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**DEMOCRATIC AND ELECTORAL PROCESSES PROJECT**

**EVALUATION OF THE CITIZEN PARTICIPATION COMPONENT  
of  
USAID/El Salvador's  
Project No. 519-0391**

**FINAL REPORT**

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## LIST OF ACRONYMS

ADEMUSA	Asociación de Mujeres Salvadoreñas
ALADHO	Asistencia Latinoamericana para el Desarrollo Humano y Organizacional
AMD	Asociación de Mujeres para la Democracia "Lil Milagro Ramírez"
ASPAD	Asociación Salvadoreña para la Paz y Democracia
CAPAZ	Corporación Camino a la Paz
COMURES	Corporación de Municipalidades de la República de El Salvador
CONAMUS	Coordinadora Nacional de Mujeres
EOPS	End of Project Status
FBC	Fundación Buen Ciudadano
FMLN	Farabundo Martí National Liberation Front
FUNDAMUNI	Fundación de Apoyo a Municipios de El Salvador
FUNDASPAD	Fundación Salvadoreña para la Democracia y el Desarrollo Social
GOs	Government Organizations
GOES	Government of El Salvador
IDD	Instituto para el Desarrollo y la Democracia
IEJES	Instituto de Estudios Jurídicos de El Salvador
IRD/RUD	Infrastructure and Rural Development/Rur.& Urb.Dev.
ISD	Iniciativa Social para la Democracia
ISDEM	Instituto Salvadoreño de Desarrollo Municipal
ISED	Instituto Salvadoreño de Estudios Democráticos
MCM	Movimiento Comunal de Mujeres de Morazán
MDCP	Municipal Dev. and Citizen Participation Project
MEA	Municipalidades en Acción
NGO	Non-Governmental Organization
ODI	Office of Democratic Initiatives
PDDH	Procuraduría de Derechos Humanos
PIMUDE	Patronato pro Integración de la Mujer al Desarrollo
PNC	Policía Nacional Civil
PROSAMI	Proyecto de Salud Materna y Supervivencia Infantil
PROCAP	Programa de Apoyo y Capacitación
PVO	Private Voluntary Organization
SOW	Scope of Work
SRN	Secretaría de Reconstrucción Nacional
SSO	Special Strategic Objective
UNES	Unidad Ecológica Salvadoreña
USAID	United States Agency for International Development

## TABLE OF CONTENTS

CHAPTER I		
EXECUTIVE SUMMARY		1
CHAPTER II		
INTRODUCTION		5
1. EVALUATION PURPOSE AND METHODOLOGY		5
2. ACKNOWLEDGMENTS		6
CHAPTER III		
PROJECT DESCRIPTION AND OBJECTIVES		7
1. BACKGROUND		7
2. DURATION AND COST		7
3. OBJECTIVES AND ACTIVITIES		8
4. INSTITUTIONAL STRENGTHENING		9
5. MANAGEMENT STRUCTURE AND REPORTING		9
CHAPTER IV		
PROJECT CHRONOLOGY AND APPROACH		11
FINDINGS		
1. CHRONOLOGY		11
A. Phase I: Pre-Electoral		12
B. Phase II: Post-Electoral		13
Round One		13
Round Two		18
Round Three		21
Round Four		23
2. METHODOLOGIES EMPLOYED BY CREA AND NGO GRANTEEES		24
A. CREA Forum/Debates & Seminars		24
B. The Participative Conference Model		25
C. The Kettering Methodology & Its Application in El Salvador		26
D. Communal Radio		29
3. RELATIONS WITH MUNICIPAL GOVERNMENT		30
4. PROJECT MONITORING AND THE SUSTAINABILITY OF RESULTS		32
5. UNINTENDED OUTCOMES		34
CONCLUSIONS		36
RECOMMENDATIONS		39
CHAPTER V		
OTHER CITIZEN PARTICIPATION INITIATIVES		41
1. IULA-CELCADEL		41
2. CONSORTIUM OF CIVIC EDUCATION NGOS		42
3. SEGUNDO MONTES SMCA & CODEM		44

## CHAPTER I

### EXECUTIVE SUMMARY

This final project evaluation was conducted under an extension of USAID/El Salvador's contract with Management Systems International (MSI) for evaluation of the National Reconstruction Program (NRP; 519-0394). This was done to provide a bridge between NRP findings concerning civic participation and this examination of the citizen participation component of the Democratic and Electoral Processes Project (CIVICA; 519-0391), implemented under a USAID/ODI contract to Creative Associates International, Inc. (CREA). This is the only formal evaluation undertaken for this project, which began in June 1993 and is slated to end on July 31, 1996, with a total budget of US\$2,721,129, including US\$ 817,112 in grants to local NGOs and US\$405,700 for the purchase of equipment and commodities for the Supreme Electoral Tribunal (SET).

CIVICA was designed as a short-term experiment aimed at sowing the seeds for increased participation in the democratic process by supporting pilot efforts aimed largely at youth, women and rural residents. It was originally to end in September 1995, with a total budget of US\$2,204,160. However, as activities and the national context evolved, funds and tasks were added through a series of some five amendments which ranged from one to six months and were approved in keeping with the experimental, flexible nature of the project.

As an overall conclusion, this evaluation found that the vast majority of the activities piloted with CIVICA funds successfully met their objectives, and most have been sustained, even after project support ended. But perhaps even more important are the unintended results achieved. Chief among those is the smooth, collaborative working relationship that has developed among eight Salvadoran NGOs from different parts of the political/ideological spectrum - something that would have seemed virtually impossible a few years ago. By virtue of the confidence garnered by CREA staff and the method applied for joint NGO activities, those organizations have learned to deliberate together, find common ground and reach consensus on subject matter, activity sites and dates, the materials used, and other related issues. This, in turn, has provided validation and encouragement for those organizations that, in response to the ever-evolving context, have decided to opt for autonomy and independence from political parties - which in some cases has cost them dearly in terms of material support. In short, had the future been known when this project began, longer-term planning could have produced even more effective and efficient results. Meanwhile, the importance of the results achieved, intended and unintended, should not be underestimated.

The specific tasks called for in the Scope of Work (SOW) were successfully completed by the Contractor. As required, all activities and written materials used in the project were approved by USAID/ODI in advance. The monitoring, reporting and other

documentation produced by the Contractor has been detailed and timely, resulting in an abundance of accumulated information on sub-projects and the organizations that implemented them. It is estimated that over 8,000 Salvadorans in some 75 municipalities and nearly 200 communities in all 14 Departments were reached directly by this project. Though overall data are not sex-disaggregated (despite the fact that women were one of the target populations), that information could probably be re-constructed fairly easily by those involved. Judging by the number of participants in activities aimed specifically at women, plus other project data, it is estimated that females were probably 30 to 45 percent of those reached. Given that some pilots involved communal radio or other media at one time or another, it is not possible to estimate the total number of citizens reached indirectly by the project.

Project tasks were divided into two phases: Pre-Electoral (Phase I; June 1993/March 1994), and Post-Electoral (Phase II; April 1994/July 1996). Each phase was, in turn, subdivided into stages. Phase I included both voter documentation/registration, and civic education to get out the vote, while Phase II was comprised of four Rounds involving a total of 10 sub-projects executed by 21 local NGOs, each receiving a grant of under US\$25,000. As requested, this evaluation focused largely on Phase II activities. This was done through a review of project documentation, in-depth interviews with USAID and CREA staff, as well as with NGO implementors from all four Rounds and sub-project participants, and through field visits.

In **Round One** of Phase II (April 1994/September 1995), the Contractor undertook an open, competitive process, inviting some 100 NGOs to an information session at which they were invited to submit proposals for "Civic Education" projects targeting women, youth and rural residents and lasting no more than one year (ending by September 1995). Though the application form was simple and straight-forward, intensive, individualized technical assistance had to be provided by the Contractor in order to get proposals that USAID could approve. This, despite the fact that "institutional strengthening" was explicitly excluded from the contract. This process resulted in the approval of seven projects carried out by 17 NGOs, some of which had proposed to work together in groups of three, four or six.

For **Round Two** (January/August 1995), CREA introduced the deliberative forum method for citizen participation created and employed in the U.S. by the Kettering Foundation. Through its partner organization in Guatemala, INIAP, the seven NGOs selected by CREA/USAID for this new project titled "Youth for Democracy" were given training in the Kettering method, along with follow-on technical assistance. These NGOs, chosen to provide balance across the political/ideological spectrum, worked together to hold the deliberative forums called for in their individual grants. All participated in choosing the topics to be addressed (Poverty,

Violence, and the Peace Accords), and to develop the issue guides or manuals to be used during 105 community-based forums (15 by each NGO) and seven Mini-Congresses (1 per NGO).

By Round Three (October 1995/March 1996), another NGO was added to the group, making a total of eight organizations implementing a single project - "Let's Participate in Democracy," for which the issues chosen were Citizen Participation at the Municipal Level, Environment and Citizen Safety. Given experience gleaned in the previous Round, it was agreed that the Kettering approach needed to be adapted to Salvadoran educational and cultural realities. Therefore, changes were made in the format and quality of printed documents, and a component was added so that forum participants could identify "civic actions" that they could take to help resolve the problem discussed. It is generally accepted that this helped to stimulate greater participation in the deliberative process.

Due to the interest demonstrated in the issue of citizen safety, Round Four (April/July 1996), implemented by the same eight NGOs, has been dedicated to that issue. Based on a synthesis of deliberations during the 32 local forums held in Round Three, 15 Departmental Forums on Citizen Safety were held, resulting in a second synthesis document which became the basis for a National Forum in San Salvador on June 14. Those results are now being used to further refine the synthesis, including an assessment of causes and solutions proposed by citizens from all parts of the country. This is to be presented to the GOES and to the media in late July.

Beginning in Round Three, a conscious attempt was made to involve local government officials in project activities. While results were mixed, many mayors and town council members did participate and support local and Departmental forums. CIVICA efforts, as well as those of USAID's Municipal Development and Citizen Participation (MDCP) Project - the participation component of which is also carried out by CREA under a sub-contract from RTI - could have been strengthened by coordination between the two projects. However, for a variety of reasons, there was virtually no coordination between the two USAID offices (ODI and IRD/RUD), nor among staff members of those projects, thus reducing the Mission's ability to capitalize on those investments by leveraging activities and results.

This report contains ten conclusions, some of which have already been mentioned. Others may be summarized as follows:

- There is evidence that a number of the activities initiated in Round One, particularly those targeting women, have been sustained and are being institutionalized. Moreover, the deliberative method employed in Round Two and beyond has been incorporated into other projects sponsored by those NGOs, and well as within a program being carried out by five of those organizations with funds from NORAD and the Lutheran Church (see Chapter V for further details).

- Though a function of its experimental nature, the project's greatest weakness has been its short-term focus and lack of follow-on support for successful pilot activities, as well as the absence of overall strategic direction in the post-election phase. Another debility was the delays and false starts occasioned by the requirement that ODI pre-approve all activities and written materials to be used by implementors. While USAID undoubtedly felt that such a requirement was necessary, given the political context and sensitive nature of the subject, the Mission appears to have underestimated the management burden this would cause, and was therefore ill-prepared to provide timely responses.

- Opportunities to: a) involve a broader array of NGOs in the INIAP/Kettering training; b) recruit a greater variety of implementors in Round Two and beyond; and c) employ additional methodologies in those Rounds (even as control mechanisms to measure the comparative effectiveness of Kettering) were missed.

Because this is a final evaluation, the feasibility of continuation with any adjustments that might be suggested is foreclosed. For that reason, and in keeping with the SOW, the following recommendations are based on the results achieved as they might have application for strengthening future citizen participation activities supported by USAID/El Salvador, particularly within the context of its MDCP Project.

1. USAID/El Salvador should take steps to capture and analyze the organizational information and activity-related data that have been accumulated through this project in order to better understand and document the motivating forces behind evolving NGO autonomy and independence from political parties in the context of national transition, and to contribute to the establishment of an NGO baseline along with appropriate performance indicators for any future citizen participation or civil society initiatives it undertakes.
2. USAID/ODI should test application of the Kettering-style deliberative method, as adapted by this project, within the citizen participation component of the MDCP Project, calling on CIVICA staff members and implementors now trained in that method to assist with this effort as necessary.
3. Once municipalities are selected for the next stage of the MDCP Project, USAID/ODI should direct that Contractor to contact CIVICA implementors in order to learn about their activities in those municipalities and to identify ways in which their experience could be leveraged at the local level, thus capitalizing on USAID's prior investment. In addition, if it is decided that the MDCP Contractor is to sub-contract citizen participation tasks out to other institutions, CIVICA NGOs should be considered, and should be included in any RFP-type call for proposals.

## CHAPTER II

### INTRODUCTION

This evaluation was conducted under an extension to August 15, 1996 of the USAID/El Salvador contract with Management Systems International (MSI) for evaluation of project 519-0394, the National Reconstruction Program (NRP), for which a draft report was submitted to the Mission at the end of May 1996. USAID considered this extension necessary "to provide a bridge between the findings and recommendations from the NRP evaluation related to Intermediate Result No. 3, 'Local level democratic institutions built and civic participation increased' of the SSO 'Assist El Salvador Make the Transition from War to Peace'." Therefore, through this contract extension the services of the PVO/NGO Participation Specialist from the NRP team were continued under a separate Scope of Work (SOW) which included four new tasks. (See SOW and Contractor Profile in Annex 1.)

The first two tasks involved the incorporation of findings from the NRP evaluation, as well as a specially-prepared control group case study, into the evaluation of USAID's Municipal Development and Citizen Participation Project (MDCP), which was carried out by Cambridge Consulting Co. The MSI Contractor collaborated closely with that team until their departure from the country. In short, those two initial tasks were completed with the presentation to USAID of the draft MDCP evaluation report.

Task 3 called for an evaluation of "selected citizen participation activities carried out under the Democratic and Electoral Processes Project" by Creative Associates International, Inc. (CREA), while task 4 was "to evaluate, to the extent feasible and time permitting (to be determined jointly by USAID and the Contractor), other selected citizen participation activities." The SOW specified that "for tasks three and four, a separate evaluation report will be prepared and submitted by the Contractor, including findings of the evaluation and recommendations on how those findings may be applied to the next stage of the Municipal Development Project."

#### 1. EVALUATION PURPOSE AND METHODOLOGY

The main purpose of this evaluation was to ensure that USAID captures and is therefore able to apply to other activities involving citizen participation what has been learned through the CREA project. Important among the lessons learned through this project are issues related to sustainability and impact within participating NGOs and others that were involved in project activities.

As outlined in the SOW, the methodology employed for this evaluation included in-depth interviews with key members of the CREA staff, a review of quarterly and other monitoring reports

prepared by the Contractor, meetings with representatives of participating NGOs, field-level interviews with project participants, and observation of project activities, including the June 14 National Forum on Citizen Security held in San Salvador. (Lists of persons contacted and documents consulted are included in Annex 2.)

## 2. ACKNOWLEDGMENTS

In submitting this report, the Contractor wishes to express deep appreciation to USAID/ODI for this uncommon opportunity to further investigate the evolution of citizen participation in El Salvador - an exploration which began several months ago with the NRP evaluation and continued through more recent work related to the MDCP project evaluation. Indeed, it is rare that one is given a chance to apply immediately information and experience recently acquired from one USAID activity to another related Mission initiative. In fact, if these results are judged to be useful, this experience may well stand as an example of how the Mission might effectively maximize its evaluation-related investments in multiple areas with related topics.

Heartfelt thanks also go to the CREA staff for their invaluable logistical support and assistance in developing information, accessing relevant documents and, in general, cooperating fully with this effort. Though the project is soon to end, their continued interest in and commitment to the increased participation of Salvadoran citizens in national democracy-building efforts is clear. Here, special recognition goes to the remaining two-member technical staff for their ever-ready assistance and willingness to share what they have learned through these activities.

Last but assuredly not least, sincere appreciation goes to all the NGO leaders and staff, project participants, and other key individuals who so generously volunteered their time and shared their accumulated experience. Without the benefit of their knowledge and insights, this evaluation would have been an exercise in futility.

## CHAPTER III

### PROJECT DESCRIPTION AND OBJECTIVES

#### 1. BACKGROUND

As described in Section C.1.1. of the original contract, the post-war transition process, and particularly the elections that had been scheduled for March 1994, were the key factors behind USAID's support for this activity. As stated: "It will be the first election since 1979 to be held under peacetime conditions and the first to include the FMLN as a peaceful, legal participant... For the first time, all the important public offices (president, deputies, mayors and municipal councils) will be elected simultaneously... The 1994 general election will be an important proxy to measure how well democracy is functioning." The post-election growth of democratic values and citizen involvement were also important considerations behind this activity.

The Project Overview also explains that participation in the 1991 national election showed clear gaps, "with women, younger voters, rural dwellers, and the lesser educated voting less often than men, middle-aged and older adults and urban people." Therefore, this project was designed to strengthen the "integrity and inclusiveness of Salvadoran democratic and electoral processes, especially the participation of women, young adults and rural dwellers."

To fully grasp the challenges inherent in the implementation of this activity, it should be underscored that it began just about 18 months after the signing of the Peace Accords on January 16, 1992. As could be expected, that period was marked by a very low level of trust among and between citizens, private organizations and official agencies. In such an environment, questions related to democracy and electoral processes were highly sensitive issues. Moreover, given the fear of personal disclosure that permeated society as a result of the armed conflict, those leaders and organizations that demonstrated an interest in working in this field were generally viewed with suspicion.

#### 2. DURATION AND COST

The original CREA contract for this project (519-0391) began on June 9, 1993, and was to end on September 30, 1995, with a total cost of US\$2,204,160. However, through a series of five amendments, tasks were added and the contract was extended, first to March 31, 1996, then to June 30, and finally to July 31, 1996, with a total cost of US\$2,721,129. That amount included US\$817,112 in grants to local NGOs and US\$405,700 for the purchase of commodities and equipment for the Supreme Electoral Tribunal (SET).

### 3. OBJECTIVES AND ACTIVITIES

The objective specified in the SOW was "to provide technical assistance and training as well as in-kind and financial assistance to Salvadoran civic organizations in order to implement the Citizen Involvement Component of the Democratic and Electoral Processes Project," including management of a program of grants to civic NGOs. Against the background described above, this project was meant as a flexible experiment aimed at planting the seeds of increased citizen participation through support for selected pilot activities by local NGOs, particularly those directed to youth, women and rural residents.

Overall project design included three components, only the first of which was implemented through the CREA contract:

A. Citizen Involvement - a two-phase process outlined in Section C. of the contract:

i. Phase I - Pre-election: included "technical assistance to selected nonpartisan civic organizations to broadly inform Salvadorans of their rights and duties as citizens, and to enable them to carry out civic education activities, which will inform the population how to register to vote and how to cast a ballot." As specified in the contract, in this phase assistance was provided to four civic organizations.

ii. Phase II - Post-election: called for activities to "promote participation in the democratic process to reinforce expanding access and deepen citizen awareness and involvement in policy debate." While the contract called for assistance to only 12-14 organizations in the post-electoral phase, in fact, 21 NGOs received grants for various types of civic activities - all targeting women, youth and rural dwellers.

As specified in the SOW, NGO grants were for a maximum of \$25,000, with a 10% counterpart contribution required, either in cash or in kind - the latter mode having been chosen in all cases.

B. Supreme Electoral Tribunal (SET) - technical assistance and training to the SET through a Cooperative Agreement with the Interamerican Institute for Human Rights and its Center for Electoral Assistance and Promotion (IIHR/CAPEL). (Note: the CREA contract included funds for the procurement of equipment and commodities for the SET.)

C. Election Monitoring - direct USAID grants to partially fund neutral electoral observers to monitor and report on the conduct of the March 1994 elections.

In addition to increasing the total estimated cost of the CREA

contract, amendment No. 2 dated January 10, 1995, also added the following task to the SOW: "design a program focussing on a single issue and population group in order to build greater thematic cohesion and impact through consolidation... direct the interests and attention of the NGO community on youth issues. NGOs with interest and commitment to issues affecting youths will be identified and projects [will be] jointly constructed with the interested NGOs... to use community fora for deliberating positions on issues related to youth."

#### 4. INSTITUTIONAL STRENGTHENING

Interviews with project personnel revealed that, because of the experimental nature of this activity and the burgeoning of small, fragile NGOs after the war, USAID officials felt that it was not in the Agency's interest to include institutional strengthening as an area of project assistance. Thus, in discussing Phase II, the CREA SOW contained the following language:

"The project assistance will not attempt to ensure longevity of participating civic organizations. These organizations will survive to the extent that their services are valued in the competitive marketplace of ideas. Thus, the Project does not include as a specific objective the strengthening of civic organizations as institutions..."

At the same time, the "Contractor's Criteria for Proposal Development and for Final USAID Approval" contained in the SOW states that the Contractor: "will need to work closely with assisted organizations in order to strengthen an activity proposal..." Moreover, the tasks to be carried out included training sessions and "on-going implementation advice, technical assistance... and support to activities under the grants."

The SOW further specified: "Examples of allowable costs [for NGO grantees] are logistics, printing and media costs, rental of facilities and professional services that cannot be met through unremunerated labor contributions. No regular staff salaries or recurrent costs will be paid."

#### 5. MANAGEMENT STRUCTURE AND REPORTING

This project has operated out of the offices of CREA El Salvador, which has been managing five separate projects and has a country director who oversees all activities, though they operate with virtual autonomy. Interestingly, one of the other activities carried out by CREA El Salvador was a sub-contract from Research Triangle Institute (RTI) for implementation of the citizen participation component of USAID's Municipal Development and Citizen Participation (MDCP) project. However, for reasons discussed in a later section, though the two projects shared related civic participation objectives and were both staffed by

CREA (in offices about four blocks from one another), there was virtually no coordination of the two efforts.

For most of this project the CREA staff consisted of nine consultants. The U.S. Chief of Party (COP) position has been occupied by two incumbents. The original COP, who had shepherded the project through the pre-election phase, left the country around the end of 1993, with a second COP taking over immediately thereafter to manage post-election tasks. Other project staff were hired in El Salvador to provide long-term technical assistance, and were grouped into two main units: a three-member technical area, and a three-member finance/business area, plus a secretary and a driver. A member of each of the two units led their respective teams and were titled "Advisors." In addition to regular project staff, other consultants provided short-term assistance, as needed.

With the project amendment that went into effect at the end of April 1996, as a cost reduction measure most staff positions were eliminated including the ex-patriate COP. Only the Technical Advisor, who has been with the project since it began, and one other member of the technical unit, who now report to the country director, remain. In addition, support from CREA headquarters in Washington was substantially reduced.

As specified in the contract, annual work plans have been presented to USAID for approval, and quarterly reports have been transmitted in a timely manner. Those reports contain three major sections: a) COP Report, with overall information and analysis; b) Business Manager's Report prepared by the Financial Advisor, who closely monitored accounting and audit procedures within grantee NGOs, with information on all technical assistance provided and financial reporting received from grantees; and, c) Program Manager's Report, prepared by the Technical Advisor with information on all activities carried out, including the substantive monitoring of NGO grants.

Because of the sensitive nature of this project, the contract specified that all major decisions and project documents, including the selection of NGO grantees, the types of sub-projects funded, the topics to be treated, and the production of all project-related materials, were first to be submitted to USAID/ODI for approval.

With regard to the publication of materials, it was specified that any document printed with USAID funds: a) not be slanted so as to favor any particular political party, and b) is neither offensive to, nor compromising of, USAID or the U.S. Government in any way. As discussed below, this was later to become an issue of some concern - first, because of the time required for Mission review of proposed materials, and second because of the way some documents were interpreted by individuals both outside and inside of USAID.

## CHAPTER IV

### PROJECT CHRONOLOGY AND APPROACH

#### INTRODUCTION

As stated in the CREA quarterly report for July/September 1995: "The Project is expected to have several results by the time the current contract concludes, the most important of which will be the setting in motion of a process in support of democratic initiatives by women, youth and rural dwellers. Without question, the potential for the sustainability of that process will suffer greatly without continued support to institutionalize gains."

In an earlier report (January/March 1995), the CREA COP asserted: "Based on a comparison of the combined financial and human resources utilized during the pre- and post-election phases (by CREA, CAPEL, Southwest Voters, US PVOs during the pre-election phase, as against only CREA during the post-election phase) one is forced to conclude that the importance given by donors to pre-election and election-day activities was considered to be significantly more important for project designers than those of the post-election phase." Lamenting this, he then states: "Such projects cannot be successful unless gains can be consolidated... the ability to become a practicing 'democrat' is developed as any artistic and sporting skill...: by lots of practice over many years."

In terms of opportunities for Salvadorans to get the needed "practice," the COP notes that this may be "precisely what the Salvadoran AID Mission is thinking relative to its Municipal Development Project (MDP), which includes a democratic initiatives component" (also staffed by CREA through a sub-contract from RTI), adding: "This component of the MDP can turn out to be a version of the [CREA] model being used for this.. Project which comes to a close at the end of this coming September."

#### FINDINGS

##### 1. CHRONOLOGY

Following the initial contract period (June 1993/September 1995), project activities have evolved in accordance with the results of pilot activities and the national context. This was done through a series of sequential, short-term amendments, rather than as part of a purposeful, long-term strategy aimed at strengthening Salvadoran democracy and citizen participation. The PACD is now set for July 31, 1996. CREA, USAID and NGO informants offered various reasons for those short-term amendments: a) the project was designed as an "experiment," set against the backdrop of the war-to-peace transition; b) the enormous fluidity of the Salvadoran context and the emergence of "windows of opportunity" could not

have been predicted at the time; and c) given budget uncertainties, USAID could only support project activities as remnants of funds became available.

Whatever the reasons, to assess the degree of cumulative progress over time, it is important to first understand the chronology of events and the types of actors involved. As shown below, the project was divided into two main phases: pre- and post-electoral activities, each in turn sub-divided into specific stages.

#### A. Phase I: Pre-Electoral - June 1993/March 1994

With guidance from USAID/ODI, in this phase CREA worked to identify and cultivate relations with target NGOs that could serve as appropriate executors of pre-electoral tasks. Project activities in this Phase were sub-divided into two stages:

Stage 1 - September 23 to November 19, 1993, was dedicated to "Citizen Documentation," which involved fulfilling requirements related to voter registration and inscription on official voter rolls ("carnetización"). This work was carried out by five NGOs - ASPAD (later FUNDASPAD), CAPAZ, IMC, ISD and IDD - which fielded some 165 promoters in a total of 51 municipalities in five Departments (Usulután, La Paz, San Miguel, San Vicente and Cuscatlán).

Official SET data indicate that, as of May 31, 1993, a total of 2,374,677 voters were registered, and that by April 28, 1994, the number had risen to 2,730,808, an increase of 356,131. However, CREA staff report that, because SET rolls were "cleaned up" after May 1993 (i.e., duplications and deaths eliminated), it is commonly accepted that the true increase in the number of registered voters between those two dates was about 700,000.

Stage 2 - From January 21 to March 21, 1994, a "National Electoral Civic Education Campaign" was carried out. This was implemented by four NGOs - ASPAD, CAPAZ, ISD and IDD (IMC no longer existed) - in 110 municipalities in all 14 Departments.

For this campaign the selection of target municipalities was based on the following criteria: greatest population density; highest abstention level in previous elections; and the largest number of unregistered voters. Twenty-six municipalities had permanent coverage by CAPAZ and IDD during the two months before the elections, while ISD and ASPAD covered the remaining 84 with mobile units in seven "mega-jornadas."

CREA's report for January/March 1994 notes that: "As none of the sub-grant NGOs were legally constituted with personaría jurídica, and as none had accounting systems which were formally approved by USAID, it fell to CREA to make appropriate advances, make all purchases and account for them on a reimbursement basis, and

closely monitor the NGO accounting systems. In effect, CREA provided the lion's share of the accounting services for grants to NGOs, [requiring] a significant amount of time."

(See Annex 3 for details of Departments and municipalities covered in Phase I, as well as maps for both stages.)

#### B. Phase II: Post-Electoral - April 1994/July 1996

A total of 21 NGOs participated in this Phase, either individually or in groups ranging from three to eight organizations, with each receiving individual grants of under US\$25,000 in support of 10 projects. As described in the following paragraphs, post-electoral activities may be divided into four project Rounds, corresponding to the various extensions of the CREA contract.

Based on project data through Round Three, plus projections for Round Four, it is estimated that over 8,000 Salvadoran citizens in some 75 municipalities and nearly 200 communities in all 14 Departments of the country have been reached directly by the activities described below. While gender-disaggregated data are not available, the number of projects carried out by and for women, plus the fact that other NGOs also targeted women as an important segment of their target populations, would suggest that females probably represented from 30 to 45 percent of those reached. It is not possible to estimate the number of Salvadorans reached indirectly, particularly since community radio and other media outlets were involved at one time or another in the project.

(See Annex 4 for a recap of NGOs, projects undertaken, target populations, Departments, municipalities and communities covered through Round Three, ending March 31, 1996 - the latest project for which tabulated data are available at this writing.)

#### Round One - Civic Education: April 1994/September 1995

At this point, CREA reports begin to refer to the project as "CIVICA." In preparation for the post-election period, CREA consulted with PROSAMI staff and others experienced in managing NGO grant programs. As stated in the CY 1994 First Quarter Report, following earlier meetings with USAID officials: "A week-long brain storming exercise was undertaken by CREA's Civic Education staff during the week of February 14th on the kind of civic education focus and activities the project might fund NGOs to undertake." After identifying a variety of general areas, the report states that "three emerged as those with the best potential for significant impact: 1) women, 2) youth, and 3) rural communities."

As a result, and to best ensure an open process, on March 8, 1994, CREA sent a letter to some 100 NGOs that had been identified as working with the three target populations, advising of the "Citizen Participation" project, and inviting them to a meeting to be held

on March 23 at CREA offices. As announced, the purpose was to share with attendees the main focus of the project and the types of activities to be funded, and to explain the proposal format and process for any NGO wishing to participate. To facilitate the application process, project staff had prepared a simple proposal format, using popular terminology in order that it be easily understood and filled out by persons with little experience or education.

According to project reports, a total of 40 NGOs attended the meeting. They were given 30 days to submit their proposals for civic education activities aimed at women, youth and rural residents, with a maximum duration of one year. Reports also indicate: "It was stressed that they [the NGOs] needed to focus their project designs on civic education efforts. What strategies they could use... was unrestricted."

The CREA contract included eight criteria for "USAID/El Salvador Selection of Civic Organizations." These included such items as a clear commitment to democratic principles, plurality, and freedom of choice; non-partisan and inclusive character; clear mission; and experience in civic outreach. To analyze the proposals received and select those to be recommended to USAID for approval, CREA created a pre-selection team comprised of the project director, two specialists from the technical area, two from the area of finance, and an outside consultant from the U.S., contracted with USAID/ODI approval to assist with this task.

As reported by CREA staff, the pre-selection team found that, "while many of the requests received contained good ideas, they were bad proposals." Though the format that had been provided was written in very simple terms ("practically for the illiterate," as one staffer remarked), it was still difficult for a good number of the NGOs to organize and transmit the information needed. To overcome this barrier, it was necessary for project staff to hold an intensive series of "orientation meetings" with potential grantees to help them crystalize project ideas. In addition to issues related to the coherent presentation of technical project components, staff found that much assistance was also needed on the fiscal/administrative side, particularly since USAID's selection criteria included: "Existence of established accounting system and qualified personnel for management of resources. (Only fully qualified civic organizations would directly manage Project funds.)" So, defining acceptable fiscal reporting and audit procedures became a major task.

In essence, while "institutional strengthening" was specifically excluded from project activities, the provision of technical assistance for that purpose became an unavoidable facet of the grants management program. Though unplanned, this emerged as a highly labor-intensive part of CREA's work. Recalling the very fragile condition of the majority of NGOs at the time, one staff

member reported: "If we hadn't provided 'strengthening,' it [the project] couldn't be done."

Of the proposals received, 26 were selected by CREA and forwarded to USAID for approval. Of those, 21 were approved. Project records show that 17 NGOs, grouped into seven projects, received grants ranging from US\$20,000 to \$25,000. Due to delays in the preparation/approval process, grants only began in the period from August to November, 1994. All activities had to be completed by September 30, 1995 (the contract's original expiration date).

With encouragement from CREA, the NGOs that had worked together in the pre-election phase, as well as some others, proposed joint activities.

A profile of Round One grants is shown in the following Table, with additional details discussed below.

NAME OF ACTIVITY	PERIOD	NGO	TARGET POP.
Youth and Democracy	9/1/94 to 3/31/95	ASPAD ISD ISED CAPAZ	Rural youth
Family Code Dissemination and Training	11/1/94 to 4/30/95	AMD "Lil Milagro Ramirez"	Rural women
Environmental Awareness	9/1/94 to 5/31/95	Patron. pro Integración de la Mujer al Desarr. (PIMUDE)	Market women; male & female students
Pro Non-Violence Against Women	10/1/94 to 8/31/95	Mov. Comunal de Mujeres de Morazán (MCMM)	Rural women
Power and Rights for Women	11/1/94 to 8/30/95	AMS CONAMUS ADEMUSA	Rural & urban women; sex workers
Civic Action in Ecological Groups	9/1/94 to 8/31/95	Unidad Ecológica Salvadoreña (UNES)	Women, youth, and children in rural areas

NAME OF ACTIVITY	PERIOD	NGO	TARGET POP.
Community Radiophonic Civic Education	11/1/94 to 8/30/95	6 community radios: Excel;Coop- erativa; Teo; Ulua; Suchitlán; Victoria	Rural residents

a. Youth and Democracy - Amount: C 98,052 each x 4 NGOs; 720 participants (180 per NGO).

Objective: Develop a coordinated plan for youth promotion, training and organization to stimulate their active participation in the identification of problems and actions to resolve them, while planning and executing sub-projects.

Approach: Training modules were elaborated by the four NGOs, dividing topics among them. Modules were then evaluated, accepted by consensus and approved by all before being duplicated. Since the project budget did not include financing civic actions, the post-training work carried out by youth groups for the benefit of their communities deserves special mention.

b. Family Code Dissemination and Training - Amount: C 154,970; 540 participants.

Objective: To disseminate information and train local "legal promoters" on the new Family Code and civic values, forming support circles against family violence.

Approach: Recruitment and training of three legal coordinators, 500 volunteers and members of support groups (four courses in each of three municipalities); formation of "circles against violence" and for equality and participative democracy in the 11 communities served; visits to homes of female victims; dissemination of the Family Code through production of a popular-level booklet, as well as radio programs, bulletin boards, posters, and a Municipal Forum in each of the three project municipalities in coordination with mayors, teachers and other key local leaders.

c. Environmental Awareness - Amount: C 63,200

Objective: To awaken environmental awareness and improve sanitation and the quality of life through training and knowledge of citizen rights and responsibilities and respect for protection of the environment.

Approach: Carried out in two stages: a) training especially targeting market women in one municipality, with follow-on civic

actions; b) training for youth in a second municipality, in coordination with teachers and the Ministry of Education's mobile education program. Collateral activities, including literacy and manual training (i.e., sewing) were also carried out.

d. **Pro Non-Violence Against Women** - Amount: C 142,635; some 300 women reached.

Objective: To generate awareness among women and men in Morazán about the gravity of this problem and improve the situation of women who are victims of violence.

Approach: a) Training in non-violence for the formation of promoters to provide support for women victims (12 training sessions held in San Salvador); b) collective reflection on the subject in: i) 24 sessions with groups of women in the communities selected; ii) during forum-discussions with mixed groups; iii) with community leaders and municipal authorities; 20 film showings and discussions; home visits and group meetings to disseminate and discuss pamphlets; and a one-day Departmental forum-discussion.

e. **Power and Rights for Women** - Amount: approximately C 171,149 x three NGOs; 15 para-legal promoters trained (5 per NGO); 150 women to form civic groups (50 per NGO)

Objective: To form paralegal promoters, training them in women's rights, for provision of legal assistance to abused women with case follow-up through appropriate legal channels.

Approach: Train paralegals (20 days); training for 50 women in human rights in 14 sessions. These women then formed a civic network against the violation of those rights (now with 168 members). Creation of a permanent forum for discussion on women's rights at the national, regional and local level.

f. **Community Radiophonic Civic Education** - Amount: C 67,349 x 6 community radios; listeners in 10 communities per radio station to be reached.

Objective: To strengthen the democratic process in the municipality through educational radio programs; to stimulate the participation of municipal residents in democratic channels; to improve the capacity of community radio to offer better educational services to listeners.

Approach: Two stages: a) training of station staff by YSUCA in democratic topics, such as human rights (children, women and seniors), and utilization of radio as a tool to promote democratic ideas and civic participation; b) radios transmit that information in 10 communities each through meetings, home visits and "micro" radio programs.

g. Civic Action by Ecological Groups - Amount: C 160,977

Objective: To learn the existing condition of natural resources in rural areas, seeking alternative solutions through popular participation and denouncing those negative factors that deteriorate the ecosystem.

Approach: Raise the awareness of ecological groups and promote activities by those groups through clean-up campaigns, reforestation, trash re-cycling, creation of composting sites, bulletin boards, and environmental parades.

Round Two - Youth for Democracy: January 1 to August 31, 1995

As recounted in CREA reports, while Round One was winding down: "The consolidation of gains made in establishing the democratic process is especially relevant to the problem of youth instigated violence in Salvadoran Society... press reports strongly suggest that the U.S. gang context has 'educated/culturized' a significant number of recently returned Salvadoran youngsters [from U.S. jails] in effective gang ["mara"] tactics... In response, CREA designed a 'Youth for Democracy Project' which USAID/ODI subsequently approved."

About the time this new project was being designed, during a visit to Washington the CREA country director met representatives from the Kettering Foundation, who explained their methodology for facilitating citizen participation in deliberations related to issues of the day. The methodology consists of three main facets: deliberation, finding common ground and reaching consensus. Kettering had sponsored National Issues Forums in the U.S., and had also identified and trained a number of NGOs overseas as part of its International Civil Society Consortium for Public Deliberation, which includes the Instituto de Investigación y Autoformación Política (INIAP) of Guatemala, with which Kettering offered to put CREA in touch. Subsequently, the CREA country director and the CIVICA COP visited INIAP, and concluded that it would be important to experiment with application of Kettering in El Salvador; USAID agreed. Therefore, INIAP was later sub-contracted to train and provide follow-on assistance to the Salvadoran NGOs selected for this new project.

CREA and USAID also agreed that, as they had requested, the four NGOs that had worked together on youth issues during Round One (each with a separate grant agreement) could continue that effort, but that other, more conservative NGOs should be added to the group to ensure broader political balance. Thus it was that ASPAD, ISD and CAPAZ (all viewed as linked to the FMLN), and ISED (linked with the Christian Democrats) were joined by three other NGOs identified by CREA - IDD and ALADHO (evangelical-inspired and linked to the more centrist Unity Movement), along with FBC (which claims to be politically independent) - making a total of seven implementing

agencies, each receiving a grant under the US\$25,000 cap. Contrary to Round One, for which an open, competitive process was employed, these NGOs were hand-picked by the Contractor and approved by USAID. According to CREA staff, one reason for selecting these particular organizations was because they were "the real civic education NGOs." In his 1996 First Quarter Report, the COP notes: "We termed the NGOs selected 'civic NGOs' because of the role they played in preparing communities to participate in the March 1994 elections."

The general objective announced for this new stage of the experiment was "to promote youth involvement in citizen participation, principally in national problems that affect young people, in order to seek solutions and/or propitiate deliberation, avoiding distancing and self-exclusion from that search." It was executed in two major components, covering 35 communities with each NGO holding 16 Forums for a total of 105 community-based Forums (3 per NGO in each of five communities) and seven Mini-Congresses (one per NGO with participants from community Forums), plus the formation or strengthening of 35 youth associations or clubs (one in each community) to carry out "civic actions" or promote "democratic initiatives" as a follow-on to the Forums. This activity was carried out in three main components.

#### Component 1: January/March 1995

Formation of a 14-member Committee (director and one other person from each NGO) to receive INIAP/Kettering training and identify and prioritize issues to be developed in project materials and discussed in Forums to be facilitated by promoters during project implementation. (Each organization had agreed to identify one coordinator and five promoters to carry out above Forums; a total of 35.) While the 14 Committee members worked without remuneration, compensation for coordinators and promoters, who worked full-time on the project, was included in NGO grants.

In January, INIAP came to San Salvador to train the 14 Committee members who were later to help train coordinators and promoters. INIAP made some three subsequent visits to offer feedback on the materials developed by trainees, help with subsequent training, and provide general technical assistance. The three issues selected by the Committee were: Poverty, Violence and the Peace Accords.

Following training, participants worked to develop manuals on each of the three issues chosen, a time-consuming task. As documented in project reports, this process "took longer than expected, since Committee members had to reach consensus on their differing views of the topics in question. In this sense, the Kettering method stimulates deliberation and respect for ideas in the search for common interests." It is further noted that "each manual had to be drafted, validated, tested and refined before transmittal to CREA for [USAID] approval and printing."

## Component 2: March/August 1995

In March, the 35 coordinators and promoters were trained in the Kettering methodology. In addition to training provided by each NGO for its own team, a five-day seminar was held for the entire group. This was carried out by INIAP, CREA, ISED, ISD, ASPAD, and FBC. The requisite number of Forums, with related actions by youth groups, were then carried out by the team before the end of August.

Nearing the completion of this activity, CREA recommended that USAID provide for an independent evaluation of the youth project, with a view "to extending and expanding [it] for a much longer period of time." The reasons given were: "1) to fight against the growth of the Salvadoran youth delinquency problem, and 2) to consolidate the gains which have already been made for establishing the democratic process on a more solid footing" (CREA CY 1995 First Quarter Report). The recommended evaluation did not take place and, while there were subsequent extensions, they were of very short duration.

*until now.*

## Component 3: August/September 1995

To consolidate project gains and to contribute to public debate on electoral reforms, the seven participating NGOs proposed that the project be extended, and that support be provided for seven Kettering-style special forums (one per NGO) on that issue. CREA agreed, and USAID approved a one-month extension, adding from US\$3,700 to \$4,750 to each of the seven grants.

*actually, USAID proposed*

The July/September 1995 COP report indicates: "All of these NGOs are experienced in addressing political and civic issues - albeit still from a strong partisan point of view. On-going meetings with these NGOs stress the importance of reducing the partisan orientation of their involvement... to reduce the tendency to emphasize partisan points of view, all printed materials continued to be pre-approved by CREA and the USAID/ODI Office."

A newspaper ad sponsored by the seven NGOs in September appears to indicate that progress was made on meeting above challenge. The ad reports that approximately 1,100 persons in five Departments had participated in Departmental Forums on Electoral Reforms. An overall synthesis of "General Opinions and Proposals on the Reforms" which resulted from those sessions is then given, along with majority opinions on three specific topics: a) proportional representation on municipal councils; b) all-purpose identity cards; and c) residential voting. Finally, while extolling representative democracy and the importance of citizen opinions in that process, appointed and elected officials are urged "to establish adequate channels for authentic dialogue with the public, substituting this for the habitual, official, speech-type monologue that presently exists."

Round Three - Let's Participate in Democracy: October 1, 1995 to  
March 31, 1996

With a six-month contract extension, the Participemos en Democracia project was undertaken by eight NGOs - the original seven plus IEJES, with each receiving a grant of US\$20,000 to \$22,000. To understand the rationale for adding the eighth organization, it must first be explained that, growing out of their common pre-electoral experience in 1993, and with funding from NORAD, in early 1994 five like-minded NGOs joined together in a formal Consortium of Civic Education NGOs which included: FUNDASPAD (formerly ASPAD), ISD, ISED, CAPAZ and IEJES (the Consortium in discussed in Chapter V). While IEJES had requested and was permitted to participate in the early INIAP/Kettering training, it had not participated as a project implementor. However, at the start of this new initiative, all concerned agreed that the addition of IEJES would strengthen the project team.

According to a USAID official, following the previous youth-oriented activity, because of the increasing importance attached to strengthening municipal government, ODI had suggested, but did not require, that the new project work with municipalities. While that was agreed, participating NGOs had also concluded that, in addition to the youth population, adult residents of the municipalities to be selected should be targeted. Thus, the general objective adopted was "to promote in four communities actions related to education and participation aimed at involving local populations in identifying, prioritizing and deliberating on their problems, and formulating measures that contribute to improving the standard of living in their communities." The population targeted included community leaders and community members in general, with youth involvement limited to secondary school students.

It was agreed that each NGO would work in three municipalities or communities - a total of 32 communities in 28 municipalities. The three topics tentatively chosen by implementors from the list of topics that were acceptable to USAID were: **Citizen Participation at the Municipal Level, Environment, and Citizen Safety.** Draft materials were prepared for each topic. However, in order to better elicit participant input while validating/refining those drafts and allowing for alternative topics to surface, the group felt it would be important to carry out "pre-forums." Thus, this was built into project design.

In an attempt to engage municipal officials in this process, at the November 13 weekly meeting of the project Coordinating Committee, the group agreed to draft a letter to be signed by the eight NGOs to the mayors of the 28 municipalities targeted. This letter explained project objectives, the topics to be treated, and the source of funds (i.e., USAID); advised as to which of the eight NGOs was responsible for work in their municipality, along with the name of the promotor assigned; and requested the cooperation and

support of the mayor in achieving project goals. Likewise, letters were sent to the heads of ISDEM and COMURES, advising them of the project and the fact that notes had been sent to the 28 mayors (with copy attached), and requesting their assistance in encouraging the mayors to cooperate in this effort.

In addition, it was agreed that each of the NGOs would coordinate directly with the mayors in the municipalities they were to cover, making direct contacts or visits to seek their personal support. The Program Manager's Report for the first quarter of 1996 notes: "regarding project promotion among local authorities, the eight NGOs have developed and executed coordination mechanisms, obtaining in the majority of the municipalities a good reception and support for project implementation from the mayor, Casas de la Cultura, PNC posts, Forest Service Extension Offices, etc."

At that same Coordinating Committee session, the CREA Technical Advisor raised the desirability of meeting with RTI/CREA Municipal Development Project staff to exchange information and ideas. This was agreed, and the meeting took place later at CREA's office.

Project activities included a four-step process:

i. Additional training in the deliberative methodology for the 40 NGO coordinators and promoters, in order to exchange information on experience to date and incorporate new promoters. This training took place at ISED on November 6 and 7, 1995.

ii. Each NGO then carried out 12 workshops or "pre-forums" (3 in each of the 4 municipalities or communities chosen) on: civic education and the deliberative process; methodological procedures for holding forums; and framing, reporting and analyzing the topics to be the subject of deliberation at local forums, based on those proposed by the project. A total of 96 workshops was held, each designed for 25 participants, including community leaders, members of private sector organizations, student representatives from the Cantons, and persons interested in or desiring to work in favor of the community.

iii. 96 local citizen participation forums (12 by each NGO - one on each of the 3 topics x 4 municipalities) were held to deliberate, dialogue, and exchange views, opinions and suggestions for solutions to the topic treated. Following that process, which took place in small groups, participants were then motivated in plenary to propose citizen actions to be taken to resolve the problem. The number of participants in each local forum was set at 50, including those who had attended preparatory workshops.

Note: During implementation of the "civic initiatives" which grew out of the local forums, the role of the NGOs was to facilitate, accompany and stimulate the process as external agents, allowing natural leadership to emerge, thus strengthening civil

society in those communities. (See Annex 4 for the types of civic initiatives undertaken.)

iv. Community-based forums within each Department culminated in a Departmental Forum to deliberate on a topic that had emerged as a priority during local forums and was considered to be important at the Departmental or national level. Participants included: a) individuals and civil society institutions from the Department Seat ("cabecera"), and b) participants from local forums. An average of 125 persons participated in seven Departmental Forums - 4 on The Environment (IDD, IEJES, ISED and ISD); 1 on The Vision of Civil Society on Salvadoran Political Processes (CAPAZ); and 1 on Juvenile Delinquency, Causes and Solutions (FUNDASPAD). Due to scheduling problems, FBC did not implement a Departmental Forum).

Round Four - National Forum on Citizen Safety: April 16 to June 30, 1996

Because street crime and violence, particularly by youth gangs, called maras, has become such a national problem affecting both rich and poor, urban and rural alike, it was agreed that results of the 32 Forums on Citizen Safety that the eight NGOs had implemented in Round Three would be synthesized and used as a basis for further deliberation on this issue. Thus, the CREA contract was again extended and the NGOs were given two-month grants to carry out a series of 15 Departmental Forums (one in each of the 14 Departments, with two in San Salvador), culminating in a National Forum on Citizen Safety in San Salvador.

Each NGO carried out two Forums, except FBC which was responsible for only one, since it had been chosen by the group to draft the synthesis document to be used at Department-level sessions, as well as a second draft synthesis after those forums as a basis for the National Forum. Thus, two documents were prepared: Synthesis Document No. 1, and Synthesis Document No. 2; in both cases, the first drafts prepared by FBC were reviewed, revised and accepted by all participating NGOs, with CREA facilitating the process. CREA then transmitted the final versions to USAID/ODI for official approval.

As noted in Synthesis Document No. 2, the purpose of these Forums was "to seek the opinions [on Citizen Safety] of actors who are particularly appropriate because of their level of education, leadership, representativeness and influence at the local level, and persons who in some way are involved in the formulation of safety policies, the application of standards and procedures to combat delinquency, or who know the limitations that current policies and laws impose on the achievement of citizen safety." Each event lasted about six hours. At each Forum, participants chose five persons from the group to represent the Department at the National Forum. Departmental Forums took place between May 18 and 26, with the day-long National Forum held on June 14 (see Annex

4 for dates, places and responsible NGOs).

Synthesis Document No. 2 states that those who participated in and supported Departmental Forums represented municipal councils, universities, leaders from coops, political parties, the Public Safety Academy, persons at the operational level of the PNC, delegates from the Ministry of Defense, judges, legislators, teachers, leaders from different churches, members of various legal associations, doctors and business people, professionals and entrepreneurs." An average of 120 persons participated in each Departmental Forum.

As on previous occasions, the identification of "proposed actions that civil society could take to contribute to resolving the problem" was built into the agenda. Thus, based on the results of Departmental Forums, Synthesis Document No. 2 divides the causes of the problem into four fields, and includes lists of the "Principle solutions proposed in the different fields analyzed." The fields in question are: Economic, Policy-Administrative, Psychosocial, and Police-Related. Since that document became the basis for deliberation at the National Forum, further input was generated at that event, making possible added refinement of the synthesis and the actions proposed. Participants at the National Forum included the five Departmental representatives, business leaders, leaders from the world of education, socio-economic development, churches and the legislature, as well as members of the Cabinet, and representatives of the PNC, National Security Commission, political parties, the military, and others involved in this topic.

To capitalize on results of the National Forum while expending unused funds, a one-month contract extension was granted, making the PACD July 31, 1996 (after completion of this evaluation). The purpose is to allow time for preparation of a final document, which is to be presented to the GOES and to the media in late July.

## 2. METHODOLOGIES EMPLOYED BY CREA AND NGO GRANTEES

### A. CREA Forum/Debates & Seminars

While above-described projects were being implemented by grantees, between December 1993 and February 1996 CREA itself held a series of 17 Forum/Debates and a number of Seminars at its offices in San Salvador. The former were designed mainly to provide information and training for key NGO leaders and staffs, as well as professionals from government, private, political and ecclesiastical sectors. They explored issues seen as key to citizen participation, while creating a "space" for dialogue as the national scene evolved. The number of participants ranged from around 20 to 135, depending on the nature of the event and the popularity of the topic. In total, the 17 Forum/Debates were attended by 151 NGOs; 15 GOs; 9 political leaders and legislators; 5 international organizations; 12 businesses, including 8 media

outlets; 3 professional associations; and 5 universities.

Forums generally lasted several hours; the usual approach was for various panelists with differing views or different types of information to address the subject, after which open discussion took place.

CREA's January/March 1996 report states that the forum/debate method "has been weak in facilitating significant participation by persons attending, in contrast to the deliberative fora... In other words, the debate aspect of this series contrasts to the deliberative method of the Kettering styled fora series." The report goes on to say: "Several NGO informants who participated in both kinds of fora were inclined to favor the fora/debates over the deliberative method, in that many of those questioned felt that the fora/debates were the 'better' type of fora because differences of opinions were strongly made and served to impart information about certain issues that tended to be more easily remembered." However, it is also noted that, "in fora/debates not everyone has the opportunity to participate, and this for various reasons, such as the large number of participants, many of whom are not psychologically inclined to speak in front of large groups of people." Finally, it is reported that: "This fora/debate series has served to generally inform participants, to get them to reflect on new ideas, and to expand their personal and professional networks."

In selected cases, forum/debates were followed by Seminars consisting of two half-day sessions to provide training on the issues discussed. Seminars were limited to specially invited NGOs. For example, at times they involved some 50-60 people from the field, including NGO coordinators and promoters. In the January/March 1996 report, the COP wrote: "Seminars have been well received by the NGOs not only because they valued the information.. but because they are able to practice key concepts for the democratic process, these being 1) the difference between debate and deliberation, 2) consensus and common ground, 3) the building up of a public voice, 4) the difference between public and private good, 5) the definition of civil society, etc."

In effect, these initiatives were part of CREA's on-going training strategy aimed at civic organizations and the media, as called for in the contract. These events, plus the various Kettering or INIAP trainings and project design sessions, exceeded the five in-country training activities in Phase I, and 12 activities in Phase II required under the contract. (See Annex 4 for Forum topics, dates and a list of attendees.)

#### **B. The Participative Conference Model**

In Round One (i.e., prior to Kettering), the approach to civic education generally employed by NGO grantees, particularly the six

staffed and managed by women, was what the COP termed "the participative conference model." As he notes in the First Quarter Report for 1996: "Given the strong tradition for using the conference setting for providing information to large groups, the use of the conference method should not be disparaged or discarded," further explaining that its success "will be seen to vary with the idiosyncratic qualities of NGO philosophies and their staff members. Some are excellent in involving women participants as peers, while others used a more maternalistic approach."

### C. The Kettering Methodology & Its Application in El Salvador

As reported, the Kettering method for civic participation through deliberation/common ground/consensus was incorporated into this project at the beginning of Round Two (Youth for Democracy). It was then that the seven implementing NGOs, plus IEJES, were trained by INIAP. In his January/March 1996 report, the COP writes: "Project staff felt that we missed a good opportunity to include other sub-project NGOs in the Kettering Forum Method training by INIAP - particularly the women staffed and managed NGOs which the Project has worked with. CREA will attempt to encourage that this be done during the extension period. It is probably now possible to conduct a reasonably good training event in the deliberative forum method without a heavy dependence on foreign consultants, given that three Salvadorans attended a deliberative forum workshop at the headquarters of the Kettering Foundation in Dayton, and at the Miami University of Ohio during the summer of 1995" (i.e., the heads of two of the NGOs, plus one other person). To date, no such training for additional NGOs has taken place.

Three of the women's organizations interviewed confirmed that they had not been invited to participate in the INIAP training, though they would have been keen to do so. Two of the leaders said they had discussed their interest in continuing during Round Two with the COP, and had asked to be included. They spoke of a subsequent meeting with the COP, during which he told them that the possibility of their inclusion had been foreclosed; that training would be limited to "civic education" NGOs. They recalled: "he was very nice, but seemed embarrassed and apologized for excluding us." Another of the women-headed NGOs reported that she too had talked with CREA about continuing the project executed by three NGOs during Round One on women's rights. The idea was that since there were a lot of "mixed NGOs" in Round Two, the three organizations would help to "incorporate women into all programs." She reported that in response, "CREA said they were trying to get USAID to do a broader program, but it didn't work."

#### Adaptations

Given project duration and the contextual and cultural differences between the U.S. - where this method was developed and first applied - and El Salvador, CREA and participating NGOs found that

it needed to be adapted to local circumstances. In commenting on the differences, one NGO leader asserted: "We can't use pure Kettering here. Furthermore, INIAP is based on Guatemala and the indigenous problem; that's not our situation." In short, the major reasons and the adaptations made, may be summarized as follows:

a. Time available - As applied by the Kettering Foundation, the full process takes a minimum of two years; the first is dedicated to a thorough study of the question/problem at hand by technical experts who produce a discussion guide. That document is then used as a basis for a series of sessions to frame, validate and discuss the issue. From those discussions, three points of view are synthesized, and the guide is refined and published in final form as the basis for National Issues Forums, during which participants are helped to find common ground and come to consensus on the causes of the problem and possible solutions.

Clearly, a project lasting only eight months could not possibly implement the full Kettering process. Therefore, steps had to be eliminated; based on their own differing views, the NGOs themselves drafted issue-related documents and, once approved by CREA/USAID, they became the basis for the Forums held throughout the country, with no opportunity for subsequent refinement, publication or use. (Only the most recent activity concerning Citizen Safety will produce a final synthesis document based on forums at the local, Departmental and national levels - and all in three-months.)

b. Nature of forum documents - With INIAP training and technical assistance, manuals on the three issues chosen by Youth for Democracy NGOs (Poverty, Violence and the Peace Accords) were produced in traditional Kettering style. That is, each discussed three views of the problem in a professionally produced booklet/manual printed on quality paper, with an attractive multi-color cover and a finished layout designed by a graphic artist. According to project staff and the NGO leaders and promoters interviewed, these "slick" manuals tended either to "induce" opinions by forum participants or dissuade them from thinking they could possibly improve them. This was especially problematic at the community level, where a high level of illiteracy persists. As one NGO official reported: "People's uncontaminated opinion had been lost." Another noted that, while materials "help to start discussion, when people see such pretty little booklets they think they can't be improved; they're 'inductive;' its better to use materials that aren't so well done." In sum, one NGO leader asserted: "Our first manuals caused a problem; many clients couldn't read, so we had to read the material to them, and that induced their train of thought."

Thus, for Round Three (Let's Participate in Democracy), project staff and implementors decided to use materials on the three issues (Citizen Participation at the Municipal Level,

Environment and Citizen Safety) that were geared to overcoming those problems. Rather than producing professionally designed manuals with a discussion of the issue from three vantage points, the group drafted an overall exploration of the problem using a more populist vernacular and layout, and simply photocopied drafts for distribution during forums. Interviewees agreed that this approach was much more successful in triggering deliberation.

c. Need to identify actions - Given the incipient stage of civil society and the low level of citizen organization in El Salvador (as compared with the U.S.), project implementors felt strongly that the deliberative forum process should be seized as an opportunity for participants to identify citizen actions that could be taken to resolve the problems addressed, and to organize themselves to take those actions. One NGO official explained: "People want to know what's next; they deliberate, frame the issue and so forth; then they say, 'now what?' "

The methodology was again adapted through the addition of a final component to the forum agenda. That is, once the problem was discussed (using principles of deliberation and common ground, with consensus to the degree possible), forum participants were guided through the identification of what came to be known as "civic actions" or "citizen initiatives" involving some sort of collective effort. (In essence, this harks back to the approaches used in Round One.) Project records include an explanation of all such actions, for which the responsible NGO provided as much follow-up as possible, with overall monitoring by project staff.

#### Effectiveness and Future Application

All CREA, NGO and forum participants interviewed responded positively when asked about the usefulness of the Kettering method. All felt that, as adapted, it had allowed participants to hear one another and to learn to respect differing opinions. Many community members who had been in forums at the local and Departmental level spoke with amazement about how their views had actually been heard and taken into account during group sessions, and how they had been able to dialogue with persons they had never talked to before. They also recalled how surprising it had been to be able to express and listen to personal opinions - generally kept strictly to oneself. Other participants interviewed were of the not aware of the methodology used, but expressed positive reaction to forum sessions. One group noted how forums had led to sports events that attracted youth from a neighboring community - a first for these formerly antagonistic groups.

As the head of one of the eight NGOs put it: "This is one of the most important methods for getting people to participate in democracy. What we have to do is break through people's fear; this is the cheapest way to do it, compared with newspaper articles and so forth." He further reported that his NGO intends to keep using

the deliberative method in its on-going work. The head of another NGO that has been working at the community level for several years stated: "Kettering is not new; it just systematizes what we've been doing. It is useful; it promotes deliberation and free thought and expression." This leader also noted that "it doesn't have to be through forums; it can be used in other types of events; our promoters will keep using it." Yet another NGO official felt that, "It's difficult to break away from the Kettering method; we'll keep using it in our projects."

When asked about any weak points noted in the application of the Kettering methodology, NGO leaders invariably mentioned the short timeframe and lack of continuity due to the absence of a longer-term plan, making it necessary to "skip some steps" and implement activities through a succession of short project extensions. The other weakness mentioned was the lack of follow-on support. As expressed by the head of one NGO, "To have full effect, we need at least two years to stay in the community." One of the NGO promoters stated: "The forums have generated a lot of interest; they're good, but the problem is there's no chance for follow-up." He also made the point that "there's a vacuum; after the National Forum [on Citizen Safety] there's no organization to do follow-up. We can do some, but its limited." Finally, another NGO leader asserted: "Getting municipal officials and others to participate depends largely on the skills of the promotor; they can't be 'low profile.' We need 'super-promoters' and for longer periods."

#### D. Communal Radios

Grants to the six rural, community-based radio stations that participated in Round One were aimed both at providing technical and substantive training for five persons from each station (all are volunteer workers), and transmitting civic education/human rights messages to 10 communities in each of the areas served. Project staff report that training by YSUCA was complicated by the low educational level of target personnel, and by the sporadic participation of trainees, who were eager to accept paid work whenever available. Another major complication arose when ANTEL confiscated station equipment and closed them down, declaring that these operations were illegal (in fact, the old law which is still on the books does make communal radios illegal). As noted by the COP in his First Quarter 1996 report, after this activity ended in September 1995, the stations requested support for legal assistance, but the project was unable to respond to that request. He also reports that ANTEL's charge of illegality was later reversed by the Court. CREA did provide a letter to the GOES, explaining the rationale for funding the communal radios, "namely the importance of mass media in general and the rural communal radios in particular, for informing a critical mass of citizens relative to democratic and electoral processes."

According to staff, this initiative was not only extremely

complicated due to the underdeveloped state of the art in rural areas, but was also controversial from a legal perspective. As one staffer said, "It was a lot of work for CREA." In a word, this was not one of the project's most fruitful ventures. Given the foregoing, it is doubtful that the results of this short-term experience were highly significant. Moreover, it seems unlikely that impact among listeners, which is difficult and costly to measure even under the best of circumstances, will ever be known. In that regard, a document titled "Project Lessons Learned" written by the COP reports: "monitoring efforts of the six radio station sub-projects have not looked into audience share. Hence CREA/CIVICA does not have any extensive data on the extent to which people in the listening range... are beaming in to those stations."

### 3. RELATIONS WITH MUNICIPAL GOVERNMENT

In Round One, a number of grantees informed local government officials of their activities and sought the support and participation of mayors and town councils. For example, PIMUDE reports that the mayor of San Martín not only participated personally in local civic education events aimed at market women, but also provided materials for fumigation and clean-up operations. The mayor of Soyapango also welcomed that NGO's efforts to raise environmental awareness among students. AMD also reports full cooperation by mayors, as well as their personal participation in the Family Code Forums held in the three municipalities served.

By Round Three (when one of the topics was Citizen Participation at the Municipal Level), USAID/ODI encouraged participating NGOs to involve municipal officials in project activities. The eight executing agencies discussed this issue at some length. Some felt that the presence of local authorities could dampen people's willingness to deliberate. However, they all agreed to give it a try. As already noted, letters were sent to all mayors, as well as to ISDEM and COMURES, and follow-up strategies were pursued at the local level.

The NGO leaders and promoters interviewed reported that results had been mixed. That is, some mayors and council members cooperated fully, while others showed no interest. One NGO leader explained: "Elected authorities should be approached - mayors, deputies, etc.," adding, "Mayors have different reactions; the democratic process is still immature. Some see NGOs as the 'opposition;' some see them in a utilitarian sense; civil society must be empowered. Democracy is not a topic one can eat; people, including mayors, don't give it importance, especially those with low educational levels." The head of another NGO reported that their institutional policy is for coordinators and promoters always to approach the mayor when starting an activity in a new municipality - regardless of the party in power. He reported that in about 70% of the cases mayors had participated in project activities. That NGO also reported excellent cooperation by school officials for activities

involving students. Another NGO reported that, in the two Departments where their project activities took place, they had enjoyed mayoral support.

#### Relations with USAID's MDCP Project

Though CREA was responsible for the CIVICA Project, as well as the citizen participation component of USAID's Municipal Development and Citizen Participation Project (MDCP) under an RTI sub-contract, and despite the 4-5 block distance between their offices, there has been only basic communication and virtually no collaboration between the two projects. Interviewees offered various reasons for this. In order of frequency, the reasons mentioned include:

- These projects were managed by two different offices within USAID (ODI and IRD) which did not work in a coordinated fashion or coordinate their own different views of citizen participation; consequently, contractors within the two projects tailored their approaches to the preferences of the Mission managers to whom they reported;
- Projects targeted different populations - CIVICA was aimed at the community, while MDPC worked with municipal officials and employees;
- Different relationships with project executors - NGOs, which are independent entities, implemented CIVICA activities, while RTI/CREA contractors executed MDCP directly;
- Different timeframes/durations - CIVICA was initiated in mid-1993 as a short-term experiment, while MDCP was launched in 1994 as a longer-term effort;
- Uneven approaches - though the RTI/CREA MDCP component never developed what several interviewees called a "holistic, strategic approach" to citizen participation, the opportunity to explore application of the Kettering deliberative method was not seized; though CREA invited its MDCP staff to participate in the INIAP training in January 1995, that did not happen;
- In about mid-1995, the RTI staff was re-configured; the project's participation advisor (CREA) was made responsible for all project activities in Sonsonate (the financial advisor was given Usulután); this was to be for six months but, in fact, lasted nearly a year, during which the overall participation component was neglected because of the advisor's daily managerial duties.

CREA reports that an initial attempt to coordinate occurred in Round Two (Youth for Democracy) and involved activities of the two projects in the municipality of Sonsonate. For this purpose, a

meeting was held with the RTI/CREA participation advisor, CREA/CIVICA and ISED, the CIVICA implementing NGO. Reportedly, while the meeting worked well, "there were jealousies between local coordinators," a situation complicated by the mayor's negative comments on certain language in the "Poverty" manual that had been prepared by the seven CIVICA NGOs and approved by USAID/ODI. The head of one of those NGOs, who is a personal friend of the mayor, reports having explained to him that "all the 'Frente' stuff" had been taken out by the group and that the manual had ODI approval. This informant recalled that the mayor's doubts had thus been satisfied, and that he had agreed that activities should proceed as planned.

However, a number of interviewees, including both CREA and RTI staff and implementing NGOs, felt that the Sonsonate incident had been blown out of proportion ("magnificado por gusto") to discourage coordination, owing to what they saw as a "rivalry" between the two USAID offices. Whatever the reasons, this incident clearly put a damper on any further efforts to coordinate. The CREA director reports having wanted to hold a CIVICA/Kettering-style forum within the MDCP Project, but that the suggestion was not accepted, noting that the RTI COP was "reluctant to coordinate because of the Poverty manual." An NGO official who had arranged a meeting which included the RTI/CREA participation advisor recalled that "she didn't see the wisdom of our coordination with the Municipal Development project." Several interviewees also believed that the situation had been complicated by "bad chemistry" between the CIVICA COP and the USAID/RTI project manager, though the latter recalled that the two had only one meeting which he recalled as uneventful.

The CIVICA Technical Advisor reported that, by mutual agreement, she had kept the RTI/CREA participation advisor informed of the dates and places of CIVICA forums, so that the latter could encourage participation by municipal officials wherever possible. CREA's involvement in the MDCP Project ended on June 15, 1996, when the RTI sub-contract expired.

#### 4. PROJECT MONITORING AND THE SUSTAINABILITY OF RESULTS

Due to the experimental, short-term design of this project, along with the subject matter and the lack of follow-on support, it was not possible, either for implementing agencies or CREA, to measure the true impact of the activities funded. Therefore, CREA and USAID/ODI agreed on a sub-project monitoring system based on grantee operational plans (OPs) submitted to and approved by CREA on a monthly basis, with weekly up-dates/schedules submitted every Monday. CIVICA staff monitored compliance on an unannounced, spot-check basis, with the monitoring schedule sent to ODI every week. As noted in the January/March 1996 COP report: "The monitoring program was not simply meant to be a policing activity, but allowed the Program staff to provide NGO field workers with TA,

encouragement, suggestions for improving activities, listen to complaints, etc. Financial Management staff monitored all financial transactions and liquidations for all NGOs on a regular basis, i.e., not on a spot-check basis." All grantees were given a specially-prepared Manual de Procedimientos Administrativos as a basis for financial reporting. This included the calculation of in-kind contributions against the 10 percent counterpart requirement, which was especially vexing for grantees.

Each sub-project was monitored by a CREA program staff member every two weeks, based on OPs and the indicators chosen. This was done by a team of three (psychologist, lawyer and documentation specialist) who took turns visiting sub-projects. Each week the three met to analyze progress from all angles. Indeed, all quarterly reports to USAID include individual reports by the Program Manager and the Financial Manager which provide very detailed information on OPs and monitoring results for each grantee. In short, a huge amount of very detailed information is available for each and every activity funded during the course of this project.

Based on that information, plus the visits and interviews conducted, nearly all project activities are reported to have met or exceeded their objectives and, in many cases, will be continued in future. For example, after support ended in August 1995 for the Power and Rights for Women project carried out in Round One by three NGOs, Canadian funding was obtained for another six-months. During that period, the GOES Human Rights Office (Procuraduría) advised that it was interested in using the project as a model - negotiations are now in progress. Meanwhile, two of the NGOs have continued supporting the consolidated women's network formed during the CIVICA project, with most promoters still on the job in various municipalities of Morazán and in parts of San Salvador (the third NGO is currently short of funds, but plans to re-join this effort soon). Regular sessions with all promoters are held, and the most recent meeting of the network took place in April 1996. In addition, implementors were called upon to cooperate with the USAID Judicial Reform II Project over a three-month period.

Other NGOs from Round One also reported the continuation of project activities. An example is AMD, which continues training and dissemination of the Family Code in Panchimalco, Santo Tomás, etc., with a network of Legal Promoters and women's "Circles Against Violence" still active.

Since Rounds Two, Three and Four were executed by the same eight NGOs, they have not only continued project activities, but also report having incorporated the Kettering deliberative method into their other projects. Thus, it appears that the overall project approach and methodology chosen will be sustained over time. Furthermore, the heads of the NGOs interviewed felt it was highly possible that they will continue working together in the future.

It was noted that the thrust and intensity of any future collaboration will likely depend upon the organizational and financial strength of the individual NGOs - which vary widely (i.e., ISD has a staff of 42 paid coordinators and promoters, and office space in four municipalities from Chalatenango to Ahuachapán, while FBC reports having two paid part-time secretaries and an office in San Salvador, which was unattended the day this evaluator visited.)

## 5. UNINTENDED OUTCOMES

Though not formal CIVICA project objectives, several significant unintended outcomes were noted in the course of this evaluation. In fact, most of those interviewed believe the following unintended results to be even more important than those intended.

A. **NGO Coordination Breaks Down Ideological Boundaries** - When asked about project accomplishments, many interviewees, including leaders of participating NGOs, immediately identified the evolution of collaborative relations among implementing agencies as the number one achievement. As reported by the CIVICA Technical Advisor, during Round One - in which four of the eight "civic education" NGOs identified with the FMLN worked together - CREA observed that conditions were ripe for expanding that group by adding more politically-conservative organizations to create greater ideological balance. She recalled that, when approached with this idea, "the NGOs understood the challenge of working together," adding "but putting that understanding into practice is a long stretch." That is exactly what occurred in subsequent project Rounds, when eight NGOs of differing political views were able to collaborate successfully on project activities.

Beginning with Round Two, when the Kettering method was introduced, the deliberative process not only became the basis of the activities undertaken, but also the modus operandi of the executing agencies themselves. For example, to agree on topics and produce the issue guides used in community, departmental and national forums by all participating NGOs, the eight had to deliberate, find common ground and come to consensus on the content of those manuals. They also had to agree on issues of geographic coverage, dates, and so forth.

When asked about the collaborative process, the head of one NGO responded: "Through dialogue, CREA has gotten NGOs to work together; before that was impossible." He added, "CREA was the shock absorber that permitted dialogue. Their administrative structure was essential, and I was impressed with the open but purposeful way they worked; they always explained what the donor wanted, and we had a chance to discuss things and get help from really capable people," referring to CREA staff. Another NGO leader explained that after the war, "NGOs with normal relations had no problem; it was the FMLN NGOs that had to 'reinsert'

themselves back into the rest of society." He also said that, while there remains "a bit of sectarianism, there's been a huge improvement during this project." Still another interviewee referred to CREA's role as having "created mechanisms for understanding among the NGOs." Finally, the head of one of the NGOs that had participated in all Rounds stated: "Coordination is a lot of work, but it's worth it. One learns from others; the diversity of thoughts is a reflection of the country. Discussing a topic with eight different viewpoints enriches us all and makes us better able to face reality." She then added: "It also strengthens us as NGOs." Another NGO leader echoed those sentiments, explaining that, "one NGO has more experience and skills in one technical area than another, so by sharing we all learn from one another."

Finally, a number of those interviewed expressed the belief that the CIVICA project, within the overall national context of transition following the war, had hastened the evolution of NGOs as independent, autonomous entities, with no direct links to political parties. This evaluator heard about or observed considerable evidence to that effect. For instance, the head of one of the more conservative NGOs stated that he had witnessed a significant evolution among those sympathetic to the FMLN, mentioning a change of name and approach in a particular organization as "an important event," explaining that the director of that NGO is now "a technical person." He added: "Before our confrontations were ideological; now they're technical." Leaders of two other NGOs described the process of pulling away from political parties and becoming autonomous, a move which had cost them basic material support. In one case, an NGO dedicated to serving women had published a "Declaration of Autonomy," which had triggered conflict with the party, resulting in a cut-off of the funds the NGO had been receiving from FASTRAS, and "leaving us poor." In this case, the six other women's NGOs that make up the Coordinadora de Organismos de Mujeres (COM) had chipped in to pay that NGO's rent, electricity, etc. and save the organization. The interviewee reported that the NGO is now "in the process of re-capitalization." Another NGO told a similar story, saying that though it had lost financial support, it is committed to its new-found independence.

A number of interviewees expressed disappointment that CREA will not be funded to continue this project or to implement the upcoming pre-election campaign, believing that USAID should take advantage of the experience accumulated by project staff and build on it by adding additional NGOs to the group.

**B. Expansion of the Deliberative Method** - In addition to INIAP training and technical assistance, dissemination of the deliberative method included visits by its creators. In February of this year, the Kettering Foundation President and key senior staff came to San Salvador to visit this project. They met with representatives of Round Three NGOs, and spoke at a CREA Forum/

Debate on civil society (INIAP also participated), and met with key Salvadoran leaders.

Meanwhile, a Partners of the Americas project funded by USAID/W involves five NGOs that are members of Kettering's International Civil Society Consortium for Public Deliberation, with INIAP as the Central American partner. Each of the five is to train other NGOs in the deliberative method. With CREA providing logistical support, INIAP came to San Salvador to interview/select three local NGOs for this project. The three chosen are IEJES, AMD and FundaUngo. Two representatives from each NGO went to Guatemala in April for the first INIAP training, after which they selected a topic (Communications) and are now in the process of developing a discussion guide and planning a validation forum with 15 persons to be held in late July.

Thus, in addition to the NGOs participating in the CIVICA project, other local NGOs will also gain experience with the deliberative method. This may mean that at some future time this approach will be experienced by a critical mass of citizens. In that regard, during the course of this evaluation, various organizations not currently participating in the project expressed interest in learning the Kettering method.

## CONCLUSIONS

1. Perhaps because of the short-term, experimental nature of this project, and certainly due to the national war-to-peace context, the stated project objective was quite open-ended, with no EOPS or true impact/performance indicators included in the contract. Rather, activities were designed within the framework of the eight tasks laid out in the SOW for each of the two project phases (pre- and post-electoral). Based on detailed project reporting, plus field visits and interviews with a variety of executing agencies and participants, it is safe to say that the Contractor successfully completed all tasks outlined.

2. Thanks to its dedication to task, sensitivity to the evolving political context, and strong technical skills, Contract staff was able to win the confidence of grantees and to facilitate the building of trust among implementing entities as a basis for project accomplishments. In Round Two and beyond, this made it possible for eight NGOs from various parts of the political/ideological spectrum to work together, find common ground and reach consensus on topics, written materials and other important matters. This is probably the project's most important, though unintended, result. In brief, given the evidence at hand, it may be concluded that: a) the sub-projects funded in all four Rounds were, in fact, carried out as stated; b) the vast majority of those activities met their intended objectives; and c) important unintended results were also achieved.

3. While "institutional strengthening" was specifically excluded from project objectives and Contractor tasks, for sub-projects to be proposed, approved and funded in accordance with USAID requirements, intensive, one-on-one technical assistance by the Contractor was essential. A deeper appreciation of the serious administrative weaknesses of Salvadoran NGOs, together with a clearer definition of the term, would have resulted in a more accurate projection of the time and effort required to get sub-projects up and running. The Salvadoran interpretation of "institutional strengthening" appears to be the provision of computers, photocopiers, an other equipment, making it important to clarify terms when considering NGO requests for assistance.

4. Regarding sustainability, a number of the pilot activities initiated by grantees in Round One, particularly those aimed at women, have been sustained over time by executing organizations - some with support from other donors. The deliberative method introduced in Round Two and continued to the present has been incorporated into many of the other activities sponsored by implementing organizations, and is being applied in the project now being carried out by five of those NGOs with funds from NORAD and the Lutheran Church. The least successful CIVICA activity was the Round One Communal Radio project by six rural stations. There were a number of reasons for this, not the least of which was that those stations were shut down and their equipment confiscated by ANTEL, which charged that these were illegal operations.

5. Project reporting and other documentation has met contract requirements in a timely manner. USAID and Contractor files are replete with accumulated information related to the evolution of this activity over time, the characteristics of implementing organizations, and data on the results obtained. Lacking are sex-disaggregated data on executing agencies and project participants - despite the fact that "women" were one of the three populations specifically targeted. Such data could probably be reconstructed fairly easily by those involved. In any case, available information could be systematized and used in establishing a baseline of NGOs for future USAID democracy initiatives in the area of citizen participation or civil society.

6. Owing to the project's experimental nature, its greatest weakness has been the exceedingly short timeframe and lack of follow-on support for the pilots funded, plus the absence of overall strategic direction for the post-electoral phase. It is doubtful that any democracy or civic participation initiative, especially if undertaken during an early transition period, could achieve maximum effect or efficiency in just 17 months - the project's original Phase II timeframe - regardless of the amount invested. With no support for follow-on, initial investments were not capitalized, nor was it possible for implementors to refine and fully absorb results from one Round to another. While the various extensions (ranging from one to six months) provided some

opportunity to build on cumulative results, the fact that they were unplanned and of such short duration produced a stop-and-start effect which meant that the potential level of impact and learning that might have been achieved was not fully realized.

7. Another debility noted was the time-consuming process of seeking and obtaining USAID/ODI approval for all project activities and materials. While the political atmosphere surrounding this project undoubtedly made close vigilance by the Mission necessary, USAID appears to have underestimated the management burden that this implied, often causing long delays and false starts. An impression voiced by one NGO leader was: "This is a USAID project executed by us; it is not our project," noting also, "to now, USAID's interventions have been bureaucratic but bearable; it's important for us to work not just with European funds."

8. It was necessary to adapt the Kettering deliberative forum method to the educational and cultural realities of El Salvador. Its introduction was a positive contribution, not only for pursuing project objectives, but also as a tool for promoting collaboration among implementors from different points on the political/ideological spectrum. This approach facilitated a synergistic process which enabled the eight NGOs to work together, find common ground and reach consensus on topics, written materials and other project-related issues - no small feat, given the political context.

9. While introduction of the deliberative method was a positive step, opportunities were missed that could have further enhanced project results. Three specific opportunities come to mind: a) the inclusion of a broader range of NGOs as recipients of the training and technical assistance delivered by INIAP; b) selection of more diverse grantees for Round Two and beyond through the same type of open, competitive process used in Round One; and c) the identification and analysis of other techniques employed by grantees in Round One, as well as additional participative approaches, for the purpose of refining and applying them in subsequent Rounds - either in combination with the Kettering method or as a control mechanism to measure comparative results. In particular, the project could have been enriched by capturing the gains made and lessons learned by Round One projects targeting women, especially since they had already developed a cadre of specialists and set in motion a series of local networks eager to continue working on legal codes and procedures. In this way, the project could have made a greater contribution to the building of Salvadoran civil society, while better serving one of its announced target populations.

10. An opportunity for USAID/El Salvador to maximize investments in two different areas was also missed due to a lack of coordination between ODI and IRD. Based on the information provided, the main reasons for this included an absence of incentives promoting

coordination among offices by senior Mission management; different interpretations of citizen participation and key target populations by the two offices, with contractors following the lead of their respective project managers; different relationships with project implementors (i.e., NGO grantees vs. project Contractor); different timeframes and project durations; uneven methodological approaches and resistance to new methods introduced by the other project (though executed by the same Contractor); and lack of productive, on-going relations between the CIVICA COP and the MDCP project manager. It is clear that the citizen participation components of both CIVICA and MDCP could have been strengthened by greater communication and collaboration between ODI and IRD, and between Contractor personnel from both projects. Given that many CIVICA activities involved the participation and support of mayors and town council members, these experiences can provide valuable information for future efforts to increase citizen participation at the municipal level.

#### RECOMMENDATIONS

Because this is a final evaluation, the feasibility of continuation with any adjustments that might be suggested is foreclosed. For that reason, and in keeping with the SOW, the following recommendations are based on project achievements as they might have application for strengthening future citizen participation activities supported by USAID/El Salvador, particularly within the context of its MDCP Project.

1. USAID/El Salvador should take steps to capture and analyze the organizational information and activity-related data that have been accumulated through this project in order to better understand and document the motivating forces behind evolving NGO autonomy and independence from political parties in the context of national transition, and to contribute to the establishment of an institutional baseline, along with the formulation of appropriate performance indicators, for any future citizen participation or civil society initiatives it undertakes.
2. USAID/ODI should test application of the Kettering-style deliberative method, as adapted by this project, within the citizen participation component of the MDCP Project, calling on CIVICA staff and implementors now trained in that method to assist with this effort.
3. Once municipalities are selected for the next stage of the MDCP Project, USAID/ODI should direct that Contractor to contact CIVICA implementors in order to learn about their activities in those municipalities and to identify ways in which their experience could be leveraged at the local level, thus capitalizing on USAID's prior investment. In addition,

if it is decided that the MDCP Contractor is to sub-contract citizen participation tasks out to other institutions, CIVICA NGOs should be given an opportunity to apply, and should be included in any RFP-type call for proposals.

## CHAPTER V

### OTHER CITIZEN PARTICIPATION INITIATIVES

In accordance with the SOW for this evaluation, it was determined jointly by USAID and the Contractor that information gathered on several other citizen participation activities, not directly related to CREA or the Democratic and Electoral Processes Project, would be included in this report. The three activities selected are currently being carried out in various parts of El Salvador, and all involve citizen participation at the municipal level.

#### 1. IULA-CELCADEL

Source of information: Interview with one CELCADEL official and review of organizational documents, including the municipal plan developed in a USAID-funded workshop facilitated by CELCADEL in Perkin, Morazán.

The International Union of Local Authorities (IULA), with offices in The Hague, is a private sector organization whose Latin American regional office, the Centro Latinoamericano de Capacitación y Desarrollo de los Gobiernos Locales (CELCADEL), is located in Quito, Ecuador. From its sub-regional office for Central America in San Salvador, CELCADEL's staff of three technical specialists is working in Nicaragua and El Salvador.

Historically, CELCADEL has provided advisement and training to institutions that support decentralization and the strengthening of local governments. However, as stated in its written materials, CELCADEL is now in "a process of institutional transformation through which it will become a Central American NGO." That is, it is shifting from its original role as facilitator to one of project implementor. Therefore, the organization has begun to execute projects supported by the World Bank, the Ford Foundation, the Swedish Diakonía, and USAID/El Salvador.

Under contract to USAID/IRD-RUD, CELCADEL is currently implementing local-level planning workshops in ten municipalities of the Departments of Morazán, San Vicente and La Libertad. This work began in May of this year and is to terminate in August. As reported by CELCADEL, "depending on how quickly the group advances," these workshops last from two to three days, and are attended by up to 70 persons at any given moment. That is, the number of participants fluctuates as people come and go to attend to other pressing matters. Those selected to participate represent key individuals and groups within the community, including municipal officials, ANTEL, PNC, NGOs, school directors, and communal associations.

These planning workshops are facilitated either by CELCADEL staff or by outside consultants, depending on availability. As explained

by the official interviewed, the purpose is "to develop a plan which can be used as a tool by the mayor," noting further: "Our work ends when we hand over the document." Using a participatory techniques, workshop groups are led through a series of exercises which result in the identification of needs at two levels: the macro-municipal level (day 1), and the Canton level (day 2-3). In essence, the plan formulated is divided into as many sets of needs as there are Cantons, plus one for the municipal seat, with no assessment of overarching needs or resources required to meet them. CELCADEL explained that this process is used because "problems are easier to solve at the Canton level; small needs can often be met with the municipality's own resources." The needs identified relate almost exclusively to gaps in infrastructure. According to the CELCADEL official: "The objective is to get a list of specific projects that can be financed by MEA or the SRN."

Since the USAID contract does not provide for post-seminar follow-on, CELCADEL has developed a relationship with the Fundación Salvadoreña de Apoyo Integral (FUSAI), which participates in the planning workshops and is to provide further assistance in those places where it has a presence - i.e., some but not all of the ten sites chosen.

One of the municipalities where workshops have taken place is San Julián, which is also targeted in the USAID-funded MDCP Project implemented by RTI. According to CELCADEL, RTI participated in the San Julián workshop, and it was hoped that it would be possible for that Contractor to provide some measure of follow-on assistance. However, as explained by CELCADEL, "RTI only does finances, communications, etc.; it doesn't do planning."

Two studies funded by Sweden/Diakonía that CELCADEL plans to complete within the next two months may be of interest to USAID for future work related to citizen participation. These studies are being carried out in El Salvador and concern: a) the importance of relations between municipalities and NGOs, and b) forms of citizen participation at the local level.

## 2. Consortium of Civic Education NGOs

Source of information: Interviews with the Consortium Coordinator and Secretary, as well as with the Executive Director of another member NGO and with CREA staff; written materials produced by the Consortium.

This Consortium was born out of the pre-electoral work done by five Salvadoran NGOs (some of which was financed by USAID through CIVICA) during the pre-electoral process in mid-1993. Following the 1994 elections, the five organizations decided to continue working together on initiatives related to civic education and action, formalizing the Consortium in early 1994. Organizational materials explain its purpose as follows:

"We are convinced that every day it becomes more necessary and urgent to create spaces for men, women and youth to participate and decide for themselves their present and future.

"That is life in democracy: the population looking out for its interests, analyzing and resolving in solidarity its own problems, together building a better tomorrow for all."

In the first half of 1995, four of the five Consortium NGOs participated in the CIVICA "Youth for Democracy" project, along with three other organizations - each with an individual grant. However, all five member NGOs participated in the INIAP/Kettering training in January of that year, and all participated in Rounds Three and Four of the CIVICA project, together with the other three NGOs.

Meanwhile, the Consortium developed and presented a proposal to NORAD for a two-year project titled, Formación Cívico-Política para la Participación Ciudadana, involving local-level civic participation (not exclusively for youth) in 30 municipalities in five Departments. When that project was approved (beginning of CIVICA Round 3), the head of one of the NGOs (who had been chosen by the eight CIVICA groups as their overall Coordinator), left that organization to become the full-time Consortium Coordinator/project manager. The objective of that project is "to offer the population in general a variety of educational opportunities for the purpose of promoting and improving citizens' direct organization and participation in activities that contribute to the social, economic and political development of their communities and of the country." NORAD funding totals US\$550,000, which covers the Coordinator, three full-time Civic Promoters for every two municipalities (45 in all), plus 10 volunteer Civic Educators per municipality who receive only small stipends. All office space, equipment and other basic project infrastructure is covered through in-kind support from MS/Denmark. Prior to start-up in April 1996, the Lutheran Church expressed interest, and provided an additional two-year grant of US\$200,000 to add seven municipalities in a sixth Department. Activities include five major components:

A. Civic Education Workshops in the 37 municipalities - four hours each; 30 persons. Subjects include Citizens Rights and Responsibilities, the Municipal Code, the Three Branches of Government, Voting, Civil Society and Participation, and other related topics.

B. Departmental Course for Volunteer Civic Educators - for a maximum of 30, held in the municipal seat for any interested persons previously selected by Civic Promoters. The purpose is to train municipal residents "so that they may collaborate in citizen education, organization and participation activities." The 10 Civic Educators per municipality are selected from among these

trainees. The Course consist of 32 hours of study carried out in eight sessions of four hours each. It is divided into three areas: Pedagogical Area, Civic-Political Area, and Development Area, which in turn are divided into eight modules. Classes are generally carried out on Saturday or Sunday at a time that is most convenient for the majority of participants. The first of these courses began on June 29 in San Vicente.

C. Municipal Citizen Participation Forums - "events where the local population meets to dialogue, analyze and seek alternative solutions to local or national problems that they themselves have considered important to address."

D. Departmental Citizen Participation Forums - where "representatives of municipalities meet to analyze problems and alternative solutions from the Departmental point of view."

Note: Components 3 & 4 employ the adapted Kettering method used in the CIVICA project.

E. Support for Civic Initiatives by the Population - "As a product of the problems analyzed in the forums, initiatives and activities by the population emerge." These are "supported by this project in accordance with available resources and the nature of the activities."

Project results are expected to include a network of duly-trained, volunteer Civic Educators in each municipality; improved knowledge and use by citizens of public institutions (municipality, SET, PNC, PDDH, etc.); and local groups interested in and minimally trained to promote civic participation and improvement of the community.

As reported by the project Coordinator: "Civic Promoters are advised to maintain good relations with local government officials, but not to install the project in the municipality." He explained that "mayors often see projects as theirs, and want them installed in the municipal building; this lends itself to political manipulation."

3. Segundo Montes Community Association (SMCA) and Committee for the Development of the Municipality of Meanguera (CODEM) - both in Meanguera, Morazán

Source of information: Field trip to Meanguera: joint interview with the President and Secretary of SMCA; focus group interview with 4 CODEM members, including the Mayor of Meanguera, a member of the Municipal Council, and community leaders from two Meanguera Cantons; discussions with two PROCAP/FUNDAMUNI Coordinators assigned to Morazán; documents, including a draft "Plan of Action for the Development of the Municipality of Meanguera."

The history of the Segundo Montes Community (SMC) is well known throughout the region. After nine years as displaced persons in a camp just over the border in Honduras, in 1990 some eight thousand Salvadorans who had fled the armed conflict were repatriated and re-settled in Segundo Montes within the municipality of Meanguera in northern Morazán. With them, they brought the political, social and economic organizations they had created and consolidated while in exile, implanting them as a total package in their new community. In essence, this tightly-knit collective (which has been the subject of numerous anthropological and sociological studies) became known for its highly developed social organization, citizen participation and solidarity. Recently, however, citizen solidarity in Segundo Montes, which is made up of five different communities, has been seriously challenged by internal divisions resulting from the splintering off of the PD from the FMLN, presenting a new political option which some, but not all, community leaders and members have chosen to support.

Against this backdrop, the contrast between the forms of citizen involvement observed in the two groups visited during a recent field trip to Meanguera was striking.

A. SMCA - According to Association officials, of the approximate 7,000 residents of Segundo Montes, some 300 are members of SMCA which has legal recognition from the Meanguera town council. Its structure consists of a General Assembly, a Board of Directors, and two working groups: an Outreach and Relations Commission, whose mandate, over and above land issues, appears ill-defined (the SMCA Secretary with whom we met chairs this group); and a Social Commission, whose main task is to help provide housing for families who are without shelter due to the war. For this purpose, those employed members of the community are asked to contribute one percent of their salaries. According to the SMCA president, Association dues are "supposed to be one Colón per month," but he was unsure about how many members actually pay.

Among the institutions held collectively by the community are the Segundo Montes Foundation (through which many millions of dollars have flowed to the community from abroad), the Communal Bank, a Communal radio station; and a construction company. Since their return, SMC residents have been pressing for settlement of land tenure/titling issues. As one of the areas designated as "Human Settlements" (HS) by virtue of the 1992 Peace Accords, those negotiations are pursued through a tripartite group involving the FMLN, GOES and MINUSAL. To date, there have been 650 beneficiaries of the Land Transfer Program (PTT), with 50 cases still pending. Others are to be addressed through the HS program. The SMCA officials interviewed were also preoccupied largely with those issues. They reported that, increasingly, residents lose patience and move out to other parts of the country where they may already have land. Thus, the population of SMC is on the decline.

When asked about SMCA's approach to community development and planning, the President explained that, while the Association has no particular planning process, he has a plan in mind, once land issues are settled. His economic plan would emphasize the "consolidation of production and the opening of markets," based on hog raising and the production of ancillary commodities such as feed concentrates and cold cuts. In addition, the plan would call for the installation of basic services, such as water and electric power (light and TV).

In response to inquiries about other activities that benefit the community, the Secretary mentioned the Asociación de Desarrollo Integral de la Mujer (ADIM), which she said has upwards of 700 members in the community (over twice as many as SMCA) and of which she is an active member. She described ADIM's efforts as raising women's awareness of their rights, and addressing such issues as credit and training, including vocational education (e.g., for a pickled vegetable factory which has been established), and civic education (training by a female judge on the Family Code). ADIM has also launched a radio campaign to orient women about land ownership/inheritance issues, advising that they co-sign property titles with their husbands to avoid future complications. Finally, SMCA officials mentioned the positive contribution made to the community by the PROCAP Youth Program, particularly through the Sports Schools it sponsors.

B. CODEM - The Meanguera CODEM is made up of 14 members, including the Mayor and First Councilman, two representatives from the municipal seat ("casco urbano"), two each from three Cantons, and four from the fourth Canton (which includes most of the SMC). They were chosen by a 27-member group of made up of officials from the municipal council and community leaders from all four Cantons and 13 Caseríos in Meanguera - including the five communities within Segundo Montes (no small fete for Seminar planners) - who participated in a two-day municipal Planning Seminar organized and facilitated by PROCAP/FUNDAMUNI (Programa de Capacitación y Apoyo/Fundación de Apoyo a los Municipios de El Salvador) in February 1996. In short, the CODEM is an informal entity organized by a representative group of citizens committed to the development of their municipality. It seeks to strengthen existing organizations, not to create a new, separate legal entity.

Through a participatory process designed by PROCAP/FUNDAMUNI for this purpose, Seminar participants formulated a draft Plan of Action for the Development of the Municipality of Meanguera, and created the CODEM to refine and disseminate it. CODEM members are also responsible for ensuring two-way communication with their respective constituents, as well as citizen participation in on-going planning and resultant actions. Likewise, they are charged with preparing and presenting to appropriate potential donors proposals for achieving the plan's objectives (with PROCAP's on-going technical assistance to identify possible governmental/non-

governmental sources of support and their respective requirements and procedures).

The draft Plan of Action includes two lists of needs identified and prioritized by Seminar participants. One addresses infrastructure needs, while the other covers socio-economic problems. This is followed by an outline of objectives and goals for each need in order of priority. The draft document also contains maps of El Salvador, the Department of Morazán, and the municipality of Meanguera, as well as sections which recap the Seminar agenda, and list the names, titles and areas represented by participants. The Plan is divided into three sections: a) Diagnostic - Identification and Prioritization of Needs & Problems; b) Objectives & Goals; and c) Committee for Development of the Municipality, showing those chosen by the group for the CODEM. Regarding PROCAP's role, the document states clearly that it was "strictly to coordinate and facilitate the development of the seminar."

Based on the draft Plan - now being refined by CODEM members through consultation with their respective constituents, and with feedback discussed at bi-weekly meetings facilitated by PROCAP - the CODEM is to prepare proposals (or "packages" where the needs of two or more communities are similar) and plan how they will be presented to the most appropriate sources of potential support.

In discussing this process with the mayor and three other CODEM members interviewed, they emphasized that the Plan will be used as the central item on the agenda of the next Cabildo Abierto, and as a tool for continuing discussion and action by citizens. As the mayor put it: "This gives one a starting point." She noted that during the monthly meetings of the Departmental Council of Mayors (CDA), her colleagues "always complain about having to hold Cabildos without knowing what to say or having resources to meet citizen needs." She then explained that, for her as mayor, the Development Plan formulated by Seminar participants was a great relief since, because it was produced by key leaders from all parts of the municipality, she is no longer alone in facing citizen expectations and the pressures they generate. When asked about the downside of "giving away official power" to CODEM members, the councilman (who had brought the draft Plan with him) responded immediately, with affirmation by the mayor: "It is very important that others participate. This does not take away anyone's responsibility; the mayor is still mayor, council members are still council members, and so forth." He then added, "que se organicen!"

The two community leaders interviewed during this focus group session were quick to explain why they considered the Seminar and planning process such significant steps forward for them and their constituents (with whom they had already discussed the draft). They reported that, not only had their needs been taken into account, but that by participating they had come to understand more clearly the importance of identifying and prioritizing needs on the

basis of objective criteria, such as the degree of urgency and the number of people affected, even though the priorities selected may not be those of their communities. Interviewees also reported that the mayor has given legal recognition to nine communal associations since taking office, and that others are in process. As the councilman said, "Let them get organized!"

The strong overall impression which resulted from this focus group discussion was that, thanks to its facilitator/supporter approach to citizen participation, its genuine commitment to local empowerment, and its on-going presence in the community, PROCAP/FUNDAMUNI has been able to lay the groundwork for solid municipal development planning by concerned citizens.

**NOTE:** PROCAP/FUNDAMUNI has facilitated such local planning processes in 18 different municipalities in Chalatenango and Morazán, each of which now has its own Action Plan and CODEM. For a case study of PROCAP/FUNDAMUNI, also prepared by this MSI Contractor, see the up-coming report on the evaluation of USAID's MDCP Project, which was carried out by another firm.

ANNEX 1

## DESCRIPTION/SPECIFICATIONS/WORK STATEMENT

### C.1 BACKGROUND: Please add the following:

An extension of this contract is necessary to provide a bridge between the findings and recommendations from the National Reconstruction Program (NRP) evaluation related to Intermediate Result No. 3, "Local level democratic institutions built and civic participation increased" of Strategic Objective #1 "Assist El Salvador Make the Transition from War to Peace," and the end-of-pilot phase evaluation of the Municipal Development and Citizen Participation Project. An extension of this contract will ensure that USAID is able to fully apply what it has learned in the area of local level democratic institutions and citizen participation under the NRP evaluation to the next phase of implementation of the Municipal Development Project. If the contract is not extended, the lessons learned related to local level democratic institutions and citizen participation may be lost to the Municipal Development Project.

### C.2 TITLE (Unchanged)

### C.3 OBJECTIVE: Please add the following:

To continue the services of one member of the team (the PVO/NGO Participation Specialist) responsible for the evaluation of USAID El Salvador's contribution to "Assist El Salvador Make the Transition from War to Peace." This evaluation included an articulation of lessons learned from this Program, and provision of key recommendations of what further activities might be undertaken by the USG to consolidate the Peace Process.

### C.4 STATEMENT OF WORK Please add the following:

During the extension of services of the PVO/NGO Participation Specialist, the Contractor will work in close collaboration with the Cambridge Consulting Co. team, which is under contract to evaluate the Municipal Development and Citizen Participation Project, to integrate findings from the evaluation of the NRP Project, and from other selected participatory methodologies, into the Municipal Development Project evaluation.

This statement of work will be divided into four tasks:

**Task 1** will consist of applying findings from the evaluation of the NRP Project related to Intermediate Result No. 3, "Local level democratic institutions built and civic participation increased" of the Special Strategic Objective "Transition from War to Peace," to the evaluation of the Municipal Development

and Citizen Participation Project. This will involve relating findings on development of municipal institutions and citizen participation in local governance from the NRP evaluation, to the findings and recommendations for the Municipal Development Project evaluation, incorporating lessons learned as appropriate.

**Task 2** will consist of assessing and documenting one model for citizen participation at the municipal level, which is not USAID-funded, as a control group to permit the drawing of comparisons and new lessons that may be applied in designing the next phase of the Municipal Development Project. Results will be incorporated into the Municipal Development evaluation report to be submitted by Cambridge Consulting Co.

**Task 3** will be to evaluate selected citizen participation activities carried out under the Democratic and Electoral Processes project. This will entail interviewing the Contractor for the Democratic and Electoral Processes Project (CREA), reviewing monitoring reports prepared by CREA, meeting with representatives of participating NGOs, and observing project activities. It will be important to explore issues of sustainability and impact with the NGOs and others that were involved in the activities. This task will be divided into two phases: a) a preliminary assessment of outcomes from the CREA Project for incorporation into the Municipal Development evaluation report; and b) a more in-depth evaluation of the selected participation model implemented by CREA, to be submitted by the Contractor as a separate evaluation report to include lessons learned and suggestions as to how findings might relate to the next phase of the Municipal Development project.

**Task 4** will be to evaluate, to the extent feasible and time permitting (to be determined jointly by USAID and the Contractor), the selected citizen participation activities identified in the inventory of models prepared by Sandra Dunsmore. This will entail interviewing the implementing entities, visiting activity sites and interviewing participants, and reviewing any monitoring and evaluation reports available. Any early findings should be incorporated into the body of the Municipal Development evaluation; any subsequent findings should be included in the separate evaluation report on CREA activities to be submitted to USAID by the Contractor.

**C.5 METHODOLOGIES AND PROCEDURES** (Unchanged)

**C.6 REPORTS** Please add the following:

The Contractor shall provide the USAID the following:

1. Findings from the first two tasks (i.e., the NRP evaluation and the control group study) and the preliminary assessment of the CREA project, and any other participatory methodology examined, will be incorporated into the body of the Municipal

Development evaluation report to be submitted to USAID by Cambridge Consulting Co.; a more detailed description of the control group will also be prepared as an annex to that report.

2. For tasks three and four, a separate evaluation report will be prepared and submitted by the Contractor, including findings of the evaluation and recommendations on how those findings may be applied to the next stage of the Municipal Development Project.

C.7 SPECIAL PROVISIONS (Unchanged)

## CONTRACTOR PROFILE

JOAN M. GOODIN  
Senior Associate  
Management Systems International (MSI)

Ms. Goodin has over 15 years of experience managing and evaluating civil society/citizen participation activities, particularly in Central and South America. She has special expertise in organization development, process facilitation, and project design, management and evaluation. Areas of special interest/experience include PVOs/NGOs, civil society, organizational sustainability, environment and natural resource management, women in development, and managing change efforts. Recently, Ms. Goodin served as a member of the team that evaluated the USAID/El Salvador National Reconstruction Program, and prior to that she served as Team Leader for a participatory impact evaluation of USAID/ODI's Centro DEMOS conflict resolution project. Through the GENESYS project, she carried out an assessment of the incorporation of gender considerations in the activities of the Fundación Empresarial Obrera Salvadoreña (also for ODI).

She was project director for the NGO workshop component (community-based ecotourism and GIS applications) of USAID's MAYAFOR project in Guatemala, Belize and Mexico. Under USAID/G-CAP's RENARM project, Ms. Goodin facilitated a regional coordination meeting with the seven USAID Missions in the region, plus partner organizations. For RENARM, she also led a survey of the needs and perceptions of environmental NGOs in the seven countries of the region, titled Voices from the Field.

Earlier this year, Ms. Goodin planned and facilitated a participatory two-day workshop and follow-on process to design the next five-year phase of USAID/Brazil's national biodiversity/resource conservation program, and advised the USAID Representation there on issues related to team-building in support of the Agency's re-engineering objectives. Last year, she served on the team that evaluated USAID/Nicaragua's SDI (Strengthening Democratic Institutions) project, covering the NGO/PVO, human rights, labor and other components. She has delivered institution-building training and technical assistance to NGOs at the international level, as well as at the national and local level in every country of Latin America and in many countries of Africa, Asia, the Baltic Republics, Spain and the U.S. Ms. Goodin has served as director of a number of PVOs, managing projects in various parts of the world. She also has significant experience in the policy development arena, having served as AA to a member of Congress and as chair of an InterAction PVO Policy Subcommittee. Ms. Goodin served as a U.S. delegate to seven international conferences of the U.N., OAS and NATO, and as a USIA American Specialist in Bolivia, Peru, Guatemala and Spain. She has an AA with Distinction from The George Washington University, with further studies in areas ranging from Spanish Language and Civilization to Management, Economics, Psychology, and Organization Development.

**ANNEX 2**

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PERSONS CONTACTED

**CREATIVE ASSOCIATES INTERNATIONAL, INC. (CREA)**

Bradford W. Brooks, Director of Program Development  
Harold Sibaja, Director, CREA El Salvador  
Claudia Pérez de Vargas, Technical Advisor, Democratic and Electoral Processes Project

**SALVADORAN NON-GOVERNMENTAL ORGANIZATIONS (NGOs)**

**Asistencia Latinoamericana para el Desarrollo Humano y Organizacional (ALADHO)**  
Luis Méndez Menéndez, Presidente

**Asociación de Mujeres para la Democracia "Lil Milagro Ramírez" (AMD)**  
Patricia López, Vice President; Coordinator Partners of the Americas/INIAP Program

**Asociación para la Autodeterminación y Desarrollo de la Mujer (AMS)**  
Guadalupe Portillo, Coordinator, Program on Power and Rights for Women

**Centro Latinoamericano de Capacitación y Desarrollo de los Gobiernos Locales (IULA-CELCADEL)** Ernesto Barraza Ibarra, Technical Staff

**Consortio de ONGs de Educación Cívica**  
Astul Yanes, Coordinator  
Celina de Monterrosa, Secretary

**Corporación Camino a la Paz (CAPAZ)**  
Jorge Posadas, Executive Director  
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Guadalupe Ibarra, Advisor for Municipal Gov. Financial Admin., Morazán

**Fundación Buen Ciudadano**  
Julio Rafael Menjívar Rubio, Vice-President

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55

Salomón Alfaro, Director of Citizen Safety Program  
Nicolás Tobias, Municipal Government Program

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Instituto de Estudios Jurídicos de El Salvador (IEJES)  
Maribel Amaya, Secy., Board of Directors; Coor., Partners/INIAP Program

Patronato Pro Integración de la Mujer al Desarrollo (PIMUDE)  
Julia de Houdelot, President  
Margarita María Zelaya, Vice President  
Ana María Parada de Castillo, Director, Education Committee

#### MUNICIPAL LEADERS & COMMUNITY MEMBERS

Octavio del Cid Chicas, Mayor of Joateca, Morazán  
Concepción Márquez, Mayor of Meanguera, Morazán  
Rigoberto Alvarado, Mayor of Nueva Trinidad, Chalatenango  
Manuel Cartagena, Mayor of San José Las Flores, Chalatenango  
Manuel Serrano, Mayor of San Isidro Labrador, Chalatenango  
Lisandro Monje, Mayor of San Antonio Los Ranchos, Chalatenango  
Jesús Márquez Romero, Mayor of Chalatenango  
Milton ?, President of Community Association, Arcatao, Chalatenango  
Leoncio ?, President of Community Association, San Antonio Los Ranchos,  
Tomás Argueta, Council Member (Primer Regidor), Meanguera, Morazán  
Ignacio Chicas, Community Leader, Guacamaya Canton, Meanguera, Morazán  
Focus Group with 3 Community Leaders/Council members and Mayor of Meanguera,  
Morazán, all members of the Municipal Development Committee  
Darío Chicas, President & Rosa Elia Argueta, Secretary, Segundo Montes Community  
Association, Meanguera, Morazán  
Focus Group with the Mayor and Secretary of Municipal Council, and 11 Community  
Leaders - all members of the Municipal Development Committee,  
Joateca, Morazán  
Julián López, President & 10 directors of the Modelo II Community Association,  
San Salvador  
27 women, men and students from San Miguel, Santa Ana, Usulután, and San Salvador  
who participated in the June 14 National Forum on Citizen Security

#### OTHER KEY INFORMANTS

David Escobar Galindo, Rector, Universidad Dr. José Matías Delgado  
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Eleanora de Alto, RTI Director of Participation, MDCP Project

#### USAID/EL SALVADOR

Kristin Loken, Director, Office of Democratic Initiatives (ODI)  
Carrie Thompson, Deputy Director, ODI  
Tom Hawk, Urban and Rural Development Division (IRD-URD) Coordinator  
Jacob Harrush, IRD-URD

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ANNEX 3



<b>IV. Usulután ^</b>	32.	Berlín*	F I y F II	ISD e IDD
	33.	Jucuapa*	F I y F II	ISD e IDD
	34.	Santiago de María*	F I y F II	IMC e IDD
	35.	Mercedes Umaña*	F I y F II	ISD
	36.	Estanzuelas*	F I y F II	ISD
	37.	Jiquilisco*	F I y F II	ASPAD e ISD
	38.	Usulután*	F I y F II	ASPAD
	39.	Jucuarán*	F I y F II	ASPAD
	40.	Concepción Batres*	F I y F II	ASPAD
	41.	Santa María	F I	IMC
	42.	Santa Elena	F I	IMC
	43.	Ozatlan	F I	IMC
	44.	Tecapan	F I	IMC
	45.	Alegria	F I	ISD
	46.	Puerto El Triunfo	F I	ASPAD
	47.	California	F I	IDD
	48.	El Triunfo	F I	IDD
	49.	Nueva Granada	F I	IDD
	50.	San Agustín	F I	IDD
	51.	San Francisco Javier	F I	IDD
	52.	San Buenaventura	F I	IDD
	53.	Santa Elena	F I	IDD
	54.	Ereguayquin	F I	IDD
	<b>V. San Salvador</b>	55.	San Salvador	F II
56.		Soyapango	F II	CAPAZ
57.		Mejicanos	F II	CAPAZ
58.		San Marcos	F II	CAPAZ
59.		Santo Tomás	F II	CAPAZ
60.		Apopa	F II	ISD
61.		Nejapa	F II	ISD
62.		El Paisnal	F II	ISD
63.		San Martín	F II	ASPAD
64.		Ayustuxtepeque	F II	ASPAD
65.		Ilopango	F II	ASPAD
<b>VI. La Libertad</b>	66.	Santa Tecla	F II	CAPAZ
	67.	Quezaltepeque	F II	CAPAZ
	68.	San Juan Opico	F II	CAPAZ
	69.	Puerto La Libertad	F II	ISD
	70.	San Pablo Tacachico	F II	ISD
	71.	Zaragoza	F II	ISD
	72.	Antiguo Cuscatlán	F II	ASPAD
	73.	Huizucar	F II	ASPAD
74.	Jayaque	F II	ASPAD	

<b>VII. La Unión</b>	75.	La Unión	F II	ISD
	76.	San Alejo	F II	ISD
	77.	Conchagua	F II	ISD
	78.	Santa Rosa de Lima	F II	ASPAD
	79.	Pasaquina	F II	ASPAD
	80.	Anamoros	F II	ASPAD
<b>VIII. Chalatenango</b>	81.	Nueva Concepción	F II	ISD
	82.	La Palma	F II	ISD
	83.	Tejutla	F II	ISD
	84.	Chalatenango	F II	ASPAD
	85.	Concep. Quezaltepeque	F II	ASPAD
	86.	La Laguna	F II	ASPAD
<b>IX. La Paz ^</b>	87.	San Luis Talpa*	F I y F II	IDD e ISD
	88.	San Pedro Nonualco	F II	ISD
	89.	Santiago Nonualco*	F I y F II	IDD e ISD
	90.	Olocuilta*	F I y F II	IDD e ASPAD
	91.	Zacatecoluca*	F I y F II	IDD e ASPAD
	92.	San Juan Nonualco*	F I y F II	IDD e ASPAD
	93.	Santa María Ostuma	F I	IDD
	94.	La Herradura	F I	IDD
	95.	San Rafael Obrajuelo	F I	IDD
<b>X. San Miguel ^</b>	96.	San Miguel*	F I y F II	CAPAZ e ISD
	97.	Nueva Guadalupe	F II	ISD
	98.	Lolotique	F II	ISD
	99.	Chinameca*	F I y F II	CAPAZ e ASPAD
	100.	Moncagua	F II	ASPAD
	101.	Chapeltique	F II	ASPAD
	102.	Chirilagua	F I	CAPAZ
	103.	El Tránsito	F I	CAPAZ
	104.	San Rafael Oriente	F I	CAPAZ
<b>XI. Morazán</b>	105.	Jocoro	F II	ISD
	106.	San Francisco Gotera	F II	ISD
	107.	San Carlos	F II	ISD
	108.	Oscicala	F II	ASPAD
	109.	Meanguera	F II	ASPAD
	110.	Cacaopera	F II	ASPAD
<b>XII. Cabañas</b>	111.	Ilobasco	F II	ISD
	112.	Cinquera	F II	ISD
	113.	Tejutepeque	F II	ISD
	114.	Sensuntepeque	F II	ASPAD
	115.	San Isidro	F II	ASPAD
	116.	Villa Victoria	F II	ASPAD

<b>XIII. San Vicente ^</b>	117.	Tecoluca*	F I y F II	IDD e ISD
	118.	San Esteban Catarina*	F I y F II	IDD e ISD
	119.	San Sebastián*	F I y F II	IDD e ISD
	120.	San Vicente*	F I y F II	IDD y ASPAD
	121.	Apastepeque*	F I y F II	IDD y ASPAD
	122.	Santo Domingo*	F I y F II	IDD y ASPAD
	123.	San Idelfonso	F I	IDD
<b>XIV. Cuscatlán ^</b>	124.	Cojutepeque*	F I y F II	ASPAD e ISD
	125.	San Pedro Perulapán*	F I y F II	ASPAD e ISD
	126.	Tenancingo	F II	ISD
	127.	Suchitoto*	F I y F II	ISD y ASPAD
	128.	San José Guayabal*	F I y F II	ISD y ASPAD
	129.	San Bart. Perulapía	F II	ASPAD
	130.	El Carmen	F I	ISD y ASPAD
	131.	Santa Cruz Michapa	F I	ISD y ASPAD
	132.	San Rafael Cedros	F I	ISD y ASPAD
	133.	Candelaria	F I	ISD y ASPAD
<b>Total de Departamentos cubiertos</b> 14	<b>Total de Municipios cubiertos</b> 133		<b>Total de ONGs</b> 4	

Nota:

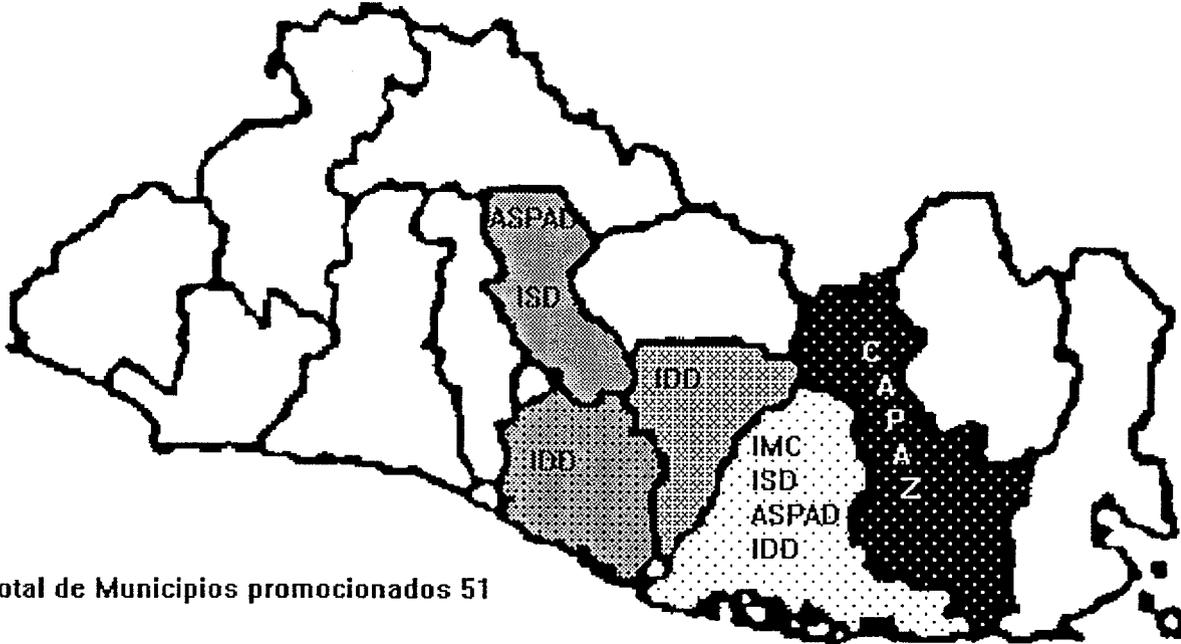
^ Departamentos cubiertos en Fase I y Fase II.

\* Municipios cubiertos en Fase I y Fase II.

# Municipios cubiertos por más de una ONG en la misma Fase.

65

ETAPA PRE ELECTORAL FASE I



Total de Municipios promocionados 51

Total de Departamentos promocionados 5



ANNEX 4

**PROYECTO PROCESOS DEMOCRATICOS Y ELECTORALES/ETAPA POST ELECTORAL  
ORGANIZACIONES SUB CONTRATADAS, PROYECTOS EJECUTADOS Y BENEFICIARIOS ATENDIDOS**

SIGLA	NOMBRE INSTITUCION	NOMBRE DE PROYECTO	BENEFICIARIOS ATENDIDOS
ASPAD I	Asociación Salvadoreña para la Paz y la Democracia	"Juventud y Democracia"	Jóvenes rurales
ISD I	Iniciativa Social para la Democracia	"Juventud y Democracia"	Jóvenes rurales
ISED I	Instituto Salvadoreño de Estudios Democráticos	"Juventud y Democracia"	Jóvenes rurales
CAPAZ I	Corporación Camino a la Paz	"Juventud y Democracia"	Jóvenes rurales
AMD	Asociación de Mujeres para la Democracia "Lil Milagro Ramírez"	"Divulgación y Difusión del Código de Familia"	Mujeres rurales
PIMUDE	Patronato Pro- Integración de la Mujer al Desarrollo	"Conciencia Ambiental"	Mujeres y estudiantes
MMMM	Movimiento Comunal de Mujeres de Morazán	"Por la No Violencia Contra la Mujer"	Mujeres rurales
AMS	Asociación para la Autodeterminación y Desarrollo de Mujeres Salvadoreñas	"Poder y Derecho para las Mujeres"	Trabajadoras del sexo, mujeres rurales y urbanas
CONAMUS	Cordinadora Nacional de Mujeres	"Poder y Derecho para las Mujeres"	Mujeres rurales
ADEMUSA	Asociación de Mujeres Salvadoreñas	"Poder y Derecho para las Mujeres"	Mujeres rurales
UNES	Unidad Ecológica Salvadoreña	"Acción Cívica en Grupos Ecológicos"	Mujeres y jóvenes rurales
VICTORIA	Radio Victoria	"Educación Cívica Radiofónica"	Pobladores rurales
SUCHITLAN	Radio Suchitlán	"Educación Cívica Radiofónica"	Pobladores rurales
EXCEL	Radio Excel	"Educación Cívica Radiofónica"	Pobladores rurales
ULUA	Radio Ulua	"Educación Cívica Radiofónica"	Pobladores rurales
TEO RADIO	Teo Radio	"Educación Cívica Radiofónica"	Pobladores rurales
COOPERATIVA	Radio Cooperativa	"Educación Cívica Radiofónica"	Pobladores rurales
ASPAD II	Asociación Salvadoreña para la Paz y la Democracia	"Juventud para la Democracia"	Jóvenes rurales y urbanos
ISD II	Iniciativa Social para la Democracia	"Juventud para la Democracia"	Jóvenes rurales y urbanos
ISED II	Instituto Salvadoreño de Estudios Democráticos	"Juventud para la Democracia"	Jóvenes rurales y urbanos
CAPAZ II	Corporación Camino a la Paz	"Juventud para la Democracia"	Jóvenes rurales y urbanos
ALADHO	Asistencia Latinoamericana para el Desarrollo Humano y Organizacional	"Juventud para la Democracia"	Jóvenes rurales y urbanos
IDD	Instituto para el Desarrollo y la Democracia	"Juventud para la Democracia"	Jóvenes rurales y urbanos
FBC	Fundación Buen Ciudadano	"Juventud para la Democracia"	Jóvenes rurales y urbanos
FUNDASPAD III	Fundación Salvadoreña para la Democracia y el Desarrollo Social	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
ISD III	Iniciativa Social para la Democracia	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
ISED III	Instituto Salvadoreño de Estudios Democráticos	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
CAPAZ III	Corporación Camino a la Paz	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
ALADHO II	Asistencia Latinoamericana para el Desarrollo Humano y Organizacional	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
IDD II	Instituto para el Desarrollo y la Democracia	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
FBC II	Fundación Buen Ciudadano	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.
IEJES	Instituto de Estudios Jurídicos de El Salvador	"Participemos en Democracia"	Líderes comunales y miembros de la comunidad.

## COBERTURA DE ZONAS TRABAJO

"JUVENTUD Y DEMOCRACIA"

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	J	ISEP	6	SONSONATE	SAN JULIAN	1 - SAN JULIAN ZONA URBANA 2 - CANTON LOS LAGARTOS 3 - CASERIO SANTA CRUZ TAZULAP
					NAHUILINGO	4 - NAHUILINGO URBANO
					SONSONATE	5 - LOCAL DE CAPS (INST. TOMAS JEFFERSON) 6 - ESCUELA DOLORES BRITO 1 Y 2
2	K	ISD	6	CUSCATLAN	SUCHITOTO	1 - SUCHITOTO URBANO 2 - EL CAULOTE (TENANGO)
				SAN VICENTE	TECOLUCA	3 - LAS PAMPAS 4 - BARRIO EL CALVARIO
				USULUTAN	BERLIN	5 - BERLIN URBANO 6 - CANTON COLON (CANTON LOMA ALTA)
3	L	ASPAD	6	LA PAZ	ZACATECOLUCA	1 - EL ESPINO ABAJO 2 - BARRIO SAN JOSE
					SAN JUAN NONUALCO	3 - SAN JOSESITO 4 - BARRIO EL CALVARIO
					SAN RAFAEL OBRAJUELO	5 - ZONA URBANA DE SAN RAFAEL OBRAJUELO 6 - COMUNIDAD LA PALMA
4	M	CAPAZ	6	LA LIBERTAD	COLON	1 - ESC 5 CEDROS (COL. SAN ANTONIO-5 CEDROS) 2 - INSTITUTO NACIONAL DE LOURDES (comu Lourdes 2)
				SAN SALVADOR	SAN MARCOS	3 - COMUNIDAD 10 DE OCTUBRE 1 Y 2 4 - ESC "JARDINES DE SAN MARCOS" (Sn Marcos urbano)
					SANTO TOMAS	5 - CANTON POTRERIOS 6 - CANTON CASITAS

TOTAL DE COMUNIDADES

24

## COBERTURA DE ZONAS TRABAJO

"Capacitación y Divulgación del Código de Familia"

N°	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	O	AMD	3	SAN SALVADOR	PANCHIMALCO ROSARIO DE MORA SANTO TOMAS	1-PANCHIMALCO 2-ROSARIO DE MORA 3-SANTO TOMAS

TOTAL DE MUNICIPIOS

3

## COBERTURA DE ZONAS TRABAJO

"Conciencia Ambiental"

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	H	PIMUDE	7	SAN SALVADOR	SAN MARTIN	*1 - CANTON LAS ANIMAS *2 - CANTON SAN JOSE PRIMERO *3 - CANTON SAN JOSE SEGUNDO *4 - LA PALMA *5 - LA FLOR *6 - LAS DELICIAS *7 - EL SAUCO
					SOYAPANGO	8 - URB. LOS CONACASTES 9 - COL. GUAYACAN 10 - REPARTO LOS SANTOS 2 11 - COL. EL PEPETO 12 - COL. SAN JOSE 13 - COL. BOSQUES DEL RIO 14 - SAN JOSE # 2 15 - URB. MONTES DE SAN BARTOLO 16 - SAN BARTOLO IV 17 - URB. PRADOS DE VENECIA 18 - URB. LAS MARGARITAS

TOTAL COMUNIDADES

18

## COBERTURA DE ZONAS TRABAJO

"Por la No Violencia Contra La Mujer"

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	G	MOVIMIENTO COMUNAL MUJERES DE MORAZAN	10	MORAZAN	TOROLA	1 - AGUA ZARCA 2 - PLATANARES
					JOCOAITIQUE	3 - JOCOAITIQUE 4 - AGUACATAL (TOROLA)
					ARAMBALA	5 - ARAMBALA 6 - CUMARO
					SAN FERNANDO	7 - SAN FERNANDO 8 - AZACUALPA
					EL ROSARIO	9 - VILLA EL ROSARIO 10 - LA LAGUNA

**TOTAL COMUNIDADES**

**10**

## COBERTURA DE ZONAS TRABAJO

### "Poder y Derecho Para Las Mujeres"

N°	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	N	ADEMUSA	8	SONSONATE	*NAHUIZALCO	1 - PUSHTAN 2 - TAJCUILUJLAN
				LA LIBERTAD	PUERTO DE LA LIBERTAD	3 - EL MORRAL 4 - EL CHARCON 5 - SAN RAFAEL
				AHUACHAPAN	SAN FCO. MENENDEZ	6 - BOLA DE MONTE 7 - CARA SUCIA
				SAN SALVADOR	NEJAPA	8 - GALERA QUEMADA
2	P	AMS	7	SAN SALVADOR	SAN SALVADOR	1 - BARRIO ZURITA 2 - MERCADO CENTRAL
				MORAZAN	CACAOPERA	3 - ESTANCIA 4 - CALAVERA
					CORINTO	5 - GUACHIPILIN 6 - SAN MIGUELITO 7 - SAN JOSE CENTRO
3	Ñ	CONAMUS	5	CABAÑAS	*ILOBASCO	*1 - MENJIVAR *2 - NUEVO PORVENIR
					SAN ISIDRO	3 - LLANITOS
				SAN SALVADOR	*NEJAPA	4 - ALDEA DE MERCEDES 5 - SAN LUIS

TOTAL COMUNIDAD

20

74

## COBERTURA DE ZONAS TRABAJO

"ACCION CIVICA EN GRUPOS ECOLOGICOS"

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	I	UNES	5	CHALATENANGO	NUEVA CONCEPCION	*1 - ARRACAOS 2 - LA CRUZ *3 - NUE VA CONCEPCION *4 - PAÑANALAPA *5 - CEBADILLA
			4	AHUACHAPAN	ATQUIZAYA	6 - ATQUIZAYA 7 - JOYA DEL VENADO 8 - LA LINEA 9 - SAN FRANCISCO

TOTAL COMUNIDADES

**9**

75

# COBERTURA DE ZONAS TRABAJO

## "EDUCACION CIVICA RADIOFONICA"

Nº	Código Mada	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	A	RADIO VICTORIA (ADES)	10	CABAÑAS	VICTORIA	1 - SANTA MARTA 2 - VILLA VICTORIA 3 - VALLE NUEVO 4 - EL RODEO 5 - LA LOMA (EL ZAPOTE) 6 - CAÑA BRAVA (SAN FELIPE) 7 - HONDURITAS(BERMUDA) (SENSUNTEPEQUE) 8 - LOS PITOS (ROJITAS) (EL TIZATE)
					SENSUNTEPEQUE	9 - SAN LORENZO 10 - SAN MATIAS
2	B	RADIO ULUA (ASTAI)	10	MORAZAN	CACAOPELA	1 - CACAOPELA 2 - TIERRA BLANCA 3 - EL RODEO 4 - LA ESTANCIA 5 - OCOTILLO *6 - LAS CRUCITAS *7 - PALO SECO 8 - LLANO NANCE 9 - YANCOLO
					No se especifica en diccionario geográfico	10 - NARANJERA
3	C	RADIO SUCHITLAN (CRC)	10	CUSCATLAN	SUCHITOTO	1 - PALO GRANDE 2 - AGUACAYO 3 - ZACAMIL I 4 - ZACAMIL II 5 - EL ROBLE (SUCHITOTO URBANO) 6 - VALLE VERDE 7 - SAN ANTONIO 8 - EL COROZAL (EL SITIO HACIENDA) 9 - LA MORA 10 - EL CENICERO
4	D	RADIO TEO RADIO (CCC)	10	LA LIBERTAD	TEOTEPEQUE	1 - CANOAS caserío del Cton MIZATA (SAN BENITO) 2 - SAN ISIDRO ARRIBA *3 - LOS IZOTES 4 - EL MATAZANO 5 - LA VEGA 6 - AGUACAYO 7 - METAYO
					JICALAPA	8 - SAN PEDRO (JICALAPA) 9 - LA PEDRERA 10 - LA PERLA
5	E	RADIO EXCEL (ANC)	10	LA LIBERTAD	SAN JOSE VILLANUEVA	1 - SAN PAULINO ( EL LIMON) 2 - EL RENACER LA PAZ 3 - MODELO 92
					ZARAGOZA	4 - EL RIEL 5- LAS VEGAS
					HUIZUCAR	6 - EL ZACATILLO 7 - EL JOBO 8 - SANTA MARTA
					TAMANIQUE	9- EL NANCE
					COMASAGUA	10 - LOS NARANJOS

## COBERTURA DE ZONAS TRABAJO

### "EDUCACION CIVICA RADIOFONICA"

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
6	F	RADIO COOPERATIVA (FECOAGRO)	10	USULUTAN	SANTA ELENA	1 - EL VOLCAN = VOLCAN PIEDRA DE AGUA 2 - JOYA ANCHA ABAJO *3 - SANTA ELENA 4 - LOS JOBOS 5 - CERRO EL MANZAL = CTON. EL NANZAL 6 - LAS CRUCES
					EREGUAYQUIN	7 - PIEDRA ANCHA
					No se especifican en diccionario geográfico	8 - REBALSE 9 - SAN JORGE 10 - SAN PEDRO ARENALES

TOTAL COMUNIDAD

60

Nº	Código Mapa	ONG	TOTAL DE COMUNIDADES	DEPARTAMENTO	MUNICIPIO	LUGARES
1	Q	ISD 2	5	CHALATENANGO	ARCATAO	1 - ARCATAO
					SAN JOSE LAS FLORES	2 - SAN JOSE LAS FLORES
					LAS VUELTAS	3 - LAS VUELTAS
					SAN ANTONIO LOS RANCHOS	4 - SAN ANTONIO LOS RANCHOS
					CHALATENANGO	5 - CHALATENANGO
2	R	ISED 2	5	SONSONATE	SONSONATE	1 - SONSONATE
					SAN ANTONIO DEL MONTE	2 - SAN ANTONIO DEL MONTE
					SAN JULIAN	3 - SAN JULIAN
					ACAJUTLA	4 - ACAJUTLA
					NAHULINGO	5 - NAHULINGO
3	S	IDD	5	SONSONATE	ARMENIA	1 - ARMENIA
					IZALCO	2 - IZALCO
					NAHUIZALCO	3 - NAHUIZALCO
					SONSONATE	4 - SONSONATE
					METALIO	5 - METALIO
4	T	CAPAZ 2	5	LA LIBERTAD	COLON	1 - ESCUELA DEL CANTON 5 CEDROS 2 - INSTITUTO NACIONAL DE LOURDES
				SAN SALVADOR	SAN MARCOS	3 - COMUNIDAD 10 DE OCTUBRE 1 Y 2 4 - COLEGIO METROPOLITANO
					SANTO TOMAS	5 - CANTON CASITAS
5	U	FBC	5	SAN SALVADOR	SAN SALVADOR	1 - NICARAGUA II Y III 2 - MODELO I Y II 3 - ALTOS DEL JARDIN 4 - COMUNIDAD SAN FRANCISCO 5 - FINCA ACECECO - BRISAS DE SAN JACINTO - COMUNIDAD UES
6	V	ASPAD 2	5	SAN SALVADOR	SOYAPANGO MEJICANOS AYUTUXTEPEQUE SAN SALVADOR CIUDAD DELGADO	1 - SOYAPANGO 2 - MEJICANOS 3 - AYUTUXTEPEQUE 4 - SAN SALVADOR 5 - CIUDAD DELGADO
7	W	ALADHO	5	SANTA ANA	TEXISTEPEQUE CHALCHUAPA NEJAPA	1 - TEXISTEPEQUE 2 - CHALCHUPA 3 - NEJAPA
				LA PAZ AHUACHAPAN	SAN LUIS TALPA COATEPEQUE	4 - SAN LUIS TALPA 5 - COATEPEQUE

**COMUNIDADES**  
**"PARTICIPEMOS EN DEMOCRACIA"**

Nº	ONG	Número de comunidades	Departamento	Municipio	Lugares
1	ISD 3	4	CHALATENANGO	LAS VUELTAS	1 - LAS VUELTAS
				SAN ANTONIO LOS RANCHOS	2 - SAN ANTONIO LOS RANCHOS
				ARCATAO	3 - ARCATAO
				LAS FLORES	4 - LAS FLORES
2	ISED 3	4	SONSONATE	SAN JULIAN	1 - SAN JULIAN
				NAHULINGO	2 - NAHULINGO
				ACAJUTLA	3 - ACAJUTLA
				SONSONATE	4 - SONSONATE
3	CAPAZ 3	4	LA LIBERTAD	SANTA TECLA	1 - SANTA TECLA
			COLON	2 - LOURDES	
		SAN SALVADOR	SANTO TOMAS	3- CTON CASITAS y alrededores	
			SAN MARCOS	4- COMUNIDAD 10 DE OCTUBRE	
4	ALADHO 2	4	SANTA ANA	CHALCHUAPA	1 - CHALCHUAPA
				TEXISTEPEQUE	2 - TEXISTEPEQUE
				EL CONGO	3 - EL CONGO
				COATEPEQUE	4 - COATEPEQUE
5	IDD 2	4	LA PAZ	OLOCUILTA	1 - OLOCUILTA
				LA HERRADURA	2 - LA HERRADURA
				SAN PEDRO MASAHUAT	3 - SAN PEDRO MASAHUAT
				SANTIAGO NONUALCO	4 - SANTIAGO NONUALCO
6	FBC 2	4	SAN SALVADOR **	SAN SALVADOR	1- ALTOS DEL JARDIN
					2- BRISAS SAN JACINTO/ASESECO
					3 - MODELO II Y III
					4 - COMUNIDAD UNIVERSITARIA
7	FUNDAS- PAD 3	4	SAN SALVADOR ***	AYUTUXTEPEQUE	1 - AYUTUXTEPEQUE
				NEJAPA	2 - NEJAPA
				APOPA	3 - APOPA
				SAN SALVADOR	4 - SAN SALVADOR
8	IEJES	4	SAN MIGUEL	SAN MIGUEL	1 - SAN MIGUEL
				CHINAMECA	2 - CHINAMECA
				LOLOTIQUE	3 - LOLOTIQUE
				EL TRANSITO	4 - EL TRANSITO

**"PARTICIPEMOS EN DEMOCRACIA"**

**ACCIONES CIVICAS**

<b>CAPAZ</b>	<b>COMUNIDAD</b>	<b>ACCIONES CIVICAS</b>
	Lourdes Colon	Eliminación de crematorio/campaña educativa
	10 de Octubre	
	Casitas	Solicitud a Alcaldía Municipal p/instalación de PNC
	Santa Tecla	Resolver el problema de basura Col. Guadalupe I y II
<b>FUNDASPAD</b>		
	Ayutuxtepeque	Instalación de comité ecológico en Cton. Chancala
	Mejicanos	Campaña de limpieza (comunidad El Progreso)
	Apopa	Reactivación de Junta Directiva Col. Chintuc
	Nejapa	Juramentación de Junta Directiva de Comunidad Los Angelitos y Sushinanguito.
<b>FBC</b>		
	Altos del Jardines	"Curso sobre el manejo del Código Municipal"
	Brisas San Jacinto	A 50 personas seleccionadas entre las 4 comunidades.
	Modelo II y III	
	Comunidad UES	
<b>ALADHO</b>		
	Texistepeque	Mejoramiento de Vías de Acceso en "Y Griega"
	El Congo	Voz y expresión de maras/Seguridad Ciudadana
	Chalchuapa	
	Coatepeque	Campaña de saneamiento ambiental
<b>IDD</b>		
	Santiago Nonualco	Reunión para Constituir ADESCO
	Olocuilta	"Jornada Ambiental"
	San Luis La Herradura	Reunión para Constituir ADESCO
	San Pedro Masahuat	Presentación de pieza de correspondencia a Asamblea relacionada con el agua

	<b>ISED</b>	<b>COMUNIDAD</b> Sonsonate Nahulingo Acajutla San Julián	<b>ACCIONES CIVICAS</b>
	<b>ISD</b>	Arcatao Las Flores Los Ranchos Vueltas	Torneo deportivo y actividades recreativas Torneo deportivo y actividades recreativas Torneo deportivo y actividades recreativas
	<b>IEJES</b>	Lolotique Chinameca Tránsito San Miguel	Petitorio p/decreto de protección a Laguna El Jocotal

CREA  
DEPT. / NAT'L. FORUMS IN CITIZEN SAFETY

FECHA	LUGAR	ONG
18 de mayo 8:30 a.m.	Santa Ana; Sala de Té California, 10a. Av. Sur y 25 calle Pte # 52.	ALADHIO
23 de mayo 8:30 a.m.	Cuscatlán; Cojutepeque, Auditorio Caja de Crédito .	CAPAZ
23 de mayo 8:30 a.m.	Usulután; Av. Guandique N°3 -frente a la Escuela Basilio Blandón-.	IDD
24 de mayo 8:30 a.m.	La Paz; Zacatecoluca, Restaurante Villa Quezada, Barrio San José, 5a Av. Sur.	IDD
24 de mayo 8:30 a.m.	La Libertad; Santa Tecla, Sociedad de Artesanos El Porvenir.	FUNDASPAD
24 de mayo 8:30 a.m.	Morazán; San Francisco Gotera, Gasolinera y Restaurante Los Olivos.	FUNDASPAD
24 de mayo 8:30 a.m.	San Miguel; Auditorio de la Universidad de Oriente.	IEJES
24 de mayo 8:30 a.m.	San Vicente; Auditorio Comunal, contiguo a la Alcaldía Municipal.	CAPAZ
25 de mayo 8:30 a.m.	Sonsonate; Gimnasio del Colegio San Francisco de Asís.	ISED
25 de mayo 8:30 a.m.	San Salvador/Z. Sur; Centro Español, Pasco Gral Escalón y 83 Av. Norte.	FBC
25 de mayo 8:30 a.m.	Abuchapán; Restaurante El Gran Rancho- salida frontera a Guatemala, via Las Chinamas, frente Colonia IVU.	ALADHIO
25 de mayo 8:30 a.m.	La Unión; Santa Rosa de Lima, Escuela Urbana Mixta de Centro américa.	IEJES
25 de mayo 8:30 a.m.	Chalatenango; Instituto Nacional (INFRAN)- arriba de terminal de buses para Arcatao.	ISD
26 de mayo 8:30 a.m.	San Salvador/Z Norte; Auditorio de FEDECACES, 23 y 25 Av. Norte-por Ex Embajada de EEUU.	ISD
26 de mayo 8:30 a.m.	Cabañas; Sensuntepeque, Escuela Fermín Velasco.	ISED
14 de Junio 8:00 a.m.	Hotel El Salvador, salón Maya	Todas las ONG's y CREA Internacional de El Salvador.

82

## FOROS REALIZADOS DESDE 1993 A 1996

### 1993

- 1) "El Sustento de la Democracia" 3 de Diciembre.
- 2) "La Mujer y Su Vocación Democrática" 7 Diciembre.

### 1994

- 3) "Participación de la Mujer en la Etapa Post- Electoral I Parte" 6 de Abril.
- 4) "Participación de la Mujer en la Etapa Post- Electoral II Parte" 13 de Julio.
- 5) "Violencia Doméstica" 24 de Agosto.
- 6) "Juventud en Los Países del Mundo" 20 de Septiembre.
- 7) "Protegiendo El Medio Ambiente" 1º de Noviembre.

### 1995

- 8) "Democratización y Comunicación" 1º de Febrero.
- 9) "Las Organizaciones de la Sociedad Civil y la Práctica de la Democracia" 15 de Marzo.
- 10) "Participación Comunitaria y Democratización" 17 de Mayo.
- 11) "El Salvador de la Guerra a la Paz: Una Cultura Política en Transición" (San Salvador) 10 de Julio
- 12) "El Salvador de la Guerra a la Paz una Cultura Política en Transición"(San Salvador) 11 de Julio
- 13) "El Salvador de la Guerra a la Paz una Cultura Política en Transición" (Santa Ana) 12 de Julio
- 14) "El Salvador de la Guerra a la Paz una Cultura Política en Transición" (San Miguel) 13 de Julio

15) "Las ONG's y los Partidos Políticos: Su Relación"

29 de Noviembre.

**1996**

16) "Sociedad Civil: Experiencia en El Salvador, Guatemala, Colombia, Líbano y Estados Unidos".

2 de Febrero.

17) "Sociedad Civil y Democracia"

3 de Febrero.

INSTITUCIONES PARTICIPANTES EN FOROS Y SEMINARIOS TALLERES  
DE 1993 A 1996.

*PARTICIPACIÓN DE ONG's*

1. ACOGIPRI, Asociación Cooperativa del Grupo Independiente Pro Rehabilitación Integral.
2. ACOMIEL, Asociación Cooperativa de Mujeres Iberoamericanas.
3. ADEMUSA, Asociación de Mujeres Salvadoreñas.
4. ADES, Asociación de Desarrollo Económico Social de Santa Marta.
5. AIE, Alianza Internacional Estudiantil.
6. ALADHO, Organización Latinoamericana para el Desarrollo Humano y Organizacional.
7. AMAR, Asociación Amigos del Árbol.
8. AMCS, Asociación de Mujeres Campesinas Salvadoreñas.
9. AMD "Lil Milagro Ramírez", Asociación de Mujeres para la Democracia.
10. AMDIYEA, Asociación de Morazán para el Desarrollo Integral y Educación Ambiental.
11. AMS, Asociación para la Autodeterminación y Desarrollo de la Mujer Salvadoreña.
12. ANBES, Asociación Nacional del Bambú.
13. ANC, Asociación Nacional Campesina.
14. APROSAI, Asociación para la Promoción de la Salud Integral.
15. ASALDI, Asociación Salvadoreña para el Desarrollo Integral.
16. ASPAGUA, Asociación Salvadoreña de Profesionales del Agua.
17. ASAPROSAR, Asociación Salvadoreña Pro Salud Rural.
18. ASDI, Asociación Salvadoreña para el Desarrollo Integral.
19. Asociación Montecristo.
20. ASPAD, Asociación Salvadoreña para la Paz y la Democracia.
21. ASPI, Asociación de Periodistas Independientes de El Salvador.
22. ASTTUR, Asociación Salvadoreña de Trabajadores de Turismo.
23. Ateneo Salvadoreño de la Mujer.
  
24. CALMA, Centro de Apoyo a la Lactancia Materna.
25. CAM, Centro de Apoyo a la Microempresa.
26. CAPAZ, Corporación Camino a la Paz.
27. CCC, Comunidades Cristianas Campesinas.
28. CEBES, Comunidades Eclesiales de Base de El Salvador.
29. CECADE, Asociación Centro de Capacitación y Promoción de la Democracia.
30. CEDEM, Centro de Estudios Democráticos.
31. CEDES, Consejo Empresarial para el Desarrollo Sostenible.
32. CEDRO, Centro de Educación y Desarrollo Rural.
33. CEF, Centro de Estudios Feministas.
34. CEF - Chiltota.
35. CEMUJER, Instituto de Estudios de la Mujer "Norma Virginia Guirola Herrera".

85

36. Centro de Educación Mundial.
37. CEPRODE, Centro de Protección para Desastres.
38. CESPAD.
39. CESTA, Centro Salvadoreño de Tecnología Apropriada.
40. CIDEP, Corporación Intersectorial para el Desarrollo Económico y el Progreso Social.
41. CIPHES, Consejo Coordinador de Instituciones Privadas de Promoción Humana de El Salvador.
42. CNC, Confederación Nacional Campesina.
43. COACES, Confederación de Asociaciones Cooperativas de El Salvador.
44. CODDICH, Corporación Departamental para el Desarrollo Integral de Chalatenango.
45. CODECUES, Corporación de Desarrollo Educativo y Cultural de El Salvador.
46. COMAFAC.
47. COMCORDE, Comité Coordinador para el Desarrollo Económico de Oriente.
48. COMUNAD.
49. Comunidad Bahais de El Salvador.
50. COMURES.
51. CONAMUS, Coordinadora Nacional de la Mujer.
52. CONFENACOA, Confederación Nacional de Cooperativas Agropecuarias.
53. CONSALUD, Corporación de Organizaciones de Utilidad Pública para la Salud y el Desarrollo Sostenible.
54. Consorcio de Educación Cívica.
55. CORAMS, Centro de Orientación Radial para la Mujer Salvadoreña.
56. Corporación de Radios.
57. Corporación Técnica Sueca.
58. CRC, Comité de Reconstrucción y Desarrollo Económico Social de las Comunidades de Suchitoto.
59. Cruz Verde Salvadoreña.
60. CTS, Central de Trabajadores Salvadoreños.
61. Cuerpo de Paz.
62. CUSO - CANADA.
  
63. **DEMOS.**
64. DIGNAS. Mujeres por la Dignidad y la Vida.
65. Delta Kappa Gamma, Asociación Internacional de Educadores DKG.
  
66. **ESNACIN.** Escuela de Estudios Estratégicos Nacional.
  
67. **FASTRAS.** Fundación para la Autogestión Solidaridad de los Trabajadores Salvadoreños.

68. FEDECONSUMO, Federación de Asociación Cooperativas de Consumo de El Salvador.
69. FEDECOPPS, Federación de Cooperativas de Medianos y Pequeños Productores Agropecuarios de El Salvador.
70. Federación Luterana Mundial Departamento de Servicio Mundial Programa El Salvador.
71. FENASTRAS.
72. FETDURSAL, Fundación Ecológica de Trabajadores para el Desarrollo Urbano y Rural de El Salvador.
73. FLACSO, Facultad Latinoamericana de Ciencias Sociales.
74. FOS, Fomds Voor Omtwikkellingssamemwerking.
75. FRATERPAZ, Fraternidad Ecumenica por la Paz en El Salvador.
76. FUCAD, Fundación Centroamericana para el Desarrollo Humano Sostenible.
77. FUCRIDES, Fundación Cristiana para el Desarrollo.
78. FUDEM, Fundación para el Desarrollo de la Mujer Salvadoreña.
79. FUNDAC, Fundación Cuscatlán.
80. Fundación Amigos del Lago de Ilopango.
81. Fundación Ayúdame a Vivir Pro - Niños con Leucemia.
82. Fundación Ebert.
83. Fundación El Buen Ciudadano.
84. Fundación Semilla.
85. Fundación Tazumal.
86. FUNDALEMPA, Fundación Río Lempa.
87. FUNDANTIGUO, Fundación Antiguo Cuscatlán.
88. FUNDAPAZ.
89. FUNDASAL.
90. FUNDASPAD, Fundación Asociación Salvadoreña para la Paz y la Democracia.
91. FUNDAUNGO, Fundación Guillermo Manuel Ungo.
92. FUNDE, Fundación Nacional para el Desarrollo.
93. FUNDEGUADALUPE, Fundación Guadalupe.
94. FUNDEMUN, Fundación Salvadoreña para el Desarrollo de la Mujer y el Niño.
95. FUNDEPAL, Fundación Democracia, Paz, Progreso y Libertad.
96. FUNDESA, Democracia para el Desarrollo Integral Salvadoreño
97. FUNDISAL, Fundación para el Desarrollo Integral Salvadoreño.
98. FUNPRESAL, Fundación para el Progreso de El Salvador.
99. FUSADES, Fundación Salvadoreña para el Desarrollo Económico y Social.
100. FUSALCA, Fundación Salvadoreña de Comunicación Ambiental.
101. FUTECSMA, Fundación Técnica Pro Ambiente.
  
102. IBE. Iglesia Bautista Emmanuel - Casa de la Juventud.
103. ID. Instituto para la Democracia.
104. IDD. Instituto para el Desarrollo y la Democracia.
105. IDELA. Instituto de Estudios Latinoamericanos.
106. IDESES. Instituto para el Desarrollo de El Salvador.

107. IDI, Instituto de Investigación de la Universidad Tecnológica.
108. IEJES, Instituto de Estudios Jurídicos de El Salvador.
109. ILYD, Instituto Libertad y Democracia.
110. IMU, Instituto de Investigación, Capacitación y Desarrollo de la Mujer.
111. INDEC, Instituto Salvadoreño de Educación Cívica.
112. Instituto de Estudios de Desarrollo.
113. INVENCIÓN (Medio Ambiente).
114. INVE-UES, Instituto de Investigación Económica.
115. ISD, Iniciativa Social para la Democracia.
116. ISECAP, Instituto Salvadoreño de Educación y Capacitación Política.
117. ISEP, Instituto Salvadoreño de Estudios Políticos.
118. ISEPES, Instituto Salvadoreño de Estudios Políticos, Económicos y Sociales.
119. ISPADE, Instituto Salvadoreño para la Democracia.
  
120. Liga Panamericana de la Mujer.
  
121. MAM, Movimiento de Mujeres Mélida Anaya Montes.
122. MAS, Mujeres Activas Salvadoreñas.
123. MCMM, Movimiento Comunal de Mujeres de Morazán.
124. MES, Movimiento Ecológico Salvadoreño.
125. MSM, Movimiento Salvadoreño de Mujeres.
  
126. OEF EL SALVADOR, Asociación para la Organización y Educación Empresarial Femenina.
127. OLOF PALME, Fundación de Protección al Niño.
128. OPRODE, Organización Profesional de Desarrollo.
129. ORMUSA, Organización de Mujeres Salvadoreñas para la Paz.
130. OXFAM QUEBEC.
  
131. PIMUDE, Patronato Pro-Integración de la Mujer al Desarrollo.
132. PROCADES, Asociación Salvadoreña de Promoción, Capacitación y Desarrollo.
133. PROCAP, Programas de Capacitación y Apoyo a Municipalidades.
134. PRODEPAZ, Agencias Privadas Trabajando conjuntamente.
135. PROGENIE, Asociación para la Familia y Empresa Pública y Privada Integral.
136. PRO-HUMES, Asociación Pro-Humedales de El Salvador.

- 137. Radio Cooperativa.
- 138. Radio Suchitlán.
- 139. Radio Ulua.
- 140. Radio Teo.
- 141. Radio Victoria.
- 142. Radio Excel.
- 143. REDES. Fundación Salvadoreña para la Reconstrucción y el Desarrollo.
- 144. Revista Tendencias.

- 145. SALVANATURA.
- 146. SEMU, Secretaría de Estudios de la Mujer.

- 147. UCS, Unión Comunal Salvadoreña.
- 148. UMA, Unión de Mujeres Americanas.
- 149. UNES, Unidad Ecológica Salvadoreña.
- 150. UNIMAF, Unidad Integral para el Medio Ambiente y la Familia.

- 151. Visión Mundial.

### *PARTICIPACIÓN DE OG's*

- 152. Corte Suprema de Justicia.
- 153. Educación Básica Ministerio de Educación.
- 154. Instituto Nacional José Damian Villacorta.
- 155. ISDEH. Instituto Salvadoreño de Derechos Humanos.
- 156. ISDEM. Instituto Salvadoreño de Desarrollo Municipal.
- 157. ISTU. Instituto Salvadoreño de Turismos Unidad de Recursos Naturales.
- 158. MAG - CENTA, Ministerio de Agricultura.
- 159. MICDES. Ministerio de Coordinación.
- 160. MINTER. Ministerio del Interior.
- 161. MIPLAN/UNIFEM, Ministerio de Planificación.
- 162. Procuraduría para la Defensa de Derechos Humanos del Niño y Niña.

163. Procuraduría para la Defensa de Derechos Humanos.
164. Procuraduría Adjunta para el Medio Ambiente.
165. SEMA, Secretaría Ejecutiva del Medio Ambiente.
166. TSE, Tribunal Supremo Electoral.

### ***PARTICIPACIÓN DE PARTIDOS POLÍTICOS***

167. Alcaldía Municipal de Nejapa.
168. ARENA.
169. Convergencia Democrática.
170. FMLN.
171. Movimiento de Unidad.
172. Partido Liberal Democrático.
173. Partido Demócrata.
174. PCN.
175. Renovación Social Cristiana.

### ***PARTICIPACIÓN DE ORGANISMOS INTERNACIONALES***

176. ACNUR, Alto Comisionado de las Naciones Unidas para los Refugiados.
177. DA/CAPS, Development Associates Inc. Programas de Becas.
178. ONUSAL.
179. RTI/Proyecto Desarrollo Comunal.
180. USAID.

### ***PARTICIPACIÓN DE EMPRESA PRIVADA***

181. Canal 12.
182. CONSALDES S.A. de C.V., Consultores en Salud y Desarrollo Social Integral.
183. DEICO, Desarrollo, Investigación y Consultoría.
184. Diario de Hoy.
185. Diario Latino.
186. IUDOP/UCA.
187. La Prensa Gráfica.
188. News Gazette.
189. POSAMACO, Consolidado Posada Magaña.
190. Radio YSAX.
191. Radio YSUCA.

192. Radio Universidad Tecnológica.

### *ASOCIACIONES DE PROFESIONALES*

193. ASES, Asociación de Secretarías Ejecutivas de El Salvador.

194. Colegio de Humanistas

195. SSP, Sociedad de Psicólogos Salvadoreños.

### *UNIVERSIDADES*

196. G.U.S.U., Grand Valley State University

197. UES, Universidad de El Salvador.

198. UNICO, Universidad Católica de Occidente.

199. UNIMET, Universidad Metropolitana.

200. UT, Universidad Tecnológica