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**EVALUATION REPORT**  
**"CONCIENCIA and Participation" Project**

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### LIST OF ACRONYMS

NGO	Non-governmental organization
OCP	Organización Cívica Panamericana (Panamerican Civic Organization)
PVO	Private voluntary organization
RHUDO/SA	Regional Housing and Urban Development Office for South America (USAID)
USAID	U.S. Agency for International Development
WID	Women in development

## I. INTRODUCTION

At the request of USAID/Argentina, an evaluation of the mission-funded civic education project implemented by CONCIENCIA in Argentina, "CONCIENCIA and Participation", was conducted during the week of September 12-16, 1994. The Scope of Work included: 1) an assessment of the project's progress in achieving its stated objectives and meeting the indicators of success established in November 1992; 2) assessment of the effectiveness of the methodologies employed; and 3) recommendations for project closeout, including any modifications needed to ensure achievement of the project's objectives by end-of-project, June 30, 1995.

The methodology used for this brief evaluation included review of CONCIENCIA project reports and other documents, interviews with the project director and twelve other CONCIENCIA members involved in the project (see Annex A), observation of the final session of a training seminar for the municipal component, and discussion with a group of 22 women graduates of two training courses for political leaders. All interviews and visits were within the Buenos Aires metropolitan area because of time and cost constraints.

CONCIENCIA is an Argentine private voluntary organization (PVO) founded in 1982, dedicated to civic education and participation. It is comprised of women volunteers, with 4,300 members in 34 chapters in 13 Argentine provinces as well as the Federal Capital, Buenos Aires. While CONCIENCIA is a women's organization, its programs are directed toward the entire citizenry, including but not limited to women. CONCIENCIA has a small paid staff in its central office in Buenos Aires, including the director of the USAID-funded project in question. This office also serves as the headquarters for the Organización Cívica Panamericana (OCP - Panamerican Civic Organization), a network of 9 CONCIENCIA affiliates and 11 related civic organizations throughout Latin America, plus CONCIENCIA Cubana, located in Miami.

## II. PROJECT DESCRIPTION AND OBJECTIVES

This project falls under USAID/Argentina's strategic objective No. 1, "More responsible government institutions and a more engaged citizenry". Its general purpose is to increase civic participation. The four project components and their general and specific objectives are as follows:

### A. Municipal Component

This component is comprised of a series of three seminars (1 to 2 days each over a 3-week to 1-month period), involving respectively: 1) the public, business and community organizations and local non-governmental organizations (NGOs); 2) municipal officials; and

3) a final intersectoral seminar representing all these groups. This training is designed to promote collaboration and consensus in resolving municipal problems through group work and development of strategic planning skills. Participants develop and implement group projects to resolve community problems. A local coordinator provides support for this process.

General objective: Promotion of community participation at the municipal level.

Specific objectives:

- Strengthen municipal capacity to interact with the community.
- Democratize the decision-making process at the municipal level.
- Increase participation by citizens and local NGOs in decision-making, problem solving and municipal management.
- Publish a methodological manual to guide the replication of these activities in other communities.

#### B. School and Community Component

Implementation of this component is through a "Jornada Educativa", a 1- to 2-day seminar bringing together middle and secondary school students, teachers, administrators, parents and community members and organizations for discussion of school and community issues and an introduction to planning and problem-solving skills. After identification of a common problem or project, an action group is formed. This group then receives four organizational development training modules to enhance the group's ability to successfully implement one or more projects identified by the group. A local coordinator provides support.

General objectives:

- Promote openness and solidary and efficient participation between the school and the community.
- Facilitate information, reflection, analysis and discussion of the problems and needs facing the educational community.
- Achieve integrated action by schools, businesses and community organizations to resolve common problems through participatory projects.
- Share, coordinate and optimize resources and efforts to eliminate duplication, reduce costs and achieve better results.
- Facilitate the creation of interdisciplinary and intersectoral action groups committed to solving the problems identified and implementing participatory projects.

Specific objectives:

- Provide and receive information on school-community relations issues.
- Help detect the needs and interests of the educational community and determine priorities through consensus.
- Motivate members of the educational community to seek solutions and develop participative projects through consensus.
- Train action groups to implement efficient and sustainable projects.
- Support action groups in monitoring project progress.
- Disseminate information on the activities and results achieved by these groups to encourage the creation of similar groups.
- Publish a methodological manual to guide the replication of these activities in other communities.

C. Political Leaders Component

This component provides training and follow-up activities primarily for women engaged in or interested in politics. Initially, the training was limited to women; later it was opened to men as well, but the great majority of participants continue to be women. The training includes modules on the particular problems facing women in politics, as well as general modules on the political process and on skills. Although not part of the original project, annual meetings of graduates of these training courses have been added at the request of the participants, which provide refresher training and motivation and allow for exchange of information and experience and follow-up on results.

General objective: Facilitate women's participation in politics through training designed to enhance their access to party and elective posts and to promote their active involvement in the consolidation of Argentine democracy.

Specific objectives:

- Facilitate the development of women's capabilities and personal potential.
- Promote dissemination of civic values among women and their full participation in political activities.
- Provide them with the skills and tools necessary for effective action.
- Offer women in politics an opportunity for two-way communication and sharing of experiences and issues.

#### D. International Cooperation Component

The international network of civic organizations formed by CONCIENCIA, the OCP, is supported by this component. Funds are provided for annual network meetings and communications, including a periodic newsletter, the Carta Panamericana (Pan America Newsletter), which disseminates activities carried out by member organizations. This component also provides a means for international participation in developing and sharing methodologies and results in all of the above program areas as well as in other activities.

General objective: Collaborate with civic organizations in other countries working in civic education.

Specific objectives:

- Maintain stable ties with NGOs dedicated to civic education, research and training.
- Exchange information, experiences, methodologies, programs and materials among civic institutions and movements in the various countries in the region.

### III. ASSESSMENT OF PROGRESS BY COMPONENT

#### A. Municipal Component

To date one or more seminars have been held in 6 municipalities: Balcarce, Vicente López, 9 de Julio, Albardón (San Juan), Rivadavia (San Juan) and Bahía Blanca (the target is to complete all seminars in 5 municipalities). So far, only Vicente López has had all three seminars, although they were spread out over a year rather than the one-month period envisaged in the design. A decision was made to omit the third seminar in Albardón because an effective intersectoral group was working as a result of the first two seminars and there was no need for it. Rivadavia is scheduled to complete all three seminars in October. Training for this second municipality in San Juan was substituted for the course originally proposed for Corrientes. The program in Balcarce was dropped after the first seminar, after repeated postponements of the second seminar, because of a series of problems including a tornado, serious economic difficulties in the areas and problems faced by the local CONCIENCIA chapter.

Targets (see Annex B for all indicators and targets) for the number of citizens and NGO members trained will probably be met (to date, 109 persons have been trained or are currently in training, of the target level of 150 set for 8/95).

The biggest problems have been with the second seminar, for municipal officials. Repeated postponements have occurred in trying to schedule this seminar because of time constraints of

officials, elections, constituent assemblies and other political events. Political problems have also intruded, as in the case of Albardón, when municipal officials previously enrolled did not attend because of internal political issues within the municipality. Although there was considerable delay in holding the first seminars for municipal officials, they now appear to be going forward with less delay; to date four have been given, in Vicente López, Albardón, Rivadavia and Bahía Blanca. To date, 49 municipal officials have been trained in these seminars, half the target level of 100. It should be noted, however, that municipal officials have been involved in the other two seminars even when a seminar specifically for them has not been held, so that more officials have received training than those counted as participants in Seminar II.

In spite of the difficulties encountered in scheduling seminars, the seminars have had a demonstrable impact. Targets for action groups and for community projects have been surpassed; interest and participation in carrying out projects has been enthusiastic, judging from reports reviewed and observation of the Vicente Lopez training session in which the group developed project plans. To date, 16 community projects are underway or have been completed (compared with a target of 10), by 9 action groups (target 5). These projects have dealt with a range of issues, including a campaign to increase respect for traffic laws, construction of a playground, a child-care center and an apprenticeship program with local businesses for secondary school students.

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As a result of the impact of this program, other municipalities have requested training, for example Rivadavia in San Juan; Mendoza has also expressed interest in training as a result of the successful training in San Juan. Municipalities involved in the program have also requested other training courses from CONCIENCIA, including training for neighborhood groups and for an indigenous community. As a result of a project developed in Rivadavia to train citizen volunteers in emergency response, other citizens have requested training, and a network of emergency response trainers and volunteers has been created. Indirect projects have also resulted (i.e. projects taken on in addition to those planned during the seminars), including a school for the handicapped in San Juan.

The program has demonstrated flexibility in overcoming difficulties. For example, as already noted, an effort has been made to bring municipal officials into the other seminars to compensate for the problems in scheduling seminars for them. Coordination in developing consensus and communications has also been sought by including a representative of the citizens' seminar in training for municipal officials. If planned steps are not needed, they can be skipped, as in the case of Albardón, where an intersectoral project was successfully developed and implemented without a third seminar.

Information presented in the reports, and the opportunity to observe one intersectoral seminar, indicate that the stated objectives are being met; the program has certainly promoted greater communication, consensus and involvement between citizens, NGOs and municipal officials. Participation by citizens and NGOs (12 to date) has been especially notable. For example, as a result of the Vicente López intersectoral seminar, the local Rotary Club offered to support a data bank for the student apprenticeship project developed by the group. The municipal officials who have become involved (from a wide variety of political parties) have been enthusiastic, according to both reports and the one opportunity for observation. However, involvement by the business community and labor organizations has so far been disappointing.

The most important lessons gleaned from CONCIENCIA reports and interviews include the following:

- The need for a thorough assessment and adequate preparation time with CONCIENCIA chapters prior to beginning the training program, given that the strength and capabilities of the chapter are key to program success.
- The need for flexibility in design and implementation, which is especially necessary to encourage the involvement of municipal officials and to overcome obstacles inherent to the structure of municipal systems and politics.

During the remainder of the project, while CONCIENCIA should be able to meet the stated targets, the emphasis should be on achieving and reporting the desired impact: developing communications, consensus and broader participation in municipal activities and decision-making. Projects are a vehicle for achieving this, not simply an end in themselves--the experience of working together on a common effort is as important as the project result.

Flexibility in the training design should be encouraged to promote greater participation by municipal officials, the business community and labor organizations. A one-day module may be necessary in some cases. Adaptations in the number or timing of seminars may also be needed. It may be useful to treat the three seminars independently, using various combinations to meet different needs, rather than insisting on the original sequence of three. For example, the third (intersectoral) seminar is the most demanding, requiring the presence of all key community sectors to develop real consensus. This module was originally designed to be free-standing, so it can easily be de-linked from the sequence. In some cases it may be useful to postpone the third seminar, and in some cases it may not be needed at all, as was the case in Albardón.

Also, in future reporting, it would be useful to include a brief socio-economic profile of the participating communities.

In sum, achievement of results rather than compliance with design or targets should be the basis for program decisions, and the reasons for and results of modifications in design should be documented to guide similar future programs.

#### B. School and Community Component

Five "Jornadas Educativas" (education seminars) have been held, in which 420 persons have been trained (the target levels are 9 seminars and 1100 persons; see Annex B for all indicators and targets for the program). These have been held in Tucumán, San Juan, Morón (metropolitan Buenos Aires), Buenos Aires (Caballito) and Corrientes. Implementation of this component has been delayed because of strikes and other unforeseen circumstances (the original plan called for three seminars per year).

The number of action groups and participants in these groups, however, has already reached the target levels of 5 groups and 180 participants, indicating that there is considerable enthusiasm among those who have attended seminars to follow up by attending the organizational development training modules (4 modules for each group) and developing concrete projects. So far the groups in Tucumán, San Juan and Corrientes have completed all 4 modules.

The number of projects under implementation or completed has also exceeded the target level (8 compared with a target of 5). Examples of some of the projects undertaken include legalizing the status of a school in Tucumán and supporting its move to its own site (from a shared facility); and production of videos of the Tucumán and San Juan "jornadas" in order to transmit the participatory methodology to other schools. However, there have also been problems with inadequately conceptualized or overly ambitious projects, and some groups have had difficulty in arriving at a common consensus on a project.

In addition to direct projects, an impressive number of indirect projects has resulted from this program, 7 to date. Examples include a project to train prison inmates in democratic values (as part of the middle-school program for prisons) and a program to develop a democratic values module for the national school curriculum, in addition to the organization of "jornadas" in other schools outside the program. In San Juan, the action group trained a sub-group to take on coordination and fundraising for a school construction project. Even when action groups disband after completing a project rather than taking on new projects, continued benefits have occurred, such as the affiliation of group members with CONCIENCIA.

The program has encountered greater difficulties in the Buenos Aires metropolitan area than in smaller cities, and has had to introduce various adaptations to overcome problems. For example, it has been very difficult for schools in the metropolitan area to work together on a common project because of the weaker sense of community beyond the individual school environment, so the program has been adapted to work with schools individually if necessary.

Also, as with the municipal program, it has been difficult to incorporate key community actors such as businesspeople and public service institutions outside the educational community, although there are some indications that recognition of the need to go outside the educational community to resolve problems is increasing. The centralized nature of the educational system in Argentina is a key factor in this and other difficulties faced by the program. The educational system has traditionally not encouraged community involvement and has assigned responsibility to the government. Trying to reverse this pattern is not easy, given that the community also sees education as the exclusive responsibility of the state.

In order to overcome some of the problems encountered, the design has been modified, first by reducing the duration of the "jornada" from 2 to 1-1/2 days, using the afternoon of the second day to work with the action group only (this was done after the first experience in Tucumán, for all subsequent training); and by introducing a one-day "jornada" which gives greater emphasis to group formation rather than to project planning, for use where needed (this change was developed particularly for the metropolitan area, where time pressures are greater and the sense of community cohesion weaker). CONCIENCIA has recognized that it is often not possible to plan a viable project in brief one- or two-day seminar, and has incorporated project development into the follow-on organizational training modules for action groups. They have also developed methods to encourage feasible projects by breaking the planning process down into manageable steps.

Important lessons learned with regard to this component include the need to give attention to the following:

- An improved survey prior to the training to identify school/community needs.
- Clarification of the objectives of the training to the local coordinators, and selection of coordinators familiar with the issues and acceptable to the participants.
- Ensure that CONCIENCIA chapters are able and willing to back up the program and take on the coordinator function if necessary.

- Ensure that educational authorities are included, to ensure their approval of initiatives undertaken.
- Greater effort to ensure the involvement of businesspeople and other community organizations outside the educational community.

This component is making progress toward its stated objectives; during the remainder of the program consideration should be given to the above lessons and some additional issues, including the community selection process and the objectives and methodology.

Because of the evident problems in working with schools in the metropolitan area, remaining educational seminars should focus on smaller cities, with an emphasis on poorer communities with the greatest level of need for educational improvements; an effort should be made to include communities with indigenous populations. It would be helpful to include a brief socio-economic profile of the communities and/or schools included in the program in reports.

As for objectives, it is important to emphasize progress in citizen involvement in educational issues and developing a greater degree of collaboration and consensus between schools and communities, rather than focusing on projects per se. The objective should be to increase decentralization and bring about a change in attitudes and relationships, not just to develop projects. The projects are a means to demonstrate the benefits of collaboration and a concrete expression of that collaboration, but the end product should not be the project itself but the disposition to work together on a continuing basis to meet whatever needs are identified by a consensus process, and thus change the orientation toward education as a purely governmental responsibility and monopoly.

Flexibility in training design and methodology should continue to be encouraged, particularly to find ways to bring in businesspeople, key community institutions such as churches, public services and municipal officials. In some cases it could be useful to combine the municipal and school-community components into an integrated training seminar.

### C. Political Leaders Component

This component has already substantially surpassed the targets set for August 1995 (see Annex B for indicators and targets). Nine courses have been given or are currently underway (target 5), with 343 women and 70 men participating, for a total of 413 (the target level was 180 women). This indicates a significant commitment on the part of both the participants and CONCIENCIA, since these courses cover a three-month period. To date courses have been begun or completed in Buenos Aires, San Rafael (Mendoza), Córdoba (2 courses), Santa Fé (2 courses), Tucumán (2 courses), and San Isidro (Buenos Aires). An additional course under the USAID-

supported program will be held in Corrientes. In addition, it is possible that courses will be held in 1995 in Tucumán, San Juan and Bahía Blanca, as these courses have generated considerable demand. In addition, a manual has been prepared to facilitate replication of this training; the draft is now undergoing final review before printing.

The demand generated and the fact that additional courses have been given or have been requested in a number of localities is a good indicator of the impact achieved. In addition to replication of the basic training, there has been a strong demand for follow-up training in more specialized areas. CONCIENCIA has provided additional training in oratory and presentation skills, and in planning to groups requesting them. CONCIENCIA is considering developing a "post-graduate" course for political leaders who have had the basic course.

Demand for follow-up has also been met by organizing annual meetings for those trained, both to provide refresher and additional training and to allow for exchange of information and experience. These annual meetings were initiated by CONCIENCIA at the request of the trainees; they were not part of the original design. The first one was held in 1993 in Buenos Aires for graduates of the first 4 courses; 70 women attended. The second meeting will be held in Córdoba in November 1994, covering all 9 courses. CONCIENCIA has also provided support for the regional or zonal groups formed by training graduates.

The training has also been replicated independently. For example, a mayor who had attended the Córdoba training asked the professors who had given the course to train the council members. Also, it was reported that the University of Córdoba has adopted the same methodology for a course for political leaders.

Another good indicator of impact is the increase in political activity by the women trained; prior to training, 111 women were engaged in politics, while after training this number increased to 168. Further, 37 trainees have been elected to political office. At a meeting with 22 women who had taken the training in Buenos Aires and San Isidro, a number of participants noted specific ways in which the training had been useful to them. One woman with a municipal post noted that she had gotten support from other participants on municipal issues, including across party lines. Another noted how useful the training had been in conducting her campaign for the district council; although she did not win, she feels proud of her effort and has had other political and strategic successes. A third, from a poor neighborhood in Buenos Aires, noted that the training had been very useful to her in getting media coverage and also for strategic planning within her party. Another reported being reelected as a party convention delegate; she is engaged in an effort to reform the party statutes.

The training has been successful in achieving a broad representation of the political spectrum; to date 27 political parties have been represented in the training. More importantly, the disposition of the trainees to cross party lines and work together to advance an agenda supporting women's political participation has been noteworthy. The women trainees observed at the meeting have certainly developed continuing relationships across party lines, and some indicated that they had gotten support on issues from fellow trainees from other parties.

In addition to these important impacts, 40 projects have been developed as a result of the strategic planning component of the training. Groups of trainees in the same region sometimes work together to carry out a project; the results are then presented at the annual meetings. A project developed as a result of the Tucumán training is the basis for a topic to be covered in the Córdoba annual meeting in November: reorganization of political parties and incorporation of women.

In short, all available information indicates that this component has been very successful and is clearly meeting its objectives as well as exceeding its target levels for courses and participants.

As with the other components, flexibility and willingness to introduce design modifications has played a part in the success achieved. Perhaps the most important modification to the original concept was the addition by USAID of funds (\$10,000) to support implementation of the courses, including honoraria for instructors and printing of materials; initial funding had only covered course and materials design and per diem. This was important in ensuring the initial success of the training and thus encouraging demand and replication.

Another key modification was the decision to admit men to some of the courses, which happened initially because not enough women had registered, but which has generated more demand from men. This could be a very useful (though initially unplanned) way to speed the removal of gender barriers by sensitizing men to their effects--in Tucumán, both men and women attended a module on gender issues, although this module was originally for women only. Another key modification has been the addition of the annual meetings and support for regional groups, which has not only provided additional training and reinforced motivation, but has also provided an opportunity for follow-up on the impact of the training. Some more specific modifications have also been made, for example adding an initial module on group dynamics and refining the negotiation module to focus on political negotiation and presenting it earlier in the training.

Lessons learned in implementing this component include:

- Confirmation that excellent local instructors are available and have been successfully used to give the courses, thus lowering costs.
- The importance of flexibility in design and funding to ensure success and encourage replication.
- The need for and value of continuing motivation and follow-up through the regional groups and annual meetings.
- The need to develop and nurture through the training a "new politics" led by women, based on ethical and public service values and knowledge of local realities, rather than just trying to get women into the existing political system.

Major modifications in this component beyond those already implemented or contemplated do not appear to be necessary during the remainder of the project. It would be very useful, however, to replicate the initial experience in Tucumán of including men as well as women in the module on gender and to assess the results in attitudes and actions for both women and men, perhaps through a questionnaire at the time of training and a follow-up at the time of the annual meeting. It is also recommended that data on the number of women (and men also, for comparison) engaged in political activities and elected to office be refined to clearly show the difference (if any) that could be attributed to the training, by comparing numbers at the time of the training and after the training, through surveys or questionnaires during training and at the annual meetings. It would also be useful to collect complementary qualitative data on the value of the training from trainees 6 months to a year after training.

#### D. International Cooperation Component

This component appears to be on-target as far as the defined indicators are concerned (see Annex B). To date 17 NGOs have joined the OCP network, surpassing the target of 16. The target of six issues of the Carta Panamericana (supported by USAID funding under this project) should be met, since five issues have already been produced. Of the three subregional or region-wide meetings planned, two have been held (El Salvador, November 1992 and Buenos Aires, May 1993); the final meeting under this component is planned for Sao Paulo, Brazil in June 1995. Preparation of the "Democratic Values" manual is underway, with eight OCP NGOs contributing to date; the estimated completion date is March or April 1995. Demand for CONCIENCIA materials by the network NGOs appears to be increasing, although it has been quite low.

During the course of implementation of the component, the OCP has obtained legal recognition ("personería jurídica") and two new NGOs

have affiliated with the OCP (Santa Cruz, Bolivia and Costa Rica), according to CONCIENCIA reports. The degree to which the network is useful to its affiliates and the level of activity or involvement of these NGOs in the OCP is harder to assess. While a number of them have contributed to the "Democratic Values" manual, relatively few have sought CONCIENCIA materials until very recently. Opinions have been expressed that the degree of participation or use by affiliates of the network is relatively low, but the constraints of this brief evaluation made it impossible to determine the validity of such assessments because there was no opportunity to contact OCP affiliates.

The Carta Panamericana newsletter format has been expanded to permit greater coverage of affiliate activities. The newsletter has been produced regularly and appears to be an effective vehicle for sharing information and experience.

The Buenos Aires region-wide meeting in May 1993 was carried out successfully, attended by 80 women representing 11 countries and 23 Argentine CONCIENCIA chapters. The purpose of these regional and sub-regional meetings is to provide a forum for exchange of experience and methodologies among civic organizations, and to provide training for the leaders who attend. The Buenos Aires meeting obtained support from governmental, business and other international sources, as well as USAID, including the Argentine Ministry of Foreign Relations, American Express Argentina, the Argentine Office of the Organization of American States (OAS), the OAS Inter-American Commission of Women and the Westminster Foundation (United Kingdom). As a result of the experience from this meeting, it was decided that, if possible, future meetings should include an additional day to allow participants to meet with other organizations in the host country.

While the number of regional meetings planned is likely to be met, the process of organizing meetings has not been without problems. When the affiliate in Sao Paulo, Brazil was unable to organize the 1993 sub-regional (Brazil and Southern Cone) meeting, it was reprogrammed for Buenos Aires and became a region-wide meeting. Sao Paulo has committed to organize the 1995 meeting. There will be no meetings in 1994 because two attempts to organize meetings failed: a regional meeting in Miami was planned, to be organized by CONCIENCIA Cubana, but was cancelled; and a meeting of the Southern Cone region proposed for Paraguay was postponed because of the need to focus on preparations for the Mar del Plata NGO Forum held in September 1994. There was also a problem in getting promised Argentine government funds to publish the proceedings and results of the 1993 meeting in Buenos Aires.

This component has enjoyed considerable complementarity and synergy with the regional civic education activity in which CONCIENCIA is participating with Partners of the Americas, also supported by USAID. Workshops, training and other activities under the Partners

project have certainly contributed to strengthening the OCP and encouraging international collaboration among civic organizations. The Partners project has, for example, supported regional workshops in Bolivia and Costa Rica; production of a brochure and logo for the OCP; supported a seminar on constitutional issues which contributed to the development of the Democratic Values manual; and facilitated exchange of information with CONCIENCIA affiliates in other countries, such as provision of information on developing international projects which CONCIENCIA sent to the Brazil affiliate.

The director of this component has also participated in a workshop under the RHUDO/SA regional "Women and Local Development" program, thus opening the possibility for further linkages.

Lessons gleaned from this component include:

- The importance of linkages with other activities and building on contacts with other networks, in strengthening international collaboration.
- The complementarity of efforts to strengthen both CONCIENCIA chapters in Argentina and international affiliates; women from Argentine chapters of CONCIENCIA have benefitted from participation in international meetings, gaining a better understanding of common issues and the importance of the civic education movement internationally, which has strengthened their motivation and identification with CONCIENCIA.
- The need to constantly emphasize participation and involvement in the OCP by CONCIENCIA Argentina and its chapters as well as the international affiliates in order to maximize the utility and vitality of the network.

This component has made progress in achieving the stated objectives. However, with regard to the above lessons, the greater the degree to which leadership and decision-making for this component can be shared with the international affiliates and within OCP headquarters and CONCIENCIA Argentina, the more potential there is for a higher degree of participation in the network and maximization of its utility and sustainability.

#### **IV. CROSS-CUTTING ISSUES AND RECOMMENDATIONS**

This concluding section notes some issues which cut across components and apply to all or most aspects of the project.

##### **A. Gender Issues**

With the exception of the Political Leaders Component, little or no attention seems to be given to incorporating gender issues into CONCIENCIA's training and materials. The prevailing opinion seems

to be that gender is not an issue affecting the program. There is a legitimate question as to whether this is really the case. While women certainly participate in the activities to a substantive degree, their access to and influence on decision-making may not be equal to that of men, and it would be useful to give some attention as to whether the level of participation by women and men and the influence they wield is truly equal. If not, an effort should be made to identify where problems occur and take steps to build awareness and consciousness-raising among both women and men to overcome any differentials by gender.

Gender is particularly important in the school program, to determine the degree to which gender stereotyping is being broken down (or reinforced). An area in which gender issues should certainly be incorporated is the new project under development through which CONCIENCIA will work to integrate civic education and democratic values in the formal school curriculum. Gender discrimination is often the most basic assault against democracy and equal opportunity, and such inequality--often perpetuated unconsciously and automatically--works against functional civic values. It is particularly noteworthy that the USAID-supported publications on democratic values (Education and Development series prepared under the Education and Human Resources Technical Services Project) which are to be used as the basis for this project completely lack a gender focus. CONCIENCIA should add a focus on gender issues to the approach they develop for integration of civic education in the school curriculum.

B. Linkage and Sustainability Issues

The objectives of this project have been advanced by CONCIENCIA's involvement in related efforts, such as the Partners project, the new Justice and Community project (public education on judicial processes which may affect daily life) and involvement in other related activities, as well as by direct activities under the project. Such linkages are important in strengthening CONCIENCIA as an organization and contributing to the sustainability of both CONCIENCIA and the OCP. When the current project is completed, it will be important for the sustainability of the progress achieved to date to ensure that such linkages continue and that funding is available from other sources to sustain the organization and contribute to replication of the activities, materials and methodologies developed under this project. A considerable "installed capacity" has been developed within CONCIENCIA and, to a lesser extent, the OCP, which has had positive results and should not be allowed to wither when the project and the USAID/Argentina program close down.

## ANNEX A

### Persons Contacted

#### CONCIENCIA Headquarters

Marie-Louise de Gorleri, Project Director  
Silvia B. de Uranga, Vice President  
Blanca Echeverría de Lorenzo, Secretary and Press Liaison  
Nilda Valdez de Miranda, Pro-secretary  
Gloria Martín de Manolizi, Treasurer  
Mora Arauz, Coordinator, Municipal Component  
Raquel E. de Bresky, School and Community Component  
María Marta Olivera, School and Community Component  
Graciela Navajas, Political Leaders Component  
Irma Arias Duval (by telephone), International Cooperation  
Component

#### Representatives of CONCIENCIA Chapters

Alicia Bosi de Córdoba (San Juan), Municipal and School Components]  
María Teresa Fourcade de Bistué (Mendoza)  
M. Nélide Herrero de Fernández (Mendoza)  
(the latter two were interviewed in Mar del Plata)

#### Attendance at Training/Meetings

Intersectoral Seminar, Municipal Component, Vicente López  
Dora de Scaciatti, CONCIENCIA trainer (plus additional interview  
with her in Mar del Plata)  
Members of CONCIENCIA/Vicente López  
Approximately 15 participants representing NGOs, municipal  
officials, educators and business

Meeting of 22 women political leaders who had participated in  
training in Buenos Aires and San Isidro

## I.MUNICIPIO

INDICADORES	META Y UNIDAD	PERIODO DE INFORMES						FUENTE DE DATOS	RESPONSABLE	
		1995	3-93	8-93	3-94	10-94	3-95			FINAL 8/95
Nº DE CIUDADANOS/MIE BROS ONG CAPACITADOS	150 personas	m:6 / f:20 total: 26			m:10 / f:36 total:46	109			Registro de cursos	Coordinadora
Nº DE FUNCIONARIOS MUNICIPALES CAPACITADOS	100 personas				49				Registro de Cursos	Coordinadora
Nº GRUPOS OPERATIVOS FORMADOS FUNCIONANDO	5 grupos	2 grupos	1 grupo	4 grupos	9 grupos				Informes Coordinador y Promotor	Coordinadora
Nº DE PROYECTOS MUNICIPALES DIRECTOS EN PROCESO O TERMINADOS	10 proyectos	2 proyectos	2 proyectos	5 proyectos	16 proyectos				Informes Coordinador y Promotor	Coordinadora
Nº PROYECTOS INDIRECTOS EN PROCESO O TERMINADOS A RAIZ DE LA CAPACITACION	Nº de solicitudes				2				Informes encuestas del grupo, Promotor y Sedes	Coordinadora Voluntarias de Sedes
MANUAL ELABORADO Y DISTRIBUIDO	a) fecha completado b) Nº ONG's aportando c) demanda								Informes de la Coordinadora	Coordinadora
NUMERO DE PARTIDOS POLITICOS / ONG REPRESENTADOS					P.P. 7 O.N.G. 12					

II. ESCUELA Y COMUNIDAD

INDICADORES	META Y UNIDAD	PERIODO DE INFORMES						FUENTE DE DATOS	RESPONSABLE
		1995	3/93	8/93	3/94	10/94	3/95		
A) N° JORNADAS EDUCATIVAS B) N° PARTICIPANTES	a) 8 Jornadas b) 1100 personas	a) 1 Tucumán b) 101 personas	a) 2 Tucumán b) 232 pers.	a) 3 Tucum. San Juan b) 320 pers.	a) 5 b) 420 pers.			Registros Jornadas	Coordinadora
A) N° CURSOS DE ORGANIZAC. INSTITUCIONAL B) N° PARTICIPANTES	a) 9 cursos b) 180 personas	a) Mod. 1 de 4 1/4 b) 30 personas	a) 4 mod. Tucumán b) 60 San Juan	a) 4 mod. Tucumán b) 70 San Juan	a) 5 cursos b) 180 pers.			Registro de Cursos	Coordinadora
N° GRUPOS INTERSECTORIALES FORMADOS/ FUNCIONANDO	5 grupos	1 grupo de 40 personas	2 grupos 40 Tucum. 70 S. Juan	3 grupos 2 S. Juan 80 1 Morón 49	5 grupos			Informes Coordinador Promotor	Coordinadora
N° PROYECTOS N° P. DIRECTOS EN PROCESO O TERMINADOS	5 proyectos	2 proyectos en proceso	2 proyectos	3 proyectos	8 proyectos			Informes Coordinador Promotor	Coordinadora
N° PROYECTOS IND. EN PROCESO O TERMINADOS A RAIZ DE LA CAPACITACION	N° proyectos	2	2	4	7			Informes, enuestas, grupo promotor y sedes	Promotor Voluntarias Sedes
PARTIDOS POLITICOS/ ONG's REPRESENTADOS	N° Part. Pol. N° O.N.G.	3 4	4 11	5 13	9 16			Registros de Cursos	Coordinadora
MATERIALES ELABORADOS Y DISTRIBUIDOS	a) fecha completado b) N° copias	a) manuales técnicas b) 30	a) manuales técnicas b) 65	a) manuales técnicas b) 70	a) manuales técnicas b) 180			Informes Coordinador	Coordinadora

III. CAPACITACION DE LA MUJER POLITICA

INDICADORES	META Y UNIDAD	PERIODO DE INFORMES						FUENTE DE DATOS	RESPONSABLE
		1995	3/93	8/93	3/94	10/94	3/95		
Nº DE CURSOS DICTADOS	5 cursos		3 cursos	4 cursos	9 cursos			Registros de Cursos	Coordinadora
Nº DE MUJERES CAPACITADAS	180 mujeres		98 mujeres 15 hombres	154 mujere 20 hombres	343 mujer. 70 hombr.			Registros de Cursos	Coordinadora
Nº CAPACITADAS EJERCIENDO EN POLITICA	a)Nº base b)Nº después del curso		75	99	111 168			Encuesta a egresadas (anual)	Coordinadora
Nº DE CAPACITADAS ELEGIDAS A CARGOS POLITICOS	a)Nº base b)Nº después del Curso		23	33	37			Encuesta a egresadas (anual)	Coordinadora
DEMANDA DE CURSOS ADICIONALES A RAIZ DE LA CAPACITACION	Nº de solicitudes		120 personales 5 localidad	320 personales 7 localidad	330 personales 14 localid			Registro e informes de Sedes, oficina central	Coordinadora Voluntarias de Sedes
MATERIALES ELABORADOS Y DIFUNDIDOS	a)fecha completado b)Nº copias distribuidas		8/93 113 c/tema	12/93 201 c/tema	--- 420 c/tema			Informes de la Coordinadora	Coordinadora
PARTIDOS POLITICOS/ ONG's REPRESENTADOS	Nº Part. Pol. Nº O.N.G.			12 18	27 46			Registros de Cursos	Coordinadora
PROYECTOS DIRECTOS O INDIRECTOS DESARROLLADOS	Nº			35	40			Registros e Informes	Coordinadora y Sedes

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IV. COOPERACION INTERNACIONAL

INDICADORES	META Y UNIDAD	PERIODO DE INFORMES						FUENTE DE DATOS	RESPONSABLE
		3/93	8/93	3/94	9/94	3/95	FINAL 8.95		
Nº DE ONG VINCULADAS	16 ~ ONG	16 ONG	16 ONG	17 ONG	17 ONG			O.C.P.	Supervisora
Nº DE CARTAS PANAMERICANAS EDITADAS Y DISTRIBUIDAS	6 números	2 números	3 números	4 números	5 números			O.C.P.	Supervisora
DEMANDA DE MATERIALES DESARROLLADOS POR CONCIENCIA	Nº de solicitudes			3	11			O.C.P. Información	Supervisora
USO DE MATERIALES POR ONG VINCULADAS	Nº de Cursos/proyectos en que se usaron materiales		10	13	13			provista por ONG	Supervisora
Nº DE ENCUENTROS ORGANIZADOS BAJO EL PROYECTO	3	1	2	2	2			O.C.P.	Supervisora
CUADERNILLO DE VALORES DEMOCRATICOS ELABORADOS JUNTO CON LAS ONG VINCULADAS	a) fecha completado b) Nº ONG aportando c) demanda			b) 6	b) 8			O.C.P.	Supervisora

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