a sustainable NGO community in the Czech Republic because: there is very little communication between the NGOs, especially between the different fields working within the NGO sector; contact between NGOs and local government is extremely limited and often negative, however, increasing NGO participation in local decision-making is key to positively effecting the development of NGO and citizen participation and a more democratic process; and NGOs outside of Prague have limited access to skills training--from the regional meetings, we can identify the skills needed and plan training workshops in the regions.

The staff compiled names for the Democracy Network Advisory Board and began inviting people to sit on the board in April, May and June; final invitations will be made in July. The board will meet semi-annually to discuss the program and to give advice on an as-needed basis.

Activities that were scheduled for the second quarter but were not completed include creation of a grant tracking data base and conducting a needs assessment, see part II, *Reasons Why Goals Were Not Met*, below.

## Training and Assistance

Discussions with subcontractors have continued. The staff has worked with Partners for Democratic Change to develop a plan for training that will meet the needs of the NGO community around the country. Staff has also begun to talk with the Lotos Foundation about providing some of the "basic skills" training.

Activities that were scheduled but have not been completed during the second quarter include: the signing of agreements with subcontractors and their initial training; regional visits to NGOs by the Training and Assistance Program Officer; and establishing the training "voucher" program. See part II, *Reasons Why Goals Were Not Met*, for further discussion of these issues.

## Small Grants

Application materials were developed by the staff, approved by USAID/Prague, and sent to NGOs (please see attached copies of Czech and English application). In April, the application review process was developed by the staff and approved by USAID/Prague. Experts were identified to give technical evaluations and panelists were identified to review the proposals on the basis of the program mandate and objectives and to make recommendations for funding. Experts and panelists were formally asked to participate in the review process in April and May. Additionally, logistical arrangements were made for the panel meeting which was held outside of Prague, in Pruhonic.

The first application deadline was April 31, and 66 proposals were received (please see the attached booklet for detailed information regarding all grant proposals and field and geographic diversity information). Of the 66 proposals, six were withdrawn by the applicants for various reasons, and 2 were withdrawn by staff because they did not fit into the program criteria. The staff read and summarized the remaining 58 applications and conducted an initial evaluation of each proposal and budget, and analyzed how the proposals fit into the Democracy Network Program's objectives. The proposals were then sent to experts in each of the four areas (democracy, environment, economic development and social safety nets), for a technical evaluation. On June 10 and 11, the Peer Panel met to evaluate and recommend proposals for funding. The panel recommended 24 out of the 58 grants for funding and 2 fast grants (proposals for small amounts of funds that came in after the application deadline, and were determined by the staff to be appropriate for quick action). At the end of the panel meeting, the group also made suggestions on revising the review process and application. Suggestions have been incorporated into a revised application form, and slight revisions are being made to the review process.

The panel's recommendations were presented to the Working Group of the Democracy Commission on June 19; 22 out of the recommended 24 applications for funding were approved in the meeting, and one of the two fast grants was approved. One recommended application that was not approved by the working group included funding for lobbying efforts against a specific company; the working group did not believe that this proposal should be funded by the Program as US regulations do not permit specific lobbying efforts to be supported by federal funding. The other proposal that was included in the 24 grants recommended for funding by the Peer Panel was submitted by Diakonie. In the June 19 meeting, the working group held off making a decision for funding to Diakonie because it is a church-related organization, it is not a registered NGO. Later in June, the working group decided that Diakonie should indeed be considered a nonprofit that is eligible for funding through the Democracy Network small grants program. Therefore, while the grants awarded during the working group meeting totaled 22, the total awarded during the first application round was 23.

The fast grant not approved by the Democracy Commission Working Group was submitted by the Tolerance Foundation. They proposed creating a "discrimination map" for Prague by sending Roma and non-Roma teams to restaurants and pubs where there was already evidence of discrimination and having the teams record that discrimination. The "map" would be available to human rights organizations in their work to combat discrimination in the Czech Republic. The working group (as did the panel initially) believed that the project was not positively oriented and had the potential of leading to physical confrontations. Therefore the working group felt that the proposal was not appropriate for USAID funding.

Notification letters to awardees were sent out at the end of June and agreement letters will be completed and approved by USAID/Prague in July, with funds being distributed at the end of July and in August.

### Information and Image Campaign/Media

Announcements, articles, and interviews have been published in various publications such as Grant magazine, Lidove Noviny, the Environmental Partnership Bulletin, the ICN Bulletin and CTK (Czech daily press service). Thus far, the information published has focused on the Democracy Network Program, however, the staff has taken steps to begin working with the media to also focus them on the NGO sector in general. Efforts include: identifying a Program spokesperson, Tomas Jezek, who can talk about national issues and legislation that effect the NGO sector (a press conference is being planned for the fall to coincide with the signing of the new NGO legislation, and we will invite NGO grant awardees and Jennone Walker, the new ambassador to the Czech Republic); beginning discussions with Roberta Gratz--an American journalists funded by Rockefeller Brothers Fund to work with Czech journalists in publishing success stories about the NGO sector--and directly with Czech journalists regarding writing and publishing articles in the Czech Republic which focus on the Czech NGO sector; cooperating with the Center for Independent Journalism to arrange short-term student internships with the Journalism faculties at Charles University (Prague) and Masaryk University (Olomouc); and working with the Charles University student newspaper, PABYLON, to encourage coverage of the NGO sector among young journalists and to publicize the journalism internship program.

As mentioned above (under "General"), the Democracy Network staff has been conducting ongoing meetings with other funders and NGO representatives. The meetings have focused on the efforts of the Democracy Network Program and those of the other funders as well as the activities, resources and needs of the NGO community. Julia Szanton also participated in a meeting which was held in Pilsen on June 14 and 15, and the Democracy Network's own regional meetings are being planned for September, and include interaction with mayors and government officials.

## **II REASONS WHY GOALS WERE NOT MET (And Solutions)**

### General

New York and in-country staff have been coordinating efforts to create a grant tracking data base system and are working to finalize a data base that will capture, store and report all information about an applicant (NGO) and their proposal, as well as the actual grant information when a grant has been awarded.

The Foundation had originally thought that it would conduct a formal needs assessment of the NGO community, however, after discussions with the USAID mission in Prague, we have decided that it would be more beneficial to informally assess and analyze the skills and needs of NGOs during our regional meetings. This will allow identification of specific needs of NGOs in each region. Additionally, the staff has been meeting with NGO trainers that have a good sense of the skills that are needed in the sector, and we have requested Partners for Democratic Change to conduct a needs assessment for their own training in each region in which they will work.

### Training and Assistance

Discussions continued with subcontractors, however, due to the nature of US Government regulations and working with the schedule of a pro-bono lawyer, creating the actual subcontracts has been moving more slowly than we had originally anticipated. We are planning to have all contracts signed by the end of August, given that we have sufficient information (complete work plans and budgets) from the subcontractors. Once the subcontracts are signed, the training workshops organized by subcontractors will begin.

It took approximately 3 months to identify an applicant who possessed the skills that we were looking for for the position of Training and Assistance Program Officer, and by Czech law, selected candidate Jan Leiner was required to give two months notice to his former employer. Therefore, Jan did not begin working on the Democracy Network Program until July 1. This, coupled with the fact that the beginning of the program

were filled with accomplishing a successful first round of the application process in a very short time frame, meant that some of the training objectives were not met. The Training and Assistance Program Officer will begin visits to NGOs outside of Prague in mid-August rather than mid- to late May, and the training "voucher" program will be established by the end of July with information sent to NGOs in mid-August rather than in late May.

#### Small Grants

The agreements for small grants awardees were originally scheduled to be completed in June, but actually were completed in July and are being signed in July and early August. The delay in finalizing the agreements was due to staff spending the previous months readying itself for the application review process as well as the fact that many NGO representatives are difficult to contact during the summer months.

#### **III. SYNOPSIS OF SUBGRANTS**

*Please see attached booklet regarding the awarding of the first small grants.*

#### **IV. OTHER PERTINENT INFORMATION (Cost Overruns/High Unit Cost)**

*N/A for second quarterly report*

#### **V. MONITORING PLAN**

*Please see attached Monitoring and Reporting Plan.*

#### **VI. (PART D.) PROPOSAL FOR REGIONAL COOPERATION OR LEGAL SERVICES OF THE RECIPIENT**

The Foundation will continue to coordinate with the National Forum Foundation (NFF) and the International Center for Nonprofit Law (ICNL). As the new Project Director for the NFF has just started work in Budapest, our in-country staff is looking forward to gathering with other country program staff to share information and ideas and to coordinate activities in the region (the first regional meeting for all Democracy Network Programs is scheduled for August 10 and 11 in Hungary). As stated in our last quarterly report, we have offered temporary office space in our offices to ICNL staff whenever they are in the Czech Republic. We have also offered to distribute their upcoming NGO booklet on the new NGO legislation in the Czech republic.

# MONITORING AND REPORTING PLAN

## Identifying Information:

*Project Name:* Democracy Network program  
*Country:* Czech Republic  
*Provider Name:* The Foundation for a Civil Society  
*Span of Workplan:* February 1995 to July 1995; August 1995 to January 1996

## Project Summary:

The Foundation for a Civil Society has designed its Democracy Network Program to develop and strengthen indigenous, public policy-oriented non-governmental organizations (NGOs) in the Czech Republic. The goal of the Program is to engender sustainability among these NGOs that will last beyond the Democracy Network and other foreign funding. In order to achieve this goal, the Foundation's Democracy Network Program includes a Training and Assistance Program, a Small Grants Program and a campaign to improve the image of the NGO sector.

The **Training and Assistance Program** is open to indigenous NGOs at all stages of development and is provided in four different ways: **basic skills training**, such as proposal writing, project planning and goal setting, is conducted by the Foundation's staff and partner organizations; **one-on-one training or consultation** is provided by short-term (one day to two months) advisors or consultants; **vouchers for workshops or training** are given to NGOs to meet their specific training needs; and, on a limited basis, **long-term advisors** (three to twelve months) are assigned to key NGOs or a group of NGOs that have common needs.

The **Small Grants Program** provides funds to registered NGOs for projects, operational costs and training. The Foundation encourages proposals that will strengthen the internal capacity of an NGO as well as proposals that will connect NGOs and provide for a stronger NGO sector. The Program strives to build linkages between NGOs, business and local governments to support better understanding and cooperation between the sectors. It looks to reach outside of the capital cities and balance training and funding for NGOs throughout both countries. The Program also attempts to reach the highest number of participants possible in a meaningful way through training, small grants and participation in activities sponsored by the Program.

The Small Grants Program is restricted to indigenous organizations that are registered as NGOs (foundations or civic organizations) and are working in the areas of democracy, social safety nets, economic development, or environment. Applications are selected for funding by an independent review panel in conjunction with U.S. Embassy's Democracy Commission.

The Democracy Network Program seeks to **improve the image of the NGO sector**, thereby contributing to increased funding, cooperation on projects or issues, and wider popular and legislative support. To this end, the Foundation will work with the Center for Independent Journalism to provide media and public relations training for NGO leaders. Additionally, in cooperation with the Journalism Schools at Charles and Masaryk Universities, the Democracy Network Program will offer student internships to expose students to the sector and promote greater coverage of NGOs.

The following Monitoring and Reporting Plan for the first year of the Program reflects our anticipated resources, outputs and achievements with respect to the objectives of USAID/Prague as stated in the "Strategic Guidelines of the Democracy Commission Strategy" (February 1, 1995).

**Identifying Information:**

*Project Name:* Democracy Network Program  
*Country:* Czech Republic  
*Provider Name:* The Foundation for a Civil Society  
*Span of Workplan:* February 1995 to July 1995; August 1995 to January 1996

**Indicator:** Organizations (NGOs) and the citizens they represent participate more actively and effectively in the political and economic life of their societies.  
**Objective I:** By early March 1997, build citizen attitudes through citizen involvement and improved confidence in democratic institutions (ie, NGOs, local and national government).  
**OUTCOME:** Develop a sustainable NGO community that holds the confidence of citizens and that represents and works with citizens.

## OUTCOME IMPLEMENTATION PLAN/Objective I

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>February 1995-July 1995</b>			
I.1 FCS in-country staff is hired and in place to carry out Democracy Network Program in order to create a more sustainable NGO community in the Czech Republic. In-country staff: Project Manager, Small Grants Program Officer, Training and Assistance Officer Program Officer, Program Assistant.	Staff works together to develop objectives and criteria of small grants program.  Training plan is discussed and training needs are identified.  Objectives for the information and image campaign are identified.	Application, evaluation process, and awarding process are developed and experts and panelists identified to implement the awarding of grants.  Subcontractors are identified and training objectives are set.  Plan for information and image campaign is developed.	I.1.1 Grant application forms sent to NGOs. Evaluation process in place for first application round.  I.1.2 Training and Assistance Program Officer begins to work with subcontractors to implement training plan.  I.1.3 Staff begins to contact local media to publicize DNP and NGO sector.
I.2 Czech media and other NGO publications are contacted by FCS staff.	FCS staff begins working with journalists to prepare and publish articles and interviews.	Media publishes articles/ interviews regarding Democracy Network Program and NGO sector.	I.2.1 NGOs are aware of DNP and how to apply for grants and training.
I.3 Applications received from NGOs (66 received; 6 withdrew their own applications; staff withdrew 2 applications; 58 applications went on for evaluation).	Staff reads and summarizes proposals and writes initial evaluations.  Experts read proposals and make technical evaluation.  Peer Panel meeting is held and panelists evaluate proposals and make recommendations for funding.	Democracy Commission Working Group meets to approve recommendations.	I.3.1 First grants to NGOs are awarded (24 grants were awarded, please see progress report and attachments for details).
I.4 Staff meets with other organizations and volunteer programs that work with the NGO sector.	Organizations and volunteer groups that work with NGO sector are informed about DNP and its objective.	(On an informal basis), representatives/ volunteers spread information to NGOs about DNP and give feedback to FCS staff about NGO needs and activities.	I.4 NGOs are informed about DNP and how to apply.  I.4.2 DNP staff obtains information about NGOs' needs and activities.

OUTCOME IMPLEMENTATION PLAN/Objective I

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>August 1995-January 1996</b>			
I.1 Local and regional media is contacted by FCS staff.	FCS staff begins working with local and regional media in order to prepare and publish articles.	Local and regional media publishes articles/ interviews regarding Democracy Network Program, NGO sector and issues relating to what the NGO sector is doing.	I.1.1 NGOs are aware of DNP and how to apply for grants and training. I.1.2 Community learns about what NGOs in their community are doing. I.1.3 Citizens understand the issues facing their community; have information on how to get involved with those issues.
I.2 Subcontractors (Partners for Democratic Change and others) are contracted to provide training and assistance to NGOs and communities.	Subcontractors conduct training workshops on "basic skills" and coalition building.	NGOs participate in training workshops in order to build their skills.  Different sectors participate in coalition building workshops.	I.2.1 NGOs gain and use "basic skills". I.2.2 Stronger communities are created by opening lines of communication, information sharing and cooperation.
I.3 DNP funds Johns Hopkins University's Training of Trainers program.	Six (6) Czech participate in the training.	Czech trainers build their training skills  Czech trainers provide training to NGO community (as part of program).	I.3.1 Strong community of NGO trainers begins to develop in the Czech Republic.
I.4 FCS staff works with ICN to support administrative development of ICN.	Deputy Director is hired; accounting software purchased and consultant hired.	Financial management and reporting is strengthened.  Internal capacity is developed; decision-making more clear.	Services to the NGO community are strengthened as ICN develops internally.
I.5 Grantees are awarded funds through the first grant process; FCS informs local media.	NGOs begin work in their communities.  Local media publishes articles/announcements of NGOs' work.	NGOs conduct activities to reach their goals; works to solve communities' issues/problems.  Citizens are informed of NGO activities.	I.5.1 NGOs meet their project goals while helping communities in which they work. I.5.2 Community begins to understand the activities and purpose of NGO sector.
I.6 DNP Spokesperson is selected for formal presentations to the media (Tomas Jezek).	FCS staff works with spokesperson to identify ways of working with the media.	Press conference is planned (mid- to late fall) to discuss DNP (and NGO legislation).	I.6.1 Media reports on DNP/ NGO sector. I.6.2 NGOs obtain information regarding DNP (and new NGO legislation). I.6.3 Citizens have access to information regarding DNP and NGO sector.
I.7 Staff discusses internships with Journalism School at Charles University (and others?) and with NGOs.	NGOs and schools express interest in student interns helping NGOs deal with media and producing press information.	Internships are created for journalism students to be housed in NGOs.	I.7.1 Student/future journalists experience and understand what the NGO sector is doing.
I.8 Second application process is conducted by FCS staff, experts, and panelists.	Staff summarizes proposals and writes initial evaluations, experts evaluate.  Panelists meet to evaluate and make recommendations for funding.	Proposals/applications are evaluated and recommendations for funding are given to Democracy Commission for approval.	I.8.1 Second round of funds are awarded to NGOs.

**Identifying Information:**

*Project Name:* Democracy Network Program  
*Country:* Czech Republic  
*Provider Name:* The Foundation for a Civil Society  
*Span of Workplan:* February 1995 to July 1995; August 1995 to January 1996

*Indicator:* Organizations (NGOs) and the citizens they represent participate more actively and effectively in the political and economic life of their societies.

*Objective II:* By early March 1997, create a lasting impact through building democratic behavior patterns within existing organizations.

*OUTCOME:* Develop in existing NGOs democratic decision-making, communication, fundraising, negotiation and basic management skills.

OUTCOME IMPLEMENTATION PLAN/Objective II

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>February 1995-July 1995</b>			
II.1 Subcontractors are identified and requested to submit workplans and budgets for providing "basic skills" and coalition building and communication workshops.	Contracts are created and negotiated with subcontractors.	FCS staff begins working with subcontractors to identify communities/appropriate training workshops to be conducted.	I.1.1 Training materials and logistics are in place to conduct workshops in the fall and winter.
II.2 Other training organizations identified to provide additional training to NGOs under the "voucher" system.	FCS staff negotiates training costs and conditions with training organizations.	Agreements are signed for organizations to provide training on an as-needed basis.	II.2.1 List of training providers is drawn up for NGO use.

OUTCOME IMPLEMENTATION PLAN/Objective II

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>August 1995-January 1996</b>			
II.1 Training and Assistance Program Officer (TAPC) meets with NGOs (regional and site visits, town meetings, etc) around the Czech Republic.	Discussion of needs of NGOs in the community.	TAPC identifies needs of the NGO community.  NGOs analyze and identify their own needs.	II.1.1 Training is planned that meets the needs of NGOs around the country.  II.1.2 NGOs are able to identify and apply for training that meets their needs.
II.2 Subcontractors plan workshops that focus on the needs of NGOs.	Subcontractors conduct training workshops.	NGO representatives are invited to attend workshops.	II.2.1 NGOs begin to participate in DNP training.
II.3 Subcontractors teach management, negotiation, communication, fundraising and coalition building skills during training workshops.	NGOs learn how to communicate with general public as well as with local government and business.  NGOs gain skills to effectively operate their organizations.	NGOs and their activities are better understood by the community as a whole.  NGO management is improved; activities run more smoothly.	II.3.1 NGOs gain community support, and possibly involvement, due to greater credibility and understanding.  II.3.2 Stronger communities are created by developing lines of communication; information-sharing and cooperation in different sectors' activities.
II.4 Training organizations identified to provide additional training to NGOs under the "voucher" system.	Available list of appropriate training organizations providing various kinds of training.	NGOs receive list to identify additional training sources for their needs.  NGOs are able to obtain funding for training of their specific needs.	II.4.1 NGOs obtain the appropriate training to satisfy their own needs.

**Identifying Information:**

*Project Name:* Democracy Network Program  
*Country:* Czech Republic  
*Provider Name:* The Foundation for a Civil Society  
*Span of Workplan:* February 1995 to July 1995; August 1995 to January 1996

*Indicator:* Organizations (NGOs) and the citizens they represent participate more actively and effectively in the political and economic life of their societies.  
*Objective III:* Ensure complementarity and efficient use of resources by coordinating efforts of other funders as well as the efforts of NGOs.  
*OUTCOME:* Develop a database of projects within the country and within Central and Eastern Europe, and to create a "Funding Book" to serve as a resource for NGOs.

## OUTCOME IMPLEMENTATION PLAN/Objective III

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>February 1995-July 1995</b>			
III.1 Meet with other funders in the country.	Learn more about what other funders are doing/supporting in the country.	Coordinate efforts with other funders.	III.1.1 Decrease duplication of effort and improve the use of resources going to support the NGO sector from various funders.
III.2 Create a data base of all projects funded (and project proposals).	Ability to tracking projects being implemented/funded and NGO resources.	Coordinate efforts and resources of NGOs in a region and in the country.  Provide accurate information to AID and other funders on the use of DNP resources.	III.2.1 Decrease duplication of effort and improve use of resource in the NGO sector in the country.

## OUTCOME IMPLEMENTATION PLAN/Objective III

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>August 1995-January 1996</b>			
III.1 Coordinate with National Forum Foundation, through the Regional Networking Project; NFF develops regional data base of all projects and NGOs.	Ability to track projects and resources throughout Central and Eastern Europe.	Coordinate efforts of NGOs and resources in the region.	III.1.1 Decrease duplication of effort and improve use of resources to the NGO sector in CEE; improve communication and cooperation between countries.
III.2 In coordination with ICN, staff gathers information regarding funding sources in the Czech Republic.	Develop book of funding sources.	Book/information is available to NGOs.	III.2.1 NGOs are more easily able to identify appropriate funding sources for their activities.

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*Indicator:* Organizations (NGOs) and the citizens they represent participate more actively and effectively in the political and economic life of their societies.  
*Objective IV:* Maintain a Republic-wide scope through concentrating efforts not just in Prague, but throughout the whole country.  
*OUTCOME:* Create criteria for grants and programs to ensure grants and training and media efforts are reaching NGOs either located outside of Prague or with substantial activities outside of Prague.

## OUTCOME IMPLEMENTATION PLAN/Objective IV

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>February 1995-July 1995</b>			
IV.1 Staff to create criteria for small grants process.	Criteria developed to consider region/area in which NGO is headquartered and/or a substantial part of its activities are conducted.	Emphasize activities and NGOs outside of Prague.	IV.1.1 Begin to balance funding activities inside and outside of Prague. (First application round: out of 24 grants awarded, 13 were to Prague-based NGOs with activities which have significant impact outside of Prague, and 11 were to NGOs based outside of Prague).
IV.2 Staff and subcontractors analyze NGO sector's strengths and weaknesses.	Needs of NGOs (and communities) are identified.	Training workshops developed to meet NGO needs.	IV.2.1 Nation-wide training planned for all interested NGOs.

## OUTCOME IMPLEMENTATION PLAN/Objective IV

RESOURCES	EXPECTED OUTPUTS	USE OF OUTPUTS	OUTCOME ACHIEVEMENT
<b>August 1995-January 1996</b>			
IV.1 Staff works with local and regional media.	Regional and local media gain information and understanding of DNP and NGO sector.	Journalists begin to write articles about DNP and NGO sector.	IV.1.1 NGOs throughout the country know about DNP and how to apply for training and grants.  IV.1.2 Citizens understand DNP and have better understanding of NGO sector.
IV.2 Staff conducts regional meetings and includes all people and sectors of the community.	Local government, business, NGOs and citizens participate in meetings.	All sectors of the community are informed about DNP.	IV.2.1 NGOs from around the country know about DNP and how to apply.  IV.2.2 Linkages begin to form in the CR between the NGO sector and other sectors in their community.
IV.3. Second small grants application process conducted.	NGOs from around the country apply and are evaluated.	Activities that impact communities outside of Prague are favored in the evaluation process.	IV.3.1 Continue efforts to balance funding of activities and NGOs inside and outside of Prague.
IV.4 Training workshops conducted nationwide.	NGOs from around the country participate in training workshops.	NGOs gain basic management, negotiation, fundraising, communication and coalition building skills.	IV.4.1 NGOs outside of Prague build their internal capacity and organizations are run more effectively, creating a better chance for sustainability.