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MERCY CORPS INTERNATIONAL

Linking Civil Society & Sustainable Development

FINAL EVALUATION

September 1999

----- Project No. 938-0158 -----

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ACRONYMS

BHR/PVC	Bureau for Humanitarian Response/Office of Private and Voluntary Cooperation
CBO	Community Based Organization
CBI	Center for Development Information and Evaluation
CS	Civil Society
DIP	Detailed Implementation Plan
FY	Fiscal Year
GOH	Government of Honduras
LFFPCP	Lebanese Foundation for Permanent Civil Peace
MCI	Mercy Corps International
MG	Matching Grant
MIS	Management Information System
M&E	Monitoring & Evaluation
MOSA	Ministry of Social Affairs
NGO	Non-Governmental Organization
PAG	Proyecto Aldea Global (Project Global Village)
PM	Project Manger
PO	Project Officer
PVC	Private and Voluntary Cooperation
SOW	Scope of Work
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

Program Description and Background

The overall goal of the BHR/PVC Matching Grant, *Linking Civil Society and Sustainable Development*, was to increase Mercy Corps International's (MCI) ability to build and strengthen civil society through its international program interventions thereby promoting more effective and sustainable development. The program aimed at fostering social stability and human development in nations torn by, and emerging from, civil strife or experiencing conflict arising between and among different ethnic, religious and social groups in Lebanon and Honduras. MCI's operating principles are to increase capacity of NGOs, CBOs and citizens to address various prevailing issues in a pluralistic, peaceful manner, increase understanding and application of conflict management techniques, and improve government accountability. Linking of civil society to sustainable development is an innovative concept that Mercy Corps has helped develop with Matching Grant (MG) funds. The total value of the USAID Matching Grant was \$2,399,282.

In achieving this goal, MCI worked through local agencies to involve citizens at the grassroots level in civil society participation. ***“Civil society” refers to non-state individuals and organizations that are involved in, or have the potential for, influencing relations between government (state actors) and the people (non-state actors) and peaceful, productive inter-relations between or among individuals and organized groups. Civil society includes many types of community-based groups; religious associations; advocacy groups focused on human rights, democracy or the environment; civic associations; business and professional associations etc.***¹ MCI conducted the following activities to promote the civil society principles and concepts:

- Carrying out research and compilation of existing literature on civil society;
- Developing a Civil Society Tool Kit, to aid in the process of delivering civil society principles;
- Testing the tools and training in two pilot countries: Lebanon and Honduras;
- Increasing knowledge of civil society for headquarters and field staff, as well as representatives of local agencies, local government officials, and citizens, in-country and at headquarters;
- Providing technical training and on-going capacity building assistance;
- Awarding seed grants to local NGOs to implement the civil society principles in the context of sustainable development; and
- Networking with other organizations to disseminate the lessons learned.

¹ See MCI's Matching Grant Proposal, *Linking Civil Society and Sustainable Development*, November 21, 1995 to USAID's Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response.

Evaluation Procedures and Objectives

The purpose of the evaluation was to assess the extent to which MCI has achieved or surpassed the stated objectives of the civil society project; and assess the overall impact of the pilot projects with emphasis on findings and lessons learned. The evaluation was conducted between June and September 1999.

Criteria for Selection of Countries

MCI selected Lebanon because of its history of civil conflict and the presence of an active civil society base from which MCI could integrate its civil society programs. In Honduras, the aim was to expand the understanding of the relationship between poverty alleviation, environmental conservation and civil society interventions. MCI Lebanon's civil society program was implemented in partnership with the Lebanese Foundation for Permanent Civil Peace (LFFPCP), and in Honduras, MCI worked with its local affiliate, Proyecto Aldea Global (PAG).

Program Activities

MCI Headquarters:

In order to achieve the stated objectives, MCI Headquarters began with a review of the existing civil society literature, dialoguing with several practitioners and academics, and developing a Civil Society Bibliography. It also developed several civil society tools to promote civil society through its field programs. The headquarters team conducted a Civil Society Roundtable to ensure that all Mercy Corps staff had a similar level of understanding of the civil society concept. As a result, MCI organized an introductory workshop, held weekly meetings, and conducted several training activities to engage staff in understanding the concept of civil society, and how they can promote and incorporate the concept into their ongoing program activities, as well as in the planning and designing of new programs. Furthermore, the civil society team at Headquarters has been invited to several conferences, seminars and forums to introduce the civil society concept and principles to other organizations.

Lebanon:

In *Lebanon*, 54 people were trained at the Ministry of Social Affairs (MOSA), and MOSA has included civil society training in its regular curriculum. Female church leaders were trained (22 women) in accountable leadership and there is an increasing demand for additional training. Civil education teachers were trained and now the 360 trained teachers are following the approach in their own classes. Mercy Corps Lebanon has participated in 7 national events such as national conferences and workshops and is recognized as a leader in civil society issues. Mercy Corps Lebanon has had success in developing 23 democratically elected village committees and including women on the village committees. The Civil Literacy Program for women has trained 233 women and

18 women community leaders. Twenty-two teachers were trained in environmental awareness. A large number of students (5737) were reached through an environmental awareness campaign in the villages' schools. In cooperation with local civil and international organizations and government institutions, training in nursing aid (15 women), industrial sewing (15 women), and business awareness (54 women).

The first two workshops entitled: "Civil Society Concepts and Principles", and "Coordination between Organizations and Planning Projects for the Empowerment of Civil Society" attracted a large number of 85 participants each, the third workshop: "Advocacy and communication: NGOs and the Media" had more than 120 participants. Both exceeding the number of the planned participants (50), indicating the interest and commitment to the civil society initiative.

The participants represented NGO leaders, government representatives in most cases from the Ministry of Social Affairs, the media, and all the workshops had good media coverage. There was a systemic effort to have the same participants to attend all three workshops. To date a total of 67 (far more than the 15 expected) NGOs participated in the workshops. At the third workshop, 20 media participants attended, doubling the expected number of 10. This success is a direct result of the efforts of the MCI Lebanon program staff in raising awareness and interest in civil society.

MCI Lebanon, identified four outcome indicators: awareness raising, knowledge and skills development, change in program orientation and coalition building. The outcomes on these indicators were: *awareness raising (100%); knowledge and skills development (52%); change in program orientation (39%); and, coalition building (2 coalitions were formed comprised of NGOs and two MOSA centers, and another which was comprised of media and NGOs for a total of three)*. The formation of these coalitions were direct results of participation in the workshops.

Honduras:

PAG has done an excellent job of organizing local development committees starting with the regional subcommittees and galvanizing local committees by providing small seed grants to support civil society activities. The PAG CS staff has provided training in the basic principles of CS as well as assisting these groups to define their goals. One of the biggest problems has been establishing and maintaining communication among committee members. Many of the communities where the CS staff is training and organizing, is virtually inaccessible due to poor roads (especially during the rainy season) and limited or non-existent phone service. Despite these obstacles, the PAG CS staff has done a remarkable job of organizing a number of CS committees. One of the first activities of the regional committees was to launch what was referred to as *Concertacion 97* (Meeting 97). This provided an opportunity for the committees to come together and organize. Moreover, local officials were invited in this election year to come and discuss their plans for the local municipalities – a first in Honduras according to the PAG director. *Concertacion 97* was considered a success, however a proposed super-regional committee to work with the private and government sector has never materialized.

Outcomes in *Honduras* were somewhat affected by Hurricane Mitch. However, the major outcomes of this part of the project were the extensive development of networks and the implementation of 22 seed grants. These efforts ranged from groups seeking clear land titles, improving adult and youth education to community associations (Patronatos) addressing accountability, youth gangs, and the abuse of women. A total of \$36,950 was distributed to these groups – the average grant was \$1680 (range=\$150-\$3,800).

Program Outcomes

*What has changed as a result of project inputs stated in the DIP?
What have been the effects on the intended beneficiaries?*

Lebanon

Awareness of Civil Society Principles increased as a result of the project intervention. Training exceeded expectations in the numbers of citizens and organizations participating in the three main workshops. The June 2, 1999 Report on Impact of the Training Program in Lebanon was based upon a sample of 31 participant organizations selected at random from the 67 NGOs and 7 MOSA Centers trained. This report showed, through participant comments, that trainees at a minimum understood the concepts learned. Further, the report indicated that the training reinforced existing knowledge, and provided new knowledge and motivation to use existing knowledge.

Changes in Beneficiaries. From the 23 organizations actually interviewed in the random sample, participants listed the following major impact of the training: changes in program orientation to incorporate civil society concepts (9 organizations) and the development of new programs based upon civil society principles (12 organizations). Based on this sample, it is clear that these changes probably have become part of the overall “social climate” of all the organizations. The only way to know this for sure is to carry out a follow-up study which would detail the longer-term impact of the training. In addition, three coalitions were formed from the workshop participants. Seed grants to selected NGOs that were part of the coalitions helped in the formation of these coalitions. The focus of the activity of the coalitions was to sustain development activities using principles of civil society learned through the Matching Grant.

Changes in MCI. MCI has integrated Civil Society Principles into *Reconstruction and Improved Economic Opportunities*. This integration combines sustainable development and civil society. The success of this integration remains to be validated through a follow-up study. As the Matching Grant is a pilot project, it is not yet possible to quantify lasting impacts.

Honduras

Conflict Mediation. The CS team has mediated a number of community disputes: between Indians and the GOH over endangerment of the Mayan Copan ruins, between

coffee producers and water contamination, and conservation needs and the burning and cutting of important forest resources (See MCI's Second Annual Report 1998:7).

Hurricane Mitch. The arrival of Hurricane Mitch in October 1998 was a devastating event and overwhelmed the infrastructure of Honduras. In much of the PAG's operational region, roads and bridges were washed out, crops and animals lost, and numerous lives lost. A positive effect, according to PAG's Director, is that Hurricane Mitch while being very destructive, also created a set of conditions that required more community interaction and cooperation. What government and the private sectors could not do, communities had to do for themselves. They had to prioritize their needs for requesting resources from the government, lobbying and advocacy became important skills. Leadership and decision-making were amply demonstrated in community after community. The resulting lessons of civic action established examples by which these local communities continue to follow.

Local Community Problems. One of the more interesting aspects of the emergence of civil society in Honduras is that many of the organizations receiving seed grants were involved with local community issues such as street gangs, helping single mothers and abused women, the rights of children, and exposing poor children to computer training. Civic actions can be targeted to community problems as well as those issues directed at governmental entities.

Accountability. The most obvious and direct result of promoting a civil society is the extent to which accountability among public officials is demanded. Decision-making must become far more transparent to the public. Usually, this is a fairly abstract concept until public and or private officials are called to task for some type of impropriety. In Honduras now, officials are far more conscious of public scrutiny-more persons are being prosecuted for corruption or misuse of their office.

Findings and Conclusions

The project is now in its final phase of implementation. By the time the evaluation site visit was conducted in Honduras in early September, MCI had been approved for an additional three-year Matching Grant that included funding for Honduras to continue its program in civil society. However, Lebanon, which was not included in the follow-on application, will not included in the follow-on MG.

- The success that MCI has had so far is in identifying local partners who were respected, knowledgeable, and had extensive outreach/network with various stakeholders.
- As a result of the various training activities, regular participatory meetings, and other communication methods (newsletters), the program staff at MCI Headquarters has gained knowledge, understanding, and strengthened communication both at headquarters and in the field offices. Good communication through participatory dialogue and discussions has enhanced the internal capacity of MCI.

- The principles of civil society are evolving principles, it will take time, commitment, financial resources, and patience to incorporate these principles, thus *impacts* cannot be expected in a short-term pilot project.
- The approach taken in each country varies based on the country's political, economic and social conditions. In the case of Honduras, there was already an established infrastructure to infuse the civil society principles into MCI's highly successful development program. It is important to note that the MCI MG program, as a *pilot program*, could only yield outcomes and few results.

Lebanon

- The challenge to promote the civil society concept is the behavior and attitudinal change within and between civil society organizations, as well as relations between the government and citizens.
- The best approach to promote the civil society concept was through grassroots community organizing and awareness raising through workshops and training.
- Mobilizing local resources, in particular tapping women's groups, teachers, students, community groups and in some cases local government institutions, require long term commitment and resources to sustain the program. It is labor intensive and takes a longer time beyond the Matching Grant.
- Working through existing linkages should be the entry point to introduce the civil society concept.
- It is necessary to have communication/networking/information sharing for any project to be effective. Through frequent field visits to the project site, MCI developed excellent rapport and communication between the village groups and MCI Lebanon.
- Applicability and adaptation of the civil society concept to the local socio/economic/political content is critical to success of the program.

Honduras

- Civil society projects work best as "bottom up" projects rather than "top down" projects.
- Civil society projects should serve as a catalyst to initiate community participation, they should not serve as a focal point of leadership.
- Civil society projects are very labor intensive and invariably take more time to implement than anticipated by PVOs or NGOs.
- Rapid assessment surveys are useful tools to capture perceptions of local populations, but care must be taken in the drawing a representative sample of participants, and results should not be considered to represent an evaluation of any CS effort.
- Natural disasters can present an opportunity to demonstrate the power of civic action when the private sector and government fail to or are unable to respond to a calamity.

Recommendations:

1. Initiate planning much earlier on how to sustain the CS program. In the first MG, this issue was not addressed until the second quarter of FY 99.
2. Ensure that a smooth transition takes place with respect to the new matching grant; the CS staff has yet done a thorough comparison between the 96-99 project and the follow-on project. This effort should take place as soon as possible.
3. Continue to work with local groups, associations, or NGOs that are addressing community problems.
4. Hire outside experts to 'fix' the tool kit.
5. Be sure that the seed grantees are able to show the precise relationship between their civil society training and their sustainable development efforts.
6. Develop an information coalition/network among the local and international players of the Civil Society Project.
7. Add staff where necessary to fulfill any gaps in program implementation.
8. Clarify the specific role and responsibilities of the local partners, especially their autonomy and flexibility in re-designing the programs based on county context.
9. Have a clear understanding of 'partnership' prior to engaging in program activities.
10. Provide case studies and checklists to any participating country in order to make the link between civil society concept and its implementation in reality.
11. Continue with follow-up training so that grassroots interest can be maintained or increased.

LINKING CIVIL SOCIETY TO SUSTAINABLE DEVELOPMENT

1. INTRODUCTION

1.1 Project Overview

The *Linking Civil Society and Sustainable Development* Program was designed to promote principles of civil society and democracy in two countries: Lebanon and Honduras. The goal was to increase capacity of NGOs and CBOs and citizens to address issues of concern in a pluralistic, peaceful manner, increase understanding and application of conflict management techniques, and improve government accountability. Mercy Corps International's (MCI) definition of civil society, as viewed within the context of its humanitarian assistance and sustainable development programs is as follows: "*Civil Society refers to non-state individuals and organizations that are involved in, or have the potential for, influencing relations between government (state actors) and the people (non-state actors) and peaceful, productive inter-relations between and among individuals and organized groups. Civil society includes many types of community-based groups: religious associations; advocacy groups focused on human rights, democracy or the environment; civic associations; business and professional associations, etc.*"¹

The three-year grant (September 30, 1996 through September 30, 1999) funded by USAID/BHR/PVC, cooperative agreement number FAO-0158-A-00-6052-00, enabled MCI to strengthen democratic institutions and participation in decision-making at the community level through the selection of local partners, development of tools, and provision of technical training and capacity building assistance to the staff of Mercy Corps and local partners. The total value of the USAID Matching Grant (MG) was US \$2,399,282 with US \$1,199,399 from MCI. The project is now in its final phase of implementation and MCI has been approved for a follow-on Matching Grant.

It is important to note that by the time the evaluation site visits were conducted, MCI has been approved for an additional three-year MG that included funding for Honduras to continue its program in Civil Society. However, the program in Lebanon was completed in September.

1.2 Program Goal

The overall goal of the pilot project *Linking Civil Society and Sustainable Development* was to: foster social stability and human development in nations torn by and emerging from civil strife or experiencing conflict arising between and among different ethnic, religious and social groups in two geographic regions over a three-year period.

¹ See MCI's Matching Grant Proposal, *Linking Civil Society and Sustainable Development*, November 21, 1995 to USAID's Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response.

Particular attention was paid to the role that the civil society principles, participation, accountability and peaceful civil interaction, have in fostering social stability and human development in nations harmed by civil strife or violent competition between competing segments of society.

Since both Lebanon and Honduras developed pilot projects, expected impacts of the projects should be tempered with reality and reason. While outcomes of both projects were measurable, the projects did not measure long-term impacts, and short-term impacts may not be quantifiably different from outcomes given the limited time span, especially for the Lebanon project.

1.3 Purpose of the Program

The purpose of the pilot program was: (Annex A)

- i. To increase the ability of community-based partner agencies in two countries (Lebanon and Honduras) to involve, on a nonpartisan basis, broad sectors of their society, including young people, women and minorities, in meaningful participation in planning and implementing community development, educational and institution-building initiatives that promote tolerance and encourage the adoption of democratic values.
- ii. To strengthen the programmatic and management capacity of nine non-governmental organizations in two countries to carry out advocacy, human rights and development assistance efforts over a three-year period.
- iii. To increase the number of children, youth and adults who are exposed to and knowledgeable of the principles of civil society over three years.
- iv. To enhance the ability of Mercy Corps International and at least nine partner agencies to conduct civil society training, evaluation and rapid assessment and to cooperate in documenting and disseminating the results of these efforts in three geographic regions.

1.4 Program Rationale

The overall project was based on the rationale to promote principles of civil society in countries emerging from civil strife, poverty and underdevelopment. The project was intended to demonstrate how links could be forged between civil society, humanitarian assistance and/or sustainable development programs. The pilot projects were initiated with the joint collaboration effort of USAID and MCI.

The joint collaboration effort of USAID and MCI met their respective objectives. For MCI, the cooperative agreement fulfilled its efforts to strengthen its own and its partner organizations' ability to manage programs, develop tools for assessing needs and outcomes related to civil society, and most importantly to incorporate a civil society philosophy and methodologies into all humanitarian assistance and development programs.

USAID's Mission strategy in Lebanon is to build and strengthen institutions shattered by civil

conflict. In Honduras, the strategy is the promotion of civil society to help address the problems of poverty and underdevelopment.

MCI feels that sustainable progress can only be achieved if built on a strong civil foundation that allows the gains made to be consolidated throughout society. Thus Mercy Corps believes that the principles of participation, accountability and orderly procedures for peaceful change are critical for the development of a just and effective civil society and that these principals can be applied to all relief and development activities.

1.5 Criteria for Selection of Countries

MCI selected Lebanon because of its history of civil conflict and the presence of an active civil society base from which MCI could integrate its civil society programs. In Honduras, the aim was to expand the understanding of the relationship between poverty alleviation, environmental conservation and civil society interventions. Furthermore, MCI recognized the need to identify and work with local partners with strong institutional capacity, expertise, field based experience, and prior working relationship with MCI in order to effectively implement a new and innovative civil society strategy with the target beneficiaries.

1.5.1 Beneficiaries

The target beneficiaries in the two country programs differed. In Lebanon, the beneficiaries were small farmers, small-business owners, women, children, teachers, and community citizens in both rural and urban areas, who could be reached through NGOs and CBOs were also beneficiaries. In Honduras, the beneficiaries were small farmers, rural families, health workers, teachers, community leaders, and primary and secondary students.

1.6 Period of Cooperative Agreement

The Cooperative Agreement between USAID and Mercy Corps International was for three years beginning September 1996 and ending September 1999.

1.6.1 Budget

The total estimated amount of the Cooperative Agreement for the full period (September '96 – September '99) between USAID and MCI was US\$2,824,970 (the third country Eritrea was dropped from the project). The revised budget was US\$2,408,173 of which the projected annual budget was: Year I: US\$790,284, Year II: US\$ 839,001 and Year III: US\$778,888. (Annex B)

1.6.2 Disbursement

Transfer of accounts to implementing agencies was transacted based on program planning and financial reports submitted from field programs.

1.7 Expected Outcomes

The expected outcomes of this grant were:

- i. Increase awareness of civic responsibility and accountability;
- ii. Increase advocacy with government;
- iii. Enhance ability of local organizations to deliver assistance more effectively and with great impact;
- iv. Foster citizens participation and dialogue;
- v. Development of innovative tools for planning/management of civil society projects;
- vi. Dissemination of the lessons learned;
- vii. Increase Mercy Corps' ability to build and strengthen civil society through its international program interventions;
- viii. Enhance the ability of local partner organizations to deliver assistance more effectively and with greater impact; and
- ix. Increase the capacity of non-governmental organizations and community-based professional and citizen associations to participate in issues of concern in a pluralistic and peaceful manner.

The expected beneficiaries were approximately 200 to 300 civic, community and local leaders.

1.8 Time Line

A detailed program-wide Implementation Plan is listed in Annex C.

2. FINAL EVALUATION PROCEDURES AND OBJECTIVES

As stated in the terms of reference (see Annex D), and addendum (Annex E), the purpose of the evaluation was to assess the extent to which Mercy Corps has achieved or surpassed the stated objectives of the civil society project; and assess the overall impact of the pilot projects with emphasis on findings and lessons learned. The evaluation was conducted between May and September 1999. While this was a final evaluation for Lebanon, in the case of Honduras, the evaluator carried out the SOW as an interim evaluation rather than a final assessment of what was achieved, since additional three-year MG was approved for Honduras to continue its program in Civil Society. (Refer to Annex F for the Calendar of Evaluation Activities)

The evaluation team consisted of:

Ms. Hamelmal G. Aklilu, BHR/PVC Consultant, Team Leader

Ms. Judy Watson, Consultant, Mercy Corps International (Lebanon)

Mr. Bill Millsap, BHR/PVC Consultant, Honduras

Ms. Bev Hinton, Mercy Corps International (Honduras)

In Lebanon, the team included Ms. Irene Lorfing, Mercy Corps Lebanon Civil Society Program Manager. In Honduras, the team included Pryecto Aldea Global Civil Society Coordinator, Mr. Guillermo Consuegra and Civil Society Promoter, Mr. Carlos Soto.

2.1 Evaluation Methodology

In consultation with USAID, and the evaluation team, MCI prepared a schedule prior to the trip in order to organize the data collection, schedule of MCI Headquarters/field trips, and methods for collecting the necessary information. A meeting was scheduled in Washington, DC with BHR/PVC staff and MCI Washington Office to review the scope of work, there was a strong consensus to add more questions to the SOW, which are attached as an addendum.

The following data sources were utilized:

- i. Desk review of the following documentation: grant proposal/agreement, Detailed Implementation Plan, First Annual Report, Second Annual Report, mid-term Evaluation, Mercy Corps' Civil Society Toolbox, Mercy Corps' civil society Communication Tools, Training and Conferences, Board Reports, Financial Reports and Country Reports/Final Reports for Lebanon and Honduras.
- ii. Meetings, discussions and interviews were held with senior manager, administration, program staff and civil society team at MCI Headquarters/Portland, and Washington, DC. In addition, the evaluation team met with MCI field office staff and other stakeholders in Lebanon and Honduras. The list of persons met is presented in Annex G. Unfortunately, it was not possible for the evaluation team to observe the training activities, since they were not conducted during the team's stay in each country. Thus the evaluation of the trainers conducting the training activities is based on reports and interviews. However, the team had a chance to observe a Basic Literacy Training for women and girls in Lebanon.
- iii. Telephone interviews were also conducted with Mr. Lowell Ewert, Program Director of Civil Society (1996-1997).
- iv. In Lebanon, the evaluation team met with the local partners, visited women's groups, interviewed individuals/organizations who received seed grants; and had a chance to interview participants who attended the three workshops. In Honduras, the evaluator met

with a number of local civil society committees PAG has established. Although the selection of the group to be visited were arranged by the implementing agencies (MCI Lebanon and PAG), there were minor changes made to ensure diverse representation (urban, rural, NGOs, CBOs, academic institutions, media, government representatives, etc.). Through the group and individual interviews the evaluation team made an attempt to make a comparison between the present and prior knowledge and understanding of the civil society initiative to determine changes brought after participating in the projects.

- v. In Lebanon, individual case studies were also conducted to cover the qualitative aspect of the project as well as to assess the process of individual change affected because of the civil society initiative.
- vi. In addition, separate meetings were held with the civil society program managers, country representatives and/or financial officers to discuss the overall program activities and review the financial management.

3. PROGRAM MANAGEMENT

Established in 1979, MCI is a private non-profit organization with a mission to assist the world's suffering, impoverished and oppressed through emergency relief, self-help projects and development education. During the past 20 years Mercy Corps International has provided emergency relief development programs in communities plagued by economic, ethnic and political strife.

Over the past ten years MCI has engaged in broad based civil society strategy in the areas of *NGO development, citizenship education, conflict resolution and democratic structure building.*

With its headquarters in Portland, Oregon, and a small office in Washington, D.C., MCI works through its partner agencies and other organizations, in more than 40 countries in Africa, Asia, Middle East, and Latin America. MCI is governed by a board of directors, which appoints both the president and the chief executive officer. The CEO is responsible for the overall management of programs and fiscal activity. In addition, the field programs are supported by regional desk officers, regional coordinators, and field staff.

The Civil Society Program was managed and monitored by a program director, and the civil society research and development officer who focused on developing the civil society tools, designing and conducting training, and providing technical assistance.

Enhancing Mercy Corps capacity to implement human rights and civil society projects is a goal in the Agency's five-year global plan. Though the program focused on the two pilot countries, MCI plans to incorporate the lessons learned and broaden and mainstream the Civil Society Program into its overall program development.

Due to MCI's several years of experience in relief and development, and strong linkages with the communities in which the organization works, MCI has built a strong alliance and trust in the

field, and was in a unique position to plan and develop a civil society program.

The Civil Society pilot project originated from discussions among Mercy Corps International headquarter staff, more specifically from the efforts and commitment of Lowell Ewert, former Director of Civil Society and human rights attorney. MCI also developed the program in consultation with the field offices in Lebanon and Honduras, and inputs from bilateral organizations, various academics, and contracting agencies during the development stages. As a result, MCI selected the following two partners to implement the pilot projects: PAG, a grassroots organization, in Honduras and MCI Lebanon.

3.1 Project Activities

The pilot projects were envisaged to be implemented at various stages: conceptualization of the civil society initiative; development of a framework, consultation with pilot countries and other stakeholders during the development stage. This was followed by identifying specific projects and selection of implementing agencies, developing tools, and providing training and TA. In order to achieve the above stated objectives, MCI felt the need to strengthen its institutional capacity to plan and monitor the civil society programs more effectively and efficiently. Thus, it engaged in secondary research by collecting existing materials on civil society, dialoguing with several practitioners and academics and developing a Civil Society Bibliography. Furthermore, it developed several civil society tools/training manuals, such as the *Compendium*, *Rapid Assessment*, *Quick Mapping Tool*, *Basic Civil Society Training*, and *Civil Society in-house Survey* (refer to Annex H).

MCI has monitored program outcomes and impacts by identifying the numbers and types of participants of its program activities. It has also provided case study evidence of success. In addition, in Lebanon, an impact survey using a random sample of the organizations involved in the civil society training was completed.

MCI has been testing the concept and the tools at the field level and continues to fine-tune the tools. Testing mainly has involved getting feedback from the field offices. The concept of civil society is continually evolving based on the practicality of implementing the principles of civil society taught.

4. EVALUATION ISSUES

The evaluation findings are based upon critical questions asked in the scope of work. Topic areas for the evaluation questions are institutional strengthening, program management, and field implementation activity in Lebanon and Honduras.

4.1 Institutional Background

- i. *Has Mercy Corps hired and retained qualified civil society staff at headquarters? Did Mercy Corps hire sufficient staff with the appropriate technical and management skills to oversee the program activity both at headquarters and in the field? Have the civil society headquarters staff provided needed programmatic advice to other headquarters staff and to the field?*

Initially, Mercy Corps dedicated two full-time staff to implement its civil society initiative: Lowell Ewert, Director of Program Operations and Project Director was primarily responsible for the overall Civil Society Program, and Casey Barnes was responsible for the design and development and testing of the tools.

MCI has been faced with major staff turnover. Several administrative changes occurred in 1997 and 1998. The Director of the Civil Society Program who was instrumental in the design and implementation of the pilot program left MCI. The following year, the Research and Development Officer Program Manager resigned. Both were replaced and the positions were moved to Washington, DC. Dr. Kim Maynard joined MCI in 1997 as Director of the Civil Society Program, and Casey Barnes was replaced by Phil Walsh (1998) as Civil Society Program Officer. In 1998, MCI added another position, Janet Sawaya, Civil Society Program Manager, based in Portland to help manage the Matching Grant. This position was an addition to the approved Matching Grant and thus brought the number of full-time staff implementing this program to three. In 1999, Dr. Maynard left MCI, and her position has not been filled since this writing. Thus, the Civil Society Program Manager has taken full responsibility in managing the program.

It is clear that the original and replacement staff at headquarters were qualified to carry out the programmatic activity. Mercy Corps did recognize a problem with the need for a staff person to be devoted to the creation of workable civil society tools since developing the tools proved to be labor-intensive. A person was assigned to devote most of their time to this endeavor. While the motivation for by-passing the consultants and developing civil society tools in-house may have had validity, the tools might have benefited from early and continued attention by experts, although expatriates. Outside experts were consulted, but the extent of the effort is not clear. A dilemma was created as Mercy Corps was trying to train others in civil society before its own staff became sufficiently grounded in the theory and practical application. The consultants could have been used to train the Mercy Corps staff and then the staff could reach out to the community and provide the adaptation of the concepts to the local conditions. It seems a waste of time to "reinvent the wheel" or in this case, reinvent what is known and could be imparted quickly through experts. The challenge for management here would be to make the "outside" experts acceptable to the local staff. Except for the problem with tool development (which was developed with minimum input from the field staff), HQ staff was adequate for the job.

It appears that through constant communications with the field, headquarters had provided needed programmatic advice. To insure interaction between field offices and to enhance communication between headquarters and field offices, the ISG InterActive newsletter was developed. So staff did recognize the need for extensive communication.

- ii. *Did Mercy Corps Headquarters survey current literature, organizations, and Mercy Corps staff regarding their civil society experience? Did it use the results of that survey to develop theoretical justification for its program?*

It is important to note that due to the newness of the 'Civil Society Concept', and realizing that most NGOs, government organizations and other stakeholders were not fully aware of the concept. MCI came up with the following definition:

“Civil Society refers to non-state individuals and organizations that are involved in, or have the potential for, influencing relations between government (state actors) and the people (non-state actors) and peaceful, productive inter-relations between and among individuals and organized groups. Civil society includes many types of community-based groups: religious associations; advocacy groups focused on human rights, democracy or the environment; civic associations; business and professional associations, etc.”

The headquarters staff reviewed the existing diverse and what can be termed a “hodge-podge” of civil society literature, pulled that literature together and developed a theoretical basis for MCI’s Civil Society Program. A bibliography was also created. The literature search led to the validation of the necessity to develop a new set of tools/training manuals to assess the level of civil society. MCI was hampered somewhat by the fact that the relationship between civil society and development is a recent theoretical approach and the literature was sketchy and not practical.

- iii. *Has MCI developed tools that will assist in implementing its civil society program? Did field staff participate in the refinement of the tools? What is the adequacy of those tools? Were they developed in a timely manner?*

Realizing the relatively new and complex concept of integrating civil society and development, MCI conducted literature review already available and engaged in discussions with development and academic partners, and based on the results, it validated the need to develop specific tools to promote civil society through its field program. Thus, MCI has developed a series of tools and training for field application. Mercy Corp’s Civil Society Toolbox (see Annex H) contains six tools/training manuals: *The Civil Society Conceptual Framework, Civil Society Rapid Assessment, Basic Civil Society Training, Compendium of Civil Society Relief and Development Activities, Civil Society in-house Survey, and Civil Society Quick Mapping Tool: Identifying Civil Society Actors and Opportunities.*

—It seems that the *Tools/Training Manuals* were developed in isolation at MCI Headquarters without field staff’s input and involvement. This could be due to the newness of the concept and

unfamiliarity of the field staff to provide pertinent feedback. As a result, there has been continuous revision and refinement of the tools to make them applicable and adaptable to specific countries. Fortunately at a later stage, MCI did gather input from the local staff in Lebanon and Honduras. Continual refinement of the tools has indicated adaptability on MCI's part.

- iv. *Did Mercy Corps Headquarters adequately assess and address headquarters staff training needs? Has Mercy Corps Headquarters sponsored technical training and capacity building for its headquarters staff? Have staff technical skills and capacity to implement civil society initiatives grown as a result of those trainings?*

MCI's training began with an analysis of staff training needs, and based on the results MCI has designed training activities ranging from basic principles of civil society to capacity building, and baseline assessment to name a few. These training needs were well identified: knowledge of the principles of civil society, awareness of the linkage between civil society and sustainable development, utilization of tools to help evaluate community efforts in civil society, and the necessity to network to enhance the chance of success in the application of civil society principles.

In anticipation of institutional strengthening of Mercy Corps Headquarters, and response to staff needs, there were several training activities to engage staff in effective dialogue and discussions in understanding the concept of civil society, build their awareness, and technical skills in order to incorporate the Civil Society concept into the program development. The key was to introduce the concept/methodologies that can be effectively implemented. As a result MCI organized an introductory workshop to help HQ staff promote the civil society principles into their on-going programs.

Based on the results/experiences from the above activities, the Civil Society Department has developed a *Civil Society Orientation Manual* for new staff, "basic training of the civil society concept", and formalized a weekly meeting to dialogue and discuss with program staff on "how to incorporate the civil society concept into their ongoing program activities, as well as in the planning and design of new program development". Though program staff feel the need to integrate civil society in the overall program development, they still stress the need to participate in more training, in areas of civil society general principles, baseline assessment, capacity building, conflict resolution etc., to acquire the concept and relate it to practical experiences. They feel the need to move from concept to more tangible practical demonstration of civil society initiatives to gain better understanding of civil society promotion.

MCI Headquarters has also included the administrative and finance staff to participate in training programs so that everyone will be familiarized with the concept and ability to institutionalize the civil society concept in the overall program planning and development at MCI.

- v. *Has Mercy Corps Headquarters adequately networked with other organizations promoting civil society principles? Did Mercy Corps Headquarters develop a list of networks of civil society focused groups? Has it organized/or participated in civil society workshops? Has it prepared documents about those workshops for wide dissemination?*

Over the past two years the Civil Society team at headquarters has been invited to several conferences, seminars and forums to introduce the civil society concept and principles to many development organizations, i.e., World Bank, InterAction Annual Forum, and academic institutions, such as Brown University. In addition, MCI plans to continue dialoguing with several organizations to share the lessons learned and promote the *Tools/Training Manuals*. MCI has built a reputation as a leader in promoting civil society; thus the recognition has created interest among practitioners to network with MCI on a regular basis. Furthermore, MCI has gained access to several organizations that have contributed or provided inputs to the concept and tools (basically through feedback on ease of use, applicability, problems with wording, etc.), which will be used as valuable resources to disseminate the lessons learned. MCI has participated in the development of civil society focused networks/coalitions, not only listing those that exist. It organized and participated in major civil society workshops and seminars. However, limited time has prevented MCI from preparing summary documentation for dissemination.

- vi. *Has Mercy Corps Headquarters maintained regular communications with its civil society field offices? Has it made regular monitoring and evaluation trips? Has the headquarters' civil society staff prepared detailed trip reports? Have they compared progress notes between site visits?*

The Civil Society team has made a concerted effort to improve communication through the development of various mechanisms. Thus, it established a Newsletter *Bridging the Gap* and *ISG InterActive* for in-house methods of sharing thoughts on civil society and effective communication mechanisms. This has helped to enhance the communication since the team is located in different parts: Portland, Washington, DC, Lebanon, and Honduras. MCI plans to promote and facilitate internal and external collaboration in disseminating the lessons learned. Although MCI has tried different methods to improve communication and to strengthen frequent interaction at the field level, the staff turnover has hampered the program focus and expectations, and has constrained the communication between HQ and field staff.

In the case of Lebanon, this has made it necessary to make adjustments in the program focus/activities and has created misunderstandings between HQ and field staff. This difficulty has been expressed by the field staff and needs to be addressed accordingly. The success of the Civil Society Program will be based on the clear understanding of the program objectives and good rapport and communication between headquarters and field staff.

Trip reports and evaluation and monitoring trips have occurred regularly. (See items vii and viii below, for additional details on monitoring and evaluation.)

vii. Has the headquarters civil society staff implemented an effective system for monitoring and evaluating civil society field projects?

Mercy Corps conducts monitoring through field trips (at least twice a year), which allow reviewing the DIP, assessing program progress, evaluating the indicators, and reviewing and when appropriate, reallocating of the budget. The staff prepares trip reports, which highlight progress and specific activities. However, MCI needs to develop a better system in monitoring the program versus the indicators in order to document the expected outcome and overall impact of the program. The trip reports are documented in order to compare progress and expected outcome, and are fed into quarterly and annual reports. Monthly reports are prepared by field project directors and are useful as summaries and as guides for program change.

There is inconsistent monitoring, or at least inconsistent reporting, of the indicators in the original proposal. A database should be created in order that inputs and activities are tracked and results in keeping with outcome indicators are quantified.

The mid-term evaluation was completed by MCI staff and was an internal process. A more appropriate evaluation procedure would have been to hire an outside and independent consultant.

viii. What has changed as a result of the project inputs (stated in the DIP)? What are the effects, outcomes in the capacity of Mercy Corps and its NGO partners to: promote citizen participation; develop accountable leadership; and bring about peaceful change?

The evidence that Mercy Corps had promoted citizen participation, accountable leadership, and peaceful societal change is based upon numbers attending workshops and trainings and qualitative evidence from case studies. Tables I and II in section 6.2 below show the numbers of beneficiaries and the program impact on these people in Lebanon. The program had positive outcomes.

But the problem remains that the field reports are narrative and do not compare the indicators with the program objectives. This has been expressed during the interview at HQ and was also mentioned in the MCI mid-term review and Second Annual Report.

ix. What have been the effects on the intended beneficiaries? Cite evidence of change and quantify these effects.

Please refer to Tables I and II in section 5.2 below for evidence of the quantitative impacts on beneficiaries in Lebanon. Please refer to section 6.4-6.6 for evidence of impacts on beneficiaries in Honduras. The following cases from *Lebanon* are cited to give evidence of change. MCI field staff conducted the case studies.

x. *Can you clearly state the criteria used to assess capacity?*

The logical framework clearly identifies the indicators, which could be used to assess capacity. However, the results and impacts provided by Mercy Corps are not clearly related to the identified indicators. To assess capacity, surveys were the major methodology used.

xi. *Can you state clearly the criteria used to assess prospects for post grant sustainability? Has Mercy Corps shown commitment to maintaining and continuing to build capacity after the grant has ended? (Will Mercy Corps absorb the positions in the core budget and integrate the capacity in overall organizational strategic plan and functions?)*

Sustainability of the program will result from the training of the staff at headquarters. The staff will then incorporate civil society elements in programs in other countries and, in fact, is doing this already in Bosnia. There is a good chance that Mercy Corps has every intention at least for concept integration. Since the Civil Society Program works with and through its existing relief and development programs, it will likely be able to sustain its effort. It is necessary for the administration to "buy-in" to the civil society approach. To the extent that this happens, the program will be sustained financially. During the evaluation, it was not clear what will happen to the staff positions dedicated to the Civil Society Program after the grant has ended. However, since the Civil Society Program has recently been approved for a follow-on Matching Grant, MCI plans to keep staff positions.

xii. *How is staff using the skills developed in training? How have operations changed and a result of the training? Are they working more efficiently, effectively, or with a better working environment?*

There is a strong consensus among staff in that the Civil Society Program has resulted in better access and share of information, and has fostered a trusting, respectful and healthy environment. This is definitely due to staff participation in the Civil Society Program and the knowledge and technical capacity gained from training and regular dialogues. Training is conducted internally by the civil society team or by outside consultants. MCI has clearly demonstrated its interest to strengthen its institutional capacity.

It is worth noting that the constant dialogue among staff has enhanced their working relationships, created a team spirit, are more knowledgeable of each others work. As a result, they value each other and are well informed on the different sectoral and regional programs. The interest, dedication and positive energy of the program staff (including staff in Lebanon and Honduras) is highly visible. However, there are different views on the program approach. Thus, it is important for MCI to come up with a clear consensus in understanding the concept, and a

clear implementation strategy. The tools act as a link to develop consistency in the various countries to which MCI offers its civil society program. The program has strived to develop technical competence at the Headquarters and field level and for the most part has done so. However, it is necessary to extend additional effort in the refinement of the tools, particularly their cultural validity.

4.2 Management Systems, Monitoring/Evaluation Methodologies and Financial Management

The cooperative agreement between USAID and Mercy Corps International in the management, implementation and monitoring/evaluation was as follows:

- i. The two implementing agencies, MCI Lebanon and PAG Honduras were required to provide MCI Headquarters quarterly program reports and financial reports. In turn, MCI provided USAID the following: proposed year-plans, quarterly and year-end-reports on specific activities and progress toward and achievement of project goals and objectives, as well as mid-term and end-of-grant evaluation.
- ii. The project director was responsible for the overall management and monitoring of the pilot programs. Site visits to the pilot projects were planned in coordination with partner agencies, and field reports were prepared accordingly. The project director and/or civil society program staff visited the project sites twice a year.
- iii. Mercy Corps Headquarters regularly monitored the program, reviewed the budget, discussed achievement/constraints and provided pertinent feedback and guidance to the field office through the regular field trips and electronic/newsletter communication.

During the first year (Phase I) MCI focused on development of the concept and building a foundation for the program. MCI conducted research and held discussions with academicians and practitioners in order to have a broader perspective on civil society. Phase II, MCI engaged in the development of the tools, testing, and getting feedback, fine-tuning the tools, conducting workshops and training. Key inputs included the hiring of full time staff at MCI HQ and in the pilot countries, identifying local partners, development of tools, designing/conducting training activities, and providing technical assistance.

The pilot program was intended to strengthen the organizational management capacity of MCI to implement civil society programs at headquarters as well as at field level. Thus, at headquarters, MCI set specific objectives to achieve its goal of strengthening MCI's ability to promote civil society through its relief and development programs:

STUDY I: COLLABORATION OF NGO AND THE MEDIA

Maya, a social worker who attended all three workshops practiced what she learned, realizing the need to work with the media, she took the advice of a reporter at the workshop who suggested that NGO representatives should prepare a concise press release in order to have the media print their program activities. Rather than promoting her organization, Maya talked about children's rights, prostitution, domestic violence, and child labor, which attracted media attention at local channels. As a result, Maya received requests from several organizations wanting more information.

CASE STUDY II: ENVIRONMENTAL AWARENESS

Bebnine is a large village (about 25,000 inhabitants) located in the plain of Akkar. Garbage was spread around town and along main roads. Flies and mosquitoes infested the village. The group of village women who participated in the civil literacy and environmental education decided to act in order to create awareness among community members. They decided to organize a public event that would attract men, women, children, government organizations and NGO representatives working in the region. The event was organized during the feast of Ramadan; they organized school children to hold slogans emphasizing community pride and basic human rights for health and clean environment. The event had good media coverage. During election of a new municipality, it got major attention, and its first act was to respond to people's demand and organize the collection of solid waste from the town. As a result, Bebnine today is cleaner and the community is aware of what entails a healthy and clean environment.

CASE STUDY III: FOSTERING COLLABORATION

After attending the three workshops, members of the NGO coalition decided to collaborate with local municipalities, Ministry of Social Affairs and international organizations and meet monthly to discuss various issues such as: health, prostitution, children's rights etc. As a result, the members have drafted their objectives and indicators regarding their planned activities, and are closely working with UNICEF and the Ministry of Health at the federal level, on issues concerning children. This collaboration is due to their participation at the workshop that provided them with appropriate skills and knowledge, as well as learning the benefits of sharing of resources, fostering collaboration among various stakeholders and evaluating their work on the basis of civil society principles.

- i. Establish grant management systems and procedures that will ensure effective and efficient program implementation;
- ii. Develop theoretical justification for implementation civil society through relief and development programs and the programmatic tools and methodologies for achieving it;
- iii. Provide technical training and on-going capacity building assistance to Mercy Corps staff;
- iv. Engage in a continual process of learning from program experience, incorporate lessons learned, and adopt program strategies to reflect more effective methodologies;
- v. Network with other organizations promoting civil society principles, share information and ideas, disseminate lessons learned, and promote broader understanding within the relief and development community of the importance of civil society principles; and
- vi. Conduct formal project evaluations to measure project progress and summarize project achievements.

Overall, MCI has achieved its objectives, especially items *i-iv* above. MCI has monitored the program progress through regular field visits, quarterly reports from the field and has regularly communicated with the field program staff to assess progress. The field staff has provided quarterly reports/financial reports that have allowed MCI to produce quarterly Board Reports and Annual USAID reports. Financial reports have been produced and presented to USAID on a quarterly basis. They have even attempted impact analysis with survey work in Lebanon. However, they do not have a well-identified plan for impact analysis. Perhaps this is the result of the preliminary nature of the project.

MCI was faced with some challenges during the implementation of the Civil Society Program, especially with program management, largely because of the staff turnover. The present system does not have the capacity or a mechanism to assess the link between expenditures and progress toward objectives. This means that more work is necessary to monitor the impact of fund expenditure and answer the question: can the funds be used in a more effective way (such as buying other inputs) to bring about program objectives? A quarterly review of expenditures and an assessment of how these expenditures have or have not led to further program objectives could be implemented. However, it is not appropriate to ask for any kind of benefit/cost analysis of this program. It is rare to find any such social program that would provide a positive benefit/cost analysis especially given the pilot stature of the program. A much more extensive evaluation of MCI's efforts would be necessary including placing dollar values on the results of all activities. USAID should hire an economist to complete such an analysis and work with MCI to organize and provide data that would allow such an analysis.

4.3 Implementation

MCI Headquarters worked in partnership with its field offices to implement the program, and saw its role as a consultative, catalyst and facilitator in promoting the process of strengthening the local institutions of civil society. Thus, MCI felt the need to work through local partners since they play a pivotal role in working with local communities, have the capacity to partner with and facilitate linkages between policy makers and local organizations, thus it has the strategic niche in introducing and expanding the Civil Society Program.

In both pilot countries (Lebanon and Honduras) MCI hired qualified staff with extensive experiences to manage the program in the field. While MCI HQ was primarily responsible for developing the tools and methodologies, the field offices were directly involved in the implementation of the program. This was confirmed by field staff, however, concerns were raised in MCI's role in developing the tools in isolation without involving the local partners. The tools developed were:

- i. ***Civil Society Conceptual Framework***, a chart showing the general principles upon which the program is based;
- ii. ***Compendium of Civil Society Relief and Development Activities***, a reference book outlining civil society interventions appropriate under differing conditions;
- iii. ***Basic Civil Society Training***, a manual that introduces civil society concepts and interventions with a view to training others in the concepts and interventions;
- iv. ***Civil Society In-house Survey***, a set of questions which measures the degree to which an organization has incorporated civil society principles into its operation;
- v. ***Civil Society Rapid Assessment***, a procedure that provides a view of the state of civil society by a representative sample of citizens and acts as an aid in needs assessment; and
- vi. ***Quick Mapping Tool: Identifying Civil Society Actors and Opportunities***, a set of activities to identify people and opportunities for advancing civil society.

In order to reach different populations, and convey the civil society principles more effectively, MCI should work with field offices to refine the tools and develop other materials to be used by village/rural communities (comic books, pictures, etc.).

5. OVERVIEW OF THE PILOT PROGRAMS

5.1 MCI Lebanon

Lebanon was selected as one of the pilot countries, since it has undergone 17 years of civil conflict, and is making transition to democracy. The Lebanon Program was implemented by *MCI Lebanon Office*, in collaboration with a local partner, the Lebanese Foundation for Permanent Civil Peace (LFFPCP). MCI Lebanon also worked in partnership with the Ministry of Social Affairs (MOSA), and the Institute for Women Studies in the Arab World (IWSAW). The IWSAW was a volunteer partner and withdrew during the implementation phase. The total cost for three years was US\$ 315,053.75).

MCI Lebanon was established in 1995, with assistance from USAID to develop a program "Lebanon Humanitarian Assistance and Redevelopment Project" aimed to benefit about 25,000 rural families living in needy communities in 6 geographic clusters: 3 in North Lebanon in Akkar Caza Wasat el Qaiteaa, Bebnine, Dray and 3 in South Lebanon Bint Jebil, Rachaiya and Hasbaiya. (Figure 1) The goal is to establish adequate infrastructure, enhance economic opportunities, increase environmental awareness and encourage civil society through a civic literacy. The Civil Society Program was planned to integrate into the ongoing program.

The Lebanon program had five Strategic Objective(s): (Annex J)

- i. Establish a consultancy unit for program implementation an implementing civil society principles;
- i. Conduct a civil society baseline assessment for NGOs, and community based organizations, individuals, and communities where Mercy Corps works;
- ii. Mainstream civil society principles and promote leadership among actors to develop action plans that incorporate civil society principles throughout their activities;
- iii. Improve cooperation/collaboration between civil society actors; and
- iv. Promote communication and advocacy of civil society principles of civil society actors.

The long-term goal of MCI Lebanon is to build and strengthen civil society at both the national and grassroots levels. Civil Society, in keeping with MCI's definition (see Matching Grant Proposal, November 21, 1995) refers to non-state individuals and organizations that are involved in, or have the potential for, influencing relations between government (state actors) and the people (non-state actors) and relations between or among themselves.

The program had four components: *Research and Development, Training, Monitoring and Communication*

MCI Program Clusters

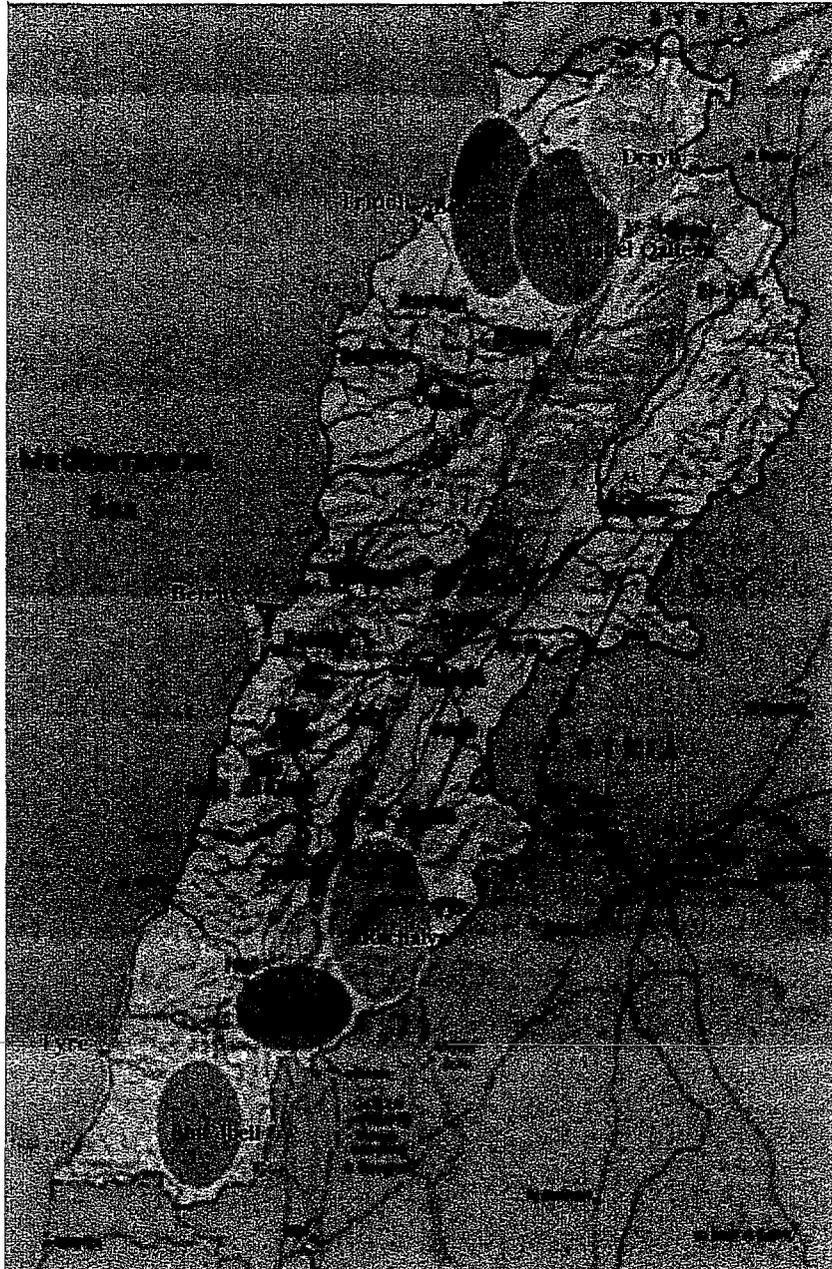


Figure 1.
LEBANON
MCI Program Clusters

5.2 Evaluation Questions

The SOW listed the following questions to be addressed as part of the evaluation.

- i. *Has Mercy Corps Lebanon hired and retained qualified staff? Has the staff effectively overseen the program?*

The staff hired in Lebanon is well qualified to oversee the program activity. The Lebanon program is managed by a Civil Society Program officer who has extensive background in academic, research, and community development areas.

- ii. *Has Mercy Corps Lebanon formed a consultative group with two Lebanese NGOs and a representative from MOSA? Has the consultative group been involved in the design, implementation, and evaluation of the program?*

MCI Lebanon has formed the consultative group which consisted of the following organizations: the Lebanese Foundation for Permanent Civil Peace (LFFPCP), the Institute for Women's Studies in the Arab World, and the Ministry of Social Affairs (MOSA). LFFPCP had extensive experiences in research, documentation, and impressive contact/outreach with academics, government, media, the NGO community, and donor agencies. LFFPCP has also contributed funding and labor to conduct the two surveys, translating materials into English, and publishing the documents. The consultative group was instrumental in the design, implementation and evaluation of the program. The group planned and conducted the three workshops, participated in a survey, and developed several materials.

From the start, MCI Lebanon made a concerted effort to include the government (Ministry of Social Affairs) as a partner organization to be part of the consultative group, and be the link with other government agencies.

The same year, after the consultative group, the TOR for the unit was drafted, and the DIP was revised and accepted. Because of the travel ban in Lebanon the MCI Headquarter team and the Lebanon staff met in Jordan to discuss the DIP and overall program activities.

- iii. *Did Mercy Corps Lebanon conduct a thorough review of civil society literature and civil society relief and development methodologies in Lebanon? Did it use the results of that research to design the program?*

As an initial step, MCI Lebanon conducted a thorough review on existing civil society literature, as well as conducted a survey of 10 active Lebanese NGOs engaged in civil society initiatives. The findings provided key issues and contributed to the design of the program.

- iv. *Did Mercy Corps Lebanon conduct a baseline civil society assessment of NGOs and individuals where Mercy Corps Lebanon implements its other development programs? Were the results of that assessment used to determine the focus of the program?*

Two surveys were conducted, one with 550 Lebanese to assess the attitudes and behaviors of Lebanese citizens with respect to civil society, and another with 20 non-religious NGOs to gather information on their program activities, beneficiary population, and association with civil society. Several issues related to the status of civil society were identified as a result of the survey: inadequate rural infrastructure; lack of economic development; lack of political power and absence of participation/lack of accountability; feeling of powerlessness and lack of confidence among citizens; and lack cooperation among political groups. (Refer to Annex K for survey questionnaires). The results of the survey provided valuable information to determine the program focus and design of the workshops.

It is important to note that due to the travel ban in Lebanon and lack of initial communication, MCI Lebanon had conducted its own surveys before it received the *Rapid Assessment(RA)*. However, the Lebanon team reviewed the RA and provided valuable feedback to MCI Headquarters.

v. *Has Mercy Corps Lebanon conducted three training workshops that included at least 50 participants from at least 15 NGOs and the Ministry of Social Affairs? Did the third workshop also include at least 10 media professionals? Have participants incorporated civil society principles into their ongoing work? Has cooperation and collaboration between actors improved? Have participants improved their relationship with the media?*

As planned the Lebanon field office conducted the following three workshops:

- i. Civil Society Concepts and Principles;
- ii. Coordination Between Organizations and Planning Projects for the Empowerment of Civil Society; and
- iii. Advocacy and Communication: NGOs and the Media

While the first workshop provided key concepts and understanding of civil society, the second focused on fostering network and communication, and the third was based in bringing the media and NGOs to promote communication and advocacy among media and the NGOs.

The first two workshops attracted a large number of 85 participants each, (Annex L) the third workshop had more than 120 participants. In all cases, the numbers exceeded the number of the planned participants (50), and this was an indication of the interest and commitment to the civil society initiative. This success at recruitment is a direct result of the efforts of the program staff in raising awareness and interest in civil society. We may attribute the recruitment success to the MCI Lebanon staff since no other organization actively recruited participants for civil society training. The participants represented NGO leaders, government representatives in most cases from the Ministry of Social Affairs, the media, and all the workshops had good media coverage. There was a systemic effort to have the same participants to attend all three workshops. To date a

total of 67 (far more than the 15 expected) NGOs participated in the workshops. At the third workshop, 20 media participants attended (more than the 10 expected).

MCI Lebanon, identified four outcomes: *awareness raising (100%); knowledge and skills development (52%); change in program orientation (39%); and coalition building (2 coalitions were formed comprised of NGOs and two MOSA centers, and another which was comprised of media and NGOs for a total of three)*. These coalitions were direct results of participation in the workshops.

MCI Lebanon used the civil society concept and principles in areas where MCI is implementing development projects, leadership skills (23 village committees); establishment of women village committees, civic literacy program for women (233 women); training of community leaders (18), health, small-scale enterprise, and environmental awareness, etc.

MCI Lebanon conducted two workshops on civil society issues and human rights, for more than 300 school teachers, 22 women church leaders were also trained in accountable leadership, 54 staff of MOSA received basic training in civil society principles at MOSA training center.

MCI staff and their field agents were faced with many challenges in these villages that they work, i.e., political rivalry among groups, family feuds, and traditional Moslem villages. MCI hired staff from the regions, who are well trained in community development principles and practices, this has helped the process in negotiating with different stakeholders, and also earning credibility.

Overall, the workshops have clearly improved collaboration and dialogue between NGOs, the government, and more importantly, have allowed NGOs and the media to engage in a participatory dialogue and peaceful discussions. Please see Tables I and II in section 5.2 for a summary of the outcomes of the three workshops and other training activities carried out by MCI Lebanon.

vi. *Did Mercy Corps Lebanon produce a training manual? Did they disseminate that manual to NGOs and CBOs in Lebanon?*

The Lebanon team has conducted civil society baseline assessment for NGOs, CBOs, and communities in MCI's Cluster areas, produced training manuals, documented the lessons learned, and disseminated the information to the workshop participants and other key players. Materials are developed both in English and Arabic. Publication of all training manuals and proceedings are presently being prepared by LFFPCP, the partner organization in collaboration with MCI Lebanon.

vii. *Did Mercy Corps Lebanon award seed grants to local organizations? Did the seed grant fund projects that indicate that training participants understood the content of the trainings and that focussed on the development of civil society in Lebanon?*

Mercy Corps Lebanon decided to award *four seed grants* instead of twenty small grants, to help Lebanese NGOs initiate civil society activities and/or integrate civil society activities into their ongoing programs and, to assist in the development of Mercy Corp's civil society program through the development of field projects that promote civil society development. The funds were given to only these four pilot projects because MCI felt that these organizations were large enough to leverage the pilot project funds. The evaluation team visited the grant recipients, and met with the representative of Akoura at the MCI offices.

The grants were for \$6,000 each and were comprised of the organizations below. It is too early to determine how the following four projects will incorporate the principles of civil society, since they received the seed grants just a few months prior to the completion of the MG program.

The *NGO Forum* is an umbrella organization consisting of ten other umbrella organizations that represent all religions in Lebanon. The Forum focuses on human rights awareness and democracy. It provides various activities including legal aid cases, training lawyers, training parliamentarians to work with NGOs produce manuals on human rights, and many other activities. The seed grant will be used to train NGO workers and activists on documenting abuses of the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW). The Forum will use the grant for a computer and an e-mail program, a part-time data officer, to organize a training seminar on reporting procedures, and production of a manual.

The Institute for Women's Studies in the Arab World (IWSAW) and Dar Al Amal are two women's organizations that will be involved in surveying the conditions of women in four prisons, assess their needs, provide Basic Living Skills Program, and train *twenty* women prisoners in marketable skills based on their interest. The Minister of Justice and prison authorities have agreed to assist them on this project. IWSAW is based at the Lebanese American University in Lebanon and is primarily involved in research, documentation, and networking on issues related to women. Dar Al Amal provides counseling and skills training in the poorer sections of Beirut.

Akoura Entraide works primarily with volunteers who offer their services for the development of rural communities in Mount Lebanon, comprising of Christians, Shiite Muslim, and mixed villages. It caters to small farmers through community development activities and training activities. Akoura plans to establish a local center for agricultural services to support small producers' associations from 12 villages. The seed grant will be used to hire field coordinators to assess the socio-economic and agricultural status in these communities, establish a database where the communities will have access to viable information and be active in the development of their communities.

The Local Council at Burj El-Barajneh is a community organization that provides assistance to handicapped children in poor Muslim section of Beirut. The Council solicits funds from the community and is run by volunteers. The Council plans to create awareness teachers, students and volunteers as well as foster cooperation among local and national NGOs and government agencies regarding handicapped children. The seed grant will be used to pay the salary of a supervisor and three social workers, as well as organize workshops and seminars for volunteers and teachers.

viii. *Has the civil society program assisted Mercy Corps Lebanon in incorporating civil society principles into their ongoing development projects? How effectively have the projects incorporated those principles?*

The program has allowed Mercy Corps Lebanon to integrate civil society principles into their ongoing programs. The MCI staff in general has gained knowledge of civil society principles (self-reported) and "plans" exist to incorporate those principles in other programs. The implementation of this knowledge at headquarters in future programs remains to be seen. It is certainly true that MCI Lebanon has integrated civil society principles into its program of *Reconstruction and Improved Economic Opportunities*. In the clusters of villages where MCI Lebanon is carrying out its activities, the planning and implementation of program activities is based upon the principles of participation, accountability, and civil interaction. MCI Lebanon also identified major issues affecting civil society and made citizens aware of them. According to the June 4 1999 report by field project manager, the "impact" has been to build local leadership and civil society, cooperation and coordination with government and market sectors, and empowerment of citizen groups at the grassroots level for sustainable development efforts. This document lists the individual "impacts" as MCI Lebanon has expanded the Civil Society approach to *Reconstruction and Improved Economic Opportunities*.

ix. *What has changed as a result of project inputs stated in the DIP? What are the effects, outcomes in the capacity of MCI and its NGO partners to: promote citizen participation, accountable leadership, and peaceful change? What have been the effects on the intended beneficiaries? What criteria are being used to assess this capacity (e.g., to sustain civil society efforts)?*

- Awareness of Civil Society Principles

It is very clear that increased sensitivity to civil society principles occurred during the course of the project. Training exceeded expectations in the numbers of citizens and organizations participating in the three main workshops. The June 2, 1999 Report on Impact of the Training Program was based on a sample of 31 participant organizations selected at random from the 67 NGOs and 7 Ministry of Social Affairs (MOSA) Centers trained. This report showed (through participant

comments) that trainees at least understood the concepts learned and indicated that the training reinforced existing knowledge and provided new knowledge and motivation to act upon the knowledge.

- Changes in Beneficiaries that Reflect Training

From the 23 organizations actually interviewed in the random sample, participants listed the following major impact of the training: changes in program orientation to incorporate civil society concepts (9 organizations) and the development of new programs based upon civil society principles (12 organizations).

If we extrapolate to all organizations trained, it is clear that these changes probably have become part of the overall "social climate" of the organizations. The only way to know this for sure is to carry out a follow-up study which would detail the longer-term impact of the training.

In addition, three coalitions were formed from the workshop participants. Seed grants to selected NGOs that were part of the coalitions helped in the formation of these coalitions. The focus of the activity of the coalitions was to sustain development using principles of civil society learned through the Matching Grant.

- Changes in MCI

As previously indicated, MCI has integrated Civil Society Principles into "Reconstruction and Improved Economic Opportunities". This integration combines sustainable development and civil society. This is what MCI said it would do. To the extent that this integration is successful remains to be validated through a follow-up study.

- Methods to Assess Capacity

MCI has tried to mainstream its efforts by enlarging the scope of the training program through other (than those funded by the Matching Grant)) seminars and workshops.

Seven seminars and four training were listed in the June 4, 1999 report Developing Civil Society in Lebanon. This report mentioned proposed methods and approaches for the planning of projects that use civil society principles. One weakness is that the report did not identify what these methods and approaches are.

- Seed Grants

Four seed grants were given to NGOs to enhance their efforts of combining civil society principles with sustainable development. The details of the seed grants are discussed in section 6.2 above. MCI Lebanon felt that larger grants given to a few well-established NGOs/coalitions would be more effective than many small grants to NGOs that may not be able to leverage other resources with smaller amounts of funds. The impact of the four seed grants remains to be seen. The funds appear to be destined for support of development projects. However, it is not clear how civil society principles are to be integrated within each project.

**TABLE I: OUTCOMES OF TRAINING WORKSHOPS:
MCI LEBANON PROGRAM**

Number of Participants Attending Workshops	Awareness Raising (%)*	Knowledge And Skills Developed (%)*	Change in Program Orientation*	Coalitions Formed
68 participants from 67 NGOs	100%	52%	39%	2 coalitions formed, includes 15% of participant NGOs and 2 MOSAs
17 participants from 7 MOSA centers	100%		100%	
20 participants from 20 media				1 coalition formed, different media with 50% of participants

***Results of a survey of a random sample of 23 participant NGOs.**

TABLE II: MAINSTREAMING OF CIVIL SOCIETY PRINCIPLES: MCI LEBANON PROGRAM OUTCOMES

<u>NATIONAL LEVEL</u>		
Nature of Activity	Beneficiaries	Program Outcomes
1. Basic training in Civil Society principles at MOSA training center	54 trainees	Civil society training included in regular curriculum
2. Training women church leaders MECC in accountable leadership	22 women	Demand for more training
3. Training of civic education teachers from public and private schools	360 teachers	Teachers are following the pedagogic approach and use training materials
4. Participation in national conferences/workshops on civil society issues	7 national events	MCI recognized as a resource organization for civil society issues
<u>GRASSROOTS LEVEL</u>		
In areas where MCI is implementing development projects:		
1. Building leadership and civil society		
a. Democratic election of village committees	23 village committees, 100%	Participate in all phases of project planning and implementation
b. Cooperation with local government and CSOS	23 village committees, 100%	Women participate in public life
c. Inclusion of women in village committees	11 villages, 485	Women participate in public life
d. Civic literacy program for women	233 women	Women participate in public life
e. Training of women community leaders	18 women	Women participate in public life
f. Training community teachers in education for environmental awareness and school initiatives	22 Teachers	Community members undertake initiatives and challenge manageable issues affection communities, 11 new initiatives
g. Environmental awareness campaign in the villages' schools	Students	

2. Cooperation with local civil and international organizations and government institutions		
a. Training in nursing aid	15 young women	MCI, Mouvement Social
b. Training in industrial sewing	15 women	MCI, Al Najda Al Chabiah
c. Business awareness	54 women	MCI, UNIFEM, EU and MOSA

As the Matching Grant is a pilot project, it is not yet possible to quantify lasting impacts.

6.0 HONDURAS - INTRODUCTION

Mercy Corps International (MCI) has been working with a local partner Proyecto Aldea Global (PAG) since 1996 to develop and integrate a USAID funded pilot civil society program with ongoing community development programs for achieving enhanced sustainability of these programs in Honduras. Given the relative stability of this nation, MCI identified Honduras as an excellent setting to "expand the current understanding of the relationship between poverty alleviation, environmental conservation, and civil society interventions".² The local affiliate has been implementing health, agricultural, and literacy programs for more than 20 years. Honduras was selected based on its strength in community development activities, political stability, and has relatively few ethnic tensions.

The overarching goal of Mercy Corps International's program to promote civil society is "to foster social stability and human development in nations torn by and emerging from civil strife or experiencing conflict arising between and among different ethnic, religious and social groups over a three-year period" (see MCI Proposal 1995:4). The general objectives of MCI's program have been discussed earlier in this report. Working with its local partner (PAG) in Honduras, the objectives of MCI's Civil Society Program were to:³

- i. Establish a civil society program unit to integrate more fully civil Society into relief and development activities;

² See MCI's Matching Grant Proposal, "*Linking Civil Society and Sustainable Development*", November 21, 1995 (p. 6) to USAID's Office of Private and Voluntary Cooperation, Bureau of Humanitarian Response.

³ These objectives are reiterated in MCI's Detailed Implementation Plan (DIP) for Sept. 30, 1996-Sept. 29, 1999, (1996:3).

- ii. Develop project design, baseline evaluation tools, and adapt materials necessary to train trainers and civil society promoters. Training will include techniques of conflict analysis and management as well as problem solving skills;
- iii. Develop the sub-regional development committees (SRDCs) capability to understand and internalize concepts of civil society; and
- iv. Improve the cooperation between the SRDCs and municipal and central government units in natural resource management as well as promote governmental transparency, accountability, and responsiveness to citizen initiatives.

These objectives are consistent with the current activities of PAG. Since its founding in 1983, PAG has been conducting community development activities in over 200 communities throughout the Department of Comayagua (see Figure 2). PAG is dedicated to promoting improved living conditions in this region of central Honduras, seeking a better understanding on the part of the local population regarding the use and management of their environment, and expanding the participation of community members in the affairs of their communities.

Plans were already being prepared for the follow-on MG⁴. The evaluator for the Honduras portion of this evaluation carried out the SOW as an interim evaluation rather than a final assessment of what had been achieved. In short, more attention was paid to processes than outcomes although every effort was made to document project results to date. A site visit itinerary is provided in Annex M.

6.1 Country Setting

Honduras is the largest of the Central American Republics with a land area of 43,278 square miles—slightly smaller than the State of Pennsylvania. It also has the dubious distinction of being one of the fastest growing countries in Latin America with an annual population growth rate of 3.0 percent. Honduras currently (1998) has a population of 6.5 million that is projected to reach 8.7 million inhabitants by 2010. The population is predominantly Mestizo (i.e., a mixture of American Indian, Spanish, and Black), and relatively young (44% are under 15 years of age). The overall literacy rate is 75 percent although considerable variation exists between rural and urban populations—of which 60 percent resides in the rural areas of the country. According to the USAID's FY 1999 Congressional Presentation, Honduras faces overwhelming development challenges, severe poverty, inadequate education and health care facilities, an antiquated and overly protectionist economic structure, and widespread environmental degradation.

⁴ The new MG from USAID/BHR/PVC is providing funding for the promotion of Civil Society for Honduras, Nicaragua, and Tajikistan.

MAPA DEL DEPARTAMENTO DE COMAYAGUA

7

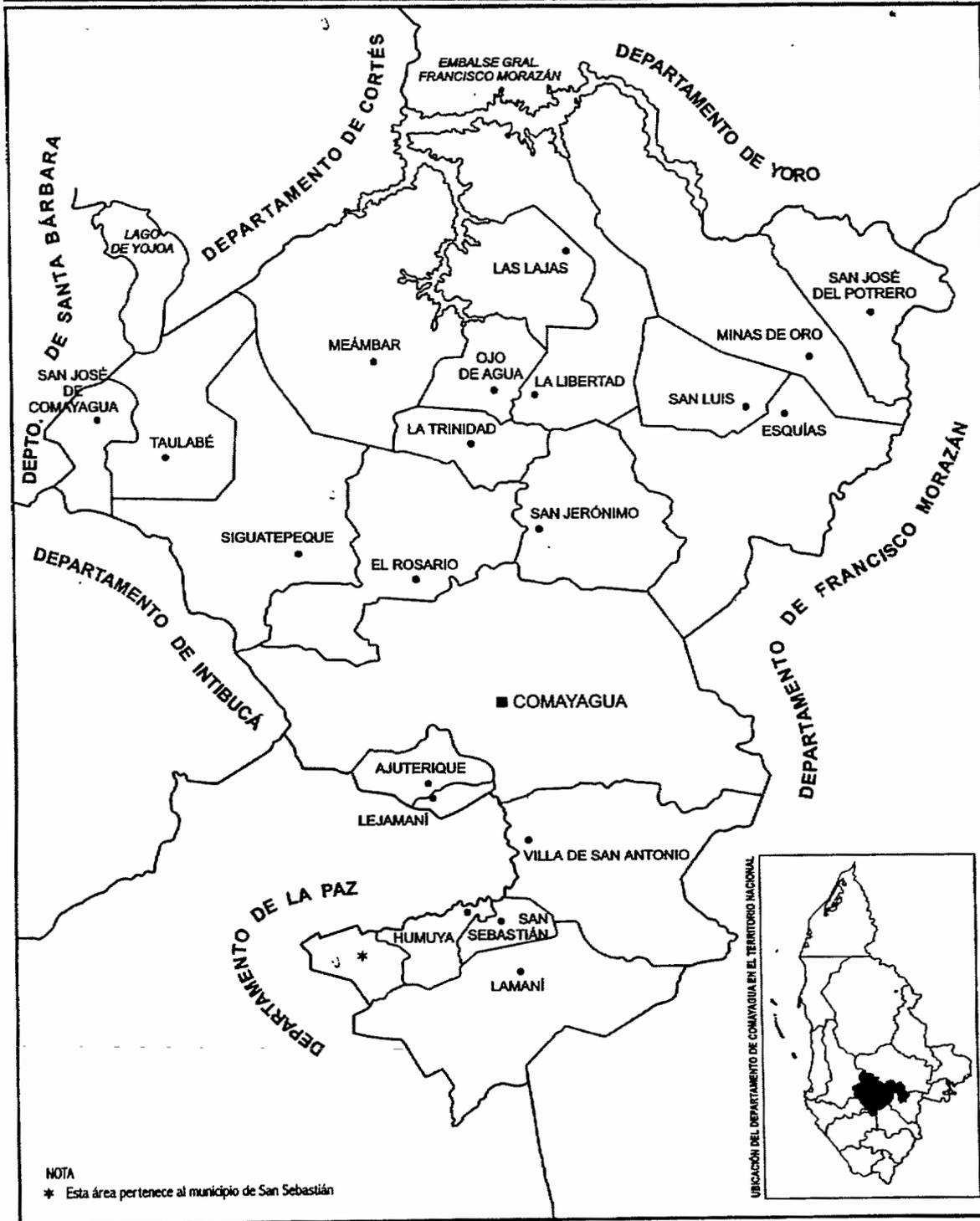


Figure 1.

Region of PAG Development Activities

2

28A

Honduras is the third poorest country in Latin America with a per capita annual income of \$600 and an overall poverty rate above 65 percent.⁵ Although only 16 percent of the land base is arable, 62 percent of the labor force is employed in this sector. Other predominant economic activities include forestry, fishing, and mining. A powerful economic elite, including landowners, control the Honduran economy. Between the wealthy class and the rural and urban poor, a small but relatively insignificant middle class is struggling to maintain itself. Political power is also dominated by powerful groups in the national despite the trapping of democratic elections. Power is shared by two parties: the Nationalist Party which is traditionally conservative and centrist in its orientation; and the Liberal Party which usually represents the interests of the landless poor and for a greater distribution of power to Honduras's 18 Departments. A greater sharing of wealth and power is crucial to the continued peaceful development of Honduras. In short, the fragile democratic institutions of the Nation must be strengthened.

6.2 Civil Society Setting

While some positive changes have taken place during the last decade, the government remains overly centralized and is rarely responsive to the needs of its citizens – especially those outside of the capitol – Tegucigalpa. For many years, USAID has been working to improve the Honduran court system that is archaic and inefficient through its Rule of Law efforts.⁶ Resources have been provided to improve court procedures for processing cases, training more public defenders, and establishing a career judicial service. These efforts have sought to strengthen the respect for human rights and promoting a more responsive and effective municipal government. However, improvements in the formal political structure of Honduras are unlikely to be sustained unless support from the general population can be mobilized.

Several non-governmental organizations (NGOs) are now working throughout the country to improve human rights (e.g., the rights of prisoners, union participation, farmers without land titles, and abused women). These fledgling efforts are all seeking to expand democratic local governance. Indeed, a recent USAID study concluded that the emergence of a stronger civil society would be a potentially strong source of accountability for achieving socioeconomic change in Honduran society.⁷ Last October, much of the country's infrastructure was destroyed by Hurricane Mitch; the Government of Honduras (GOH) was almost powerless for weeks and

⁵ Source: World Bank, United Nations Development Report, 1998.

⁶ See "Weighing in on the Scales of Justice" for a description of Rule of Law efforts in Honduras. Washington, D.C.: USAID/CDIF/POA Report No. 7 (February 1994).

⁷ "Spreading Power to the Periphery: An Assessment of Democratic Local Governance", Washington, D.C.: USAID/CDIE/POA Report No. 21 (September 1998:41).

months in parts of the country responding to this disaster. Ironically, Mitch while incapacitating much of the government, served as a catalyst to local NGOs working to develop and promote civic participation through the establishment of an active Civil Society.⁸ The role of this natural disaster will be discussed later in this report.

6.3 MCI'S Civil Society Project

The Civil Society Project was initiated in September 1996 and ends in September 1999. PAG received \$277,453.00 from MCI to implement the project in Honduras-primarily for the hiring of staff (see Annex N, Project Agreement-Civil Society Project). A project Gantt chart listing strategic objectives, activities, outputs, and performance indicators is provided in Annex O. In general, the project was carrying out the activities called for in the project design-although the project schedule appears to have run behind schedule by about six to nine months. Of course, much of the delay was directly attributable to the tremendous damage caused by Hurricane Mitch.⁹ Salient issues of project implementation are addressed in terms of the Scope of Work below.

MCI's partner in Honduras, The Proyecto Aldea Global, as the name suggests, is an organization dedicated to solving problems affecting all communities. It was started in the early eighties by a visiting American interested in improving the wellbeing of rural communities – especially in the mountainous region of central Honduras. Initially, the organization with virtually a shoestring budget and a few church volunteers began conducting adult literacy classes, teaching improved farming techniques, and building low cost housing. After many years of work, PAG is a registered NGO with the GOH and now receives support from numerous organizations.¹⁰ PAG has also had a long-standing relationship with Mercy Corps International. This relationship is described as a partnership although MCI identifies PAG as an affiliate.¹¹ PAG's main office is in Tegucigalpa although most of the

⁸ Civil Society defined on page 1.

⁹ Hurricane Mitch arrived off the coast of Northern Honduras on Oct. 25, 1998 and deluged the country with torrential rains for a week. Official counts by the GOH now list 5,657 dead, more than 8,000 persons missing, 12,000 injured, and 220,000 homes and other building damaged or destroyed. Total property damage has been estimated at \$6 billion (PAD Director, personal communication).

¹⁰ These organizations include the UNDP, IAF, Partners of the Americas, and several church support groups (e.g., the Church of the Brethren, Christian World Relief Committee, Episcopalians, and Presbyterians).

¹¹ MCI and PAG currently have partnership agreements covering three projects (see Annex 2); interestingly, these agreements date from April, 1999 and according to PAG's Director, went through four iterations before a final agreement was signed. Issues of turf, overhead, responsibility, and assigning credit were important issues that had to be clarified. The broader issue of partnership etc. is discussed elsewhere in this report.

PAG's main office is in Tegucigalpa although most of the project staff work in the PAG office located in Siguatepeque (see Figure 2).¹²

At the time of the site visit, PAG had 131 salaried employees working in a variety of community development projects mostly in the Department of Comayagua (refer to Fig. 2). These projects include: working to improve traditional farming techniques; expanding conservation practices in the cloud forests (watershed regions) of the Meambar National Park; building and improving roads so that mountain communities can market their products; and promoting and expanding rural health clinics and the development of rural banks for the poor. According to its Director, PAG is now working in 18 municipalities that are comprised of 200 communities. In 1996, PAG began an urban development project in Tegucigalpa working with poor single mothers to improve their living conditions and prospects for the future. PAG with MCI are participating in two USAID funded projects; a five year Child Survival Project (9/97-9/2001) and this Civil Society Project (9/96-9/99) originally funded for three years and now continued for an additional three years through a follow-on Matching Grant.

In a USAID Democracy and Governance policy paper (1991), the Agency identified civil society, along with elections, representative political institutions and free information flows as the key means for strengthening democratic representation.¹³ In the broadest sense, civil society inhabits the area between individuals and the state, and is made up of associations of all sorts. PAG defines "civil society" as the sector existing between government and the private sector (e.g., individuals or associations owning for-profit organizations); this third sector consists of persons or are either organized or not organized. PAG perceives its role in the promotion of civil society to initiate and nurture Community Based Organizations (CBOs). In summarizing their actions for the last three years, PAG noted:

Civil society actions and theory are new concepts in Honduras. There is little understanding of these concepts by either NGOs or government officials. With the exception of a few organizations working within the Indian and the Black communities, little has been done to strengthen civil society by local or international NGOs. Traces of organizational efforts can be found throughout the country, yet there is little community participation and none at the decision making level.¹⁴

In its partnership with MCI, PAG has sought to organize community members to become involved in public issues that have a direct or even indirect bearing on their lives.

¹² PAG's main office has 14 staff, Siguatepeque has a staff of 105 (includes extension workers), and a Center for urban poor in Tegucigalpa has 12 staff persons.

¹³ USAID/CDIE: "Democracy and Governance: Occasional Policy Paper", Washington, D.C., 1991.

¹⁴ See PAG and MCI's report on its civil society project entitled, "Honduras Civil Society Actions: Complete Report 1996-1999".

6.4 Evaluation Issues

The Scope of Work (SOW) called for a Final Evaluation of Mercy Corps' Matching Grant (MG) efforts in Honduras. By the time the evaluation site visit was conducted in early September 1999, MCI had been awarded an additional three-year MG that included funding for Honduras to continue its program in civil society.¹⁵

6.5 Evaluation Questions

The SOW listed the following questions to be addressed as part of the evaluation.

1. Has PAG hired and retained two qualified civil society staff? Has the staff effectively provided oversight to the project?
2. Did PAG identify three partners? Did PAG involve those partners in the design, implementation, and evaluation of the program?
3. Did PAG collect baseline data on the health of civil society in the region? Were the results of that study used to determine the focus of the Civil Society Program?
4. Did PAG train its staff in evaluating civil society in the areas in which they work? Has the staff evaluated the health of civil society in the areas in which they work?
5. Did PAG organize local development committees? Did PAG work with the local committees to develop strategic objectives for three years? Did PAG train the local leaders in the communities in understanding how to evaluate the strategic objectives? Did PAG train the local committees in basic civil society principles? Do the local committees understand and utilize the civil society principles?
6. Did PAG identify the training needs of the committees and municipal authorities? Did it help form a committee involving those actors? Did it hold a civil society workshop involving those actors? Did it convene monthly meetings for the committees in each sub-region plus a regional meeting? As a result of the committees, has cooperation between sub-regional committees and municipal authorities improved?
7. Has the Civil Society Program assisted PAG in incorporating civil society principles into their ongoing development projects? How effectively have the projects incorporated those principles?

¹⁵ The new MG from USAID/BHR/PVC is providing funding for the promotion of Civil Society for Honduras, Nicaragua, and Tajikistan.

6.6 Additional Issues

Given the emphasis of the project to link the emergence of civil society in Honduras with sustainable development, BHR/PVC requested that additional issues be considered as part of the evaluation that went beyond processes to focusing on project results. These include:

- What has changed as a result of project inputs stated in the DIP?
- What are the effects, outcomes in the capacity of MCI and its NGO partners to: promote citizen participation, accountable leadership, and peaceful change?
- What have been the effects on the intended beneficiaries?
- What criteria are being used to assess this capacity (e.g., to sustain civil society efforts)?

The foregoing issues will be addressed in the section below on project results and sustainability.

- i. *Has PAG hired and retained two qualified civil society staff? Has the staff effectively provided oversight to the project?*

It was originally envisioned that CS staff would be on board the project sometime during the second quarter of the project schedule. However, finding the right staff took a bit longer than anticipated. CS Project staff was not hired until Summer 1997. The staff consists of a civil society coordinator, a civil society promoter, and a CS extension agent. They work out of the PAG office in Siquatepeque and carry out their duties throughout the Department of Comayagua. The CS team possesses a complementary range of skills for working with local community leaders, developing CS materials, and coordinating/integrating CS activities with ongoing PAG projects. The CS staff members who were hired by PAG turned up to be extremely effective in implementing the Civil Society activities.

- ii. *Did PAG identify three partners? Did PAG involve those partners in the design, implementation, and evaluation of the program?*

PAG initiated the CS project by organizing and conducting sub-regional meetings throughout the Department of Comayagua – building upon the ecological regions where PAG already had a presence. These meetings took place between September 1996 and March 1997. Under the initial guidance of the PAG director and the MCI CS coordinator from Washington, DC, the aims and goals of the CS Project were explained to Committee Representatives from the Humuya River Basin, the Yure River Basin, El Cajon Basin, and Cerro Azul National Park. These sub-regional committees agreed to become the local partners in the development of a civil society strategy representing 200 local communities (Aldeas) with a population of approximately 160,000 to a high of 200,000 during harvest season. Each of these sub-regional committees was composed of sub-committees with specific target responsibilities such as health, education,

agriculture, etc. An example of this structure is provided in Annex P. Building on these early organizing meetings, PAG entered into formal partnerships with three community-based NGOs:

- EACTSY (Yojoa Associative Peasants Enterprise); a peasant cooperative located near Lake Yojoa whose goal is eliminate middlemen in the distribution of their products;
- PRR (Rural Reconstruction Project); a small housing NGO working to promote housing, health, literacy, family economic improvement, and sustainable agriculture; and
- COEDUCA (Education Communication); a NGO working in most of Honduras to promote citizen empowerment and participation in their local communities.

Once partners were identified, the PAG staff developed a more detailed Implementation Plan for 1996-1999 (See Annex P).

iii. Did PAG collect baseline data on the health of civil society in the region? Were the results of that study used to determine the focus of the Civil Society Program?

In its overall CS design, MCI felt it was crucial to measure the health of the civil society in different countries of the world. MCI developed a *rapid assessment* questionnaire to collect information on local population's perception of economic, government, and social issues. It was then translated by PAG in Honduras; a sample instrument is displayed in Annex Q. This information base could then form the basis of establishing a baseline against which a civil society program would be designed. The Rapid Assessment Survey was conducted by PAG in February 1998. Assuming a high population of 200,000, a .2 percent sample (n=400) was drawn from the four eco-zones where the PAG is currently working.

The significant findings were:¹⁶

- Government issues – a majority of respondents said the government was not fulfilling its responsibilities to citizens, 45 percent believed judges always manipulate the law, 30 percent felt bureaucrats are never punished for breaking the law;
- Social issues – a majority of respondents felt citizens do not participate in decision making, community organizations rarely work together, and citizens are not represented by the government;
- Human rights – only 12 percent of those surveys understood basic human rights, only 7 percent felt the law was applied equally to all persons; and

¹⁶ Honduras Civil Society Actions: Complete Report 1996-1999, p. 20.

- Economic issues – 59 percent perceived that no problems were in evidence over the use of natural resources.

As a result of this survey, the CS staff felt that much had to be done to strengthen local community organizations, their interaction with local municipal authorities, and providing improved education about the use of natural resources.

- iv. *Did PAG train its staff in evaluating civil society in the areas in which they work? Has the staff evaluated the health of civil society in the areas in which they work?*

There was no indication that the CS staff had been trained in how to evaluate their projects-although a considerable amount of information was being collected on the civil society process in each community. PAG has produced an excellent report of the project's activities from 1996-1999.¹⁷ However, it is essentially a historical document. Greater attention must be addressed to measuring the outcomes of each intervention in terms of the results achieved in each community. Most evaluation materials for the project consisted of PAG Monthly Reports and Trip Reports conducted by MCI staff.¹⁸ MCI Civil Society strategy called for improving: 1) citizen participation in a given community; 2) accountability among government officials; and 3) conflict management procedures. Items one and three are well documented as processes but strategy three needs to be addressed more extensively since it is really a result. Additionally, there seemed to be some confusion over the use of the rapid assessment results. It was a snapshot of community opinions-not an evaluation. This needs to be clarified during the next phase of the Matching Grant.

- v. *Did PAG organize local development committees? Did PAG work with the local committees to develop strategic objectives for three years? Did PAG train the local leaders in the communities in understanding how to evaluate the strategic objectives? Did PAG train the local committees in basic civil society principles? Do the local committees understand and utilize the civil society principles?*

PAG has done an excellent job of organizing local development committees starting with the Regional Subcommittees and galvanizing local committees by providing small seed grants to support civil society activities. The PAG CS staff has provided training in the basic principles of CS as well as assisting these groups to define their goals. One of the biggest problems has been establishing and maintaining communication among committee members. Many of the communities where the CS staff is training and organizing is virtually inaccessible due to poor roads (especially during the rainy season) and limited or non-existent phone service. Despite

¹⁷ Op. Cit. 14.

¹⁸ See MCI's Matching Grant "mid-term Evaluation", (10/1/98) and the "Second Annual Report", (11/12/98).

these obstacles, the PAG CS staff has done a remarkable job of organizing a number of CS committees. One of the first activities of the regional committees was to launch what was referred to as *Concertacion 97* (Meeting 97). This provided an opportunity for the committees to come together and organize; moreover, local officials were invited in this election year to come and discuss their plans for the local municipalities—a first in Honduras according to the PAG director. *Concertacion 97* was considered a success but a proposed super-regional committee to work with the private and government sector has never materialized.

- vi. *Did PAG identify the training needs of the committees and municipal authorities? Did it help form a committee involving those actors? Did it hold a civil society workshop involving those actors? Did it convene monthly meetings for the committees in each sub-region plus a regional meeting? As a result of the committees, has cooperation between sub-regional committees and municipal authorities improved?*

It was obvious from the onset of the project that training materials had to be developed to assist local CS teams teach the concepts of Civil Society. MCI developed five useful and informative training manuals. These manuals are the same as those developed for Lebanon. These include:

- Civil Society Basic Training Manual (1998)
- Civil Society Rapid Assessment (1998)
- Civil Society Quick Mapping Tool: Identifying Partners and Opportunities (1998)
- Civil Society in-house Survey (5/98)
- Compendium of Civil Society Activities (1998)

It would have been much more useful to the project in Honduras if some of these CS training materials had been translated into Spanish so they could have been reproduced for training sessions. Nevertheless, the CS team did conduct Basic Civil Society Training for Mercy Corps/PAG staff and individuals from local and international NGOs during the second half of 1997 and early 1998. While very time consuming, the PAG CS team did develop training materials in Spanish (e.g., *Exito y Sostenibilidad en El Trabajo de Desarrollo, Fondo Capital Semilla; Informe Final*).¹⁹ All training participants receive certificates certifying their training (See Annex R). The manuals were, with much time and effort, translated into Spanish. It is important to note that it took the civil society staff a lot of time to develop the manuals, which essentially took away staff from doing other work. This time could have been used to advance other program objectives.

¹⁹ Success and Sustainability in Development Work, Seed Grant Process: Final Report.

- vii. *Has the Civil Society Program assisted PAG in incorporating civil society? principles into their ongoing development projects? How effectively have the projects incorporated those principles?*

The most impressive aspect of the PAG Civil Society Project is that it is not a stand alone project but has been integrated into existing development projects. While the program has allowed to draw people from a wider net in the community, it has also expanded the number of people, and has built confidence among diverse groups. This is important. Too many CS projects attempt to promote citizen participation without a clear contextual focus. In the case of PAG, it has been conducting community development activities in the same region for over 15 years. The CS component represented a natural extension of these activities and was accepted by community leaders and members with little resistance. Moreover, PAG has developed relationships with numerous NGOs (national and international) as well as with the private and governmental sectors. Some of these include the Foundation for Municipality Development, the Comayagua Ministry of Education, the Human Rights Committee of Siquatepeque, and the Center for Education and Work.

- viii. *What has changed as a result of project inputs stated in the DIP? What are the effects, outcomes in the capacity of MCI and its NGO partners to: promote citizen participation, accountable leadership, and peaceful change? What have been the effects on the intended beneficiaries? What criteria are being used to assess this capacity (e.g., to sustain civil society efforts)?*

- Seed Grants

PAG has funded 22 grants to local community organizations to stimulate civil society efforts in their communities. These efforts ranged from groups seeking clear land titles, improving adult and youth education to community associations (Patronatos) addressing accountability, youth gangs, and the abuse of women. A total of \$36,950 was distributed to these groups-the average grant was \$1680 (range=\$150-\$3,800).

- Conflict Mediation

The CS team has mediated a number of community disputes; between Indians and the GOH over endangerment of the Mayan Copan ruins, between coffee producers and water contamination, and conservation needs and the burning and cutting of important forest resources (See MCI's Second Annual Report 1998:7).

- Hurricane Mitch

The arrival of Hurricane Mitch in October 1998 was a devastating event and overwhelmed the infrastructure of Honduras. In much of the PAG's operational region, roads and bridges were washed out, crops and animals lost, and numerous lives lost. Indeed, according to PAG's

director, Hurricane Mitch while being very destructive, also created a set of conditions that required more community interaction and cooperation. What government and the private sectors could not do, communities had to do for themselves. They had to prioritize their needs for requesting resources from the government; lobbying and advocacy became important skills. Leadership and decision-making were amply demonstrated in community after community. The resulting lessons of civic action established examples by which these local communities continue to follow.

- **Local Community Problems**

One of the more interesting aspects of the emergence of civil society in Honduras is that many of the organizations receiving seed grants were involved with local community issues such as street gangs, helping single mothers and abused women, the rights of children, and exposing poor children to computer training. Civic actions can be targeted to community problems as well as those issues directed at governmental entities.

- **Accountability**

The most obvious and direct result of promoting a civil society is the extent to which accountability among public officials is demanded. Decision-making must become far more transparent to the public. Usually, this is a fairly abstract concept until public and or private officials are called to task for some type of impropriety. In Honduras now, officials are far more conscious of public scrutiny-more persons are being prosecuted for corruption or misuse of their office.

7. LESSONS LEARNED – MCI HEADQUARTERS

Since the civil society concept will take time, commitment, financial resources, and patience to implement, impacts cannot be expected in a short-term pilot project.

- The success that MCI has had so far is due in identifying local partners who were respected, knowledgeable, and had extensive outreach/network with various stakeholders
- MCI should not assume that its in-house staff would be more appropriate than outside consultants in the development of tools. In the field there was resistance to bring in an outside expert who was not familiar to the local culture and context, and thus, MCI decided to use local experts. At headquarters, MCI felt that most consultants were not familiar with the Mercy Corps approach, and felt that it would be best to provide appropriate skills to staff and familiarize them with the concept rather than use outside consultants. The decision was to strengthen the institutional capacity rather than use outside resources. This was a mistake given the problems expressed with the tools. There was concern about the *Tools*, their non-applicability and the cultural insensitivity of the terminology to the local culture. Although

the *Tools – the Training Manual* – were originally intended by MCI to be used by NGO staff, feedback from the field reveals that the *Tools* were too technical and would not be applicable to a larger audience. The words are too sophisticated for the intended audience and the concepts behind the tools cannot be easily explained to someone administering the tools. Consequently, there is difficulty implementing the tools. MCI is aware of this problem with the tools and has been trying to involve the field staff in the review process. In order to reach different populations, and convey the civil society principles more effectively, MCI should work with field offices to develop materials to be used by village/rural communities (comic books, pictures, etc.).

- Based on the feedback from the field and other PVO partners, the tools have created demand beyond the pilot countries. However, MCI should be careful in promoting the tools prior to field-testing to see the applicability and adaptation in different country contexts.
- It appears that the principles of civil society are evolving principles. It takes time to incorporate these principles, even at headquarters. Headquarters now has less of an ‘us’ against ‘them’ viewpoint, a viewpoint counter to civil society principles. Based on the interviews conducted with administration and program staff, there seems to be a high level of interest and commitment in the part of the program staff to mainstream the civil society concept in their overall program development. There is continuous dialogue and open discussions among staff to create pathways both internal and external for effective communication.
- Good communication is vital to implement civil society concepts. As a result of the various training activities, regular participatory meetings, and other communication methodologies (Newsletter), the program staff has gained knowledge, understanding, and strengthened communication both at headquarters and in the field offices which has increased the acceptance of civil society concepts. Program staff has indicated the impact of participating in the training activities. Good communication through participatory dialogue and discussions has enhanced the internal capacity of MCI.
- Staff turnover can affect communications. MCI has had staff turnover and two of the key members (the director of the project, who was the visionary of the project, and the director of research, who was responsible for the development of the tools) left within the first two years of the program. Though MCI filled the positions, the transition had clearly affected the implementation process. A year later, MCI was faced with another loss of the Director who was working from the Washington, DC office, and MCI is still in the process of recruiting a candidate. Temporarily, the Civil Society Program manager is overseeing the management of the program. The position of program officer to work on the tools has already been filled. At present, the civil society team consists of two staff members only, and both are being paid from the Matching Grant.

- During the evaluation trip, the Headquarters staff and the field staff shared their concern about the turnover. Most importantly, the field staff indicated lack of communication and clarification of the different approaches. Various demands and conflict over expectations were due to the turnover.

8. LESSONS LEARNED – MCI LEBANON

MCI Lebanon has fostered collaboration among different stakeholders, i.e. government, media, community organizations, NGOs, academics, media, women, youth and many more (see Table II section 5.2 above). Fostering collaboration was definitely a new approach that engaged various key players in participatory dialogue and peaceful discussions, major outcomes of this project. This collaborative effort has generated the following lessons:

- It is necessary to find a way to promote collaboration. The use of workshops was a viable way to gather together representatives of several NGOs, government agencies and the media to provide the civil society concepts.
- Citizen participation and peaceful exchange in the workshops were able to overcome the problems that result when trying to work with diverse groups, religious, political, and economic that do not see eye-to-eye. Behavior and attitudinal changes were the biggest hurdles, and these were accomplished through the workshops that afforded an opportunity to various key players, to first understand the concept of civil society and then to partner with new groups, create collective energy and commitment, build trust, and help identify different ways of promoting the concept. For example, a journalist who participated in the third workshop, decided to develop a voters guide for young candidates running for Municipal election. Furthermore, an NGO representative contacted the media and prepared a media release based on the recommendations and inputs from a journalist from Workshop III.
- Grassroots community organizing is necessary to promote civil society concepts. The overall success of the civil society initiative is due to strong grassroots community organizing skills on the part of MCI Lebanon. The Civil Society Team has been very successful in mobilizing local resources, in particular tapping women's groups, teachers, students, community groups and in some cases local government institutions.
- Working within existing linkages, organizations can use community development as an entry point that diverse groups can rally around. At the same time, principles of civil society can be introduced.

- Gender plays an important role in civil society and it has proven to be very effective to train women in civil society principles. In terms of community outreach, at the grassroots level, when women gained knowledge and exposure to the civil society approaches, they shared it with others in the community. In this particular project, the inclusion of women in village committees (11 villages) where MCI is implementing development projects, the awareness and knowledge has brought about change of the community in general, and in particular attitudinal changes including self-confidence and empowerment of the women in the communities.
- Coalition formation is very crucial to the success of a program. A coalition can give a sense of 'community' which empowers the self-esteem of women, and encourages them to be more effective in carrying out the activities. For example, in the villages of Bebnine, Kantara and Rammah (Northern Clusters), women decided to form village women associations in order to generate more effective community support and participation. The three groups are presently in the process of formalizing their coalition relationships.
- It is necessary to have communication/networking/information sharing for any project to be effective. Through frequent field visits to the project site, MCI developed excellent rapport and communication between the village groups and MCI Lebanon.
- The project would have been more effective if the following constraints did not exist: the non-availability of official government census; adaptation and translation of training materials (English/Arabic) was too costly and labor intensive; time limit on the Matching Grant; not being able to respond to high demand for the workshops; and most important, working in a non-safe environment for survey activities.
- There is a need to involve the business community in the civil society/ sustainable development partnership. Business buy-in may allow project support opportunities perhaps through tax incentives.
- Project success is impacted by the motivation of project staff. It is worth noting that the program was solely managed by the project officer, who divided her time between workshop coordination, field visits, networking, public speaking, and many other administrative tasks. Her relentless commitment to the project and good rapport with the communities and other stakeholders had major impacts in the success of the project.

8.1 Sustainability

The project in Lebanon is scheduled to end in September 1999. However, the project fits well within the ongoing project activities at MCI Lebanon, and is being integrated within the *Rehabilitation and Reconstruction Project*. Through MCI Lebanon, the participants have established good linkages and rapport at the local level and have drawn on existing services and resources. MCI Lebanon

plans to provide refresher courses and has decided to continue working with the LFFPCP, the local partner in conducting workshops and training activities. MCI is presently looking into other sources (local) to allocate funding for more civil society activities.

It is important to note that the Ministry of Social Affairs (MOSA) at the federal level, plans to include the civil society training into their regular curriculum. To date 54 staff have already been trained. MOSA also plans to work with other government entities such as Ministry of Agriculture, Education and others, to try to promote the civil society concept at different government organizations.

9. LESSONS LEARNED – MCI Honduras

MCI's commitment to implementing civil society projects at the local community level certainly appears to be a valid assumption in Honduras – especially when integrated with an established set of other community projects (e.g., agriculture, housing, health, and education). The most obvious "lessons learned" in this project to date have been:

- Civil society projects work best as "bottom up" projects rather than "top down" projects;
- Civil society projects should serve as a catalyst to initiate community participation, they should not serve as a focal point of leadership;
- Civil society projects are very labor intensive and invariably take more time to implement than anticipated by PVOs or NGOs;
- Rapid assessment surveys are useful tools to capture perceptions of local populations, but care must be taken in the drawing a representative sample of participants, and results should not be considered to represent an evaluation of any CS effort; and
- Natural disasters can present an opportunity to demonstrate the power of civic action when the private sector and government fail to or are unable to respond to a calamity.

9.1 Sustainability

PAG is committed to continuing civil society as an integrated component to its other community development programs. These programs have been asked to continue and expand civil society activities. Obviously, generating resources to maintain the program is important and is recognized as important to sustainability of the Matching Grant. The Matching Grant has provided the incentive to leverage existing funds. Despite being renewed for an additional three years, the CS staff has submitted grant proposals to a number of Honduran and international agencies. Some examples are:

Agency	Date Submitted	Status	
Canadian Development Agency	Oct 97	Awarded:	\$ 5,000
Honduran Federation of NGOs	Jan 98	Pending:	\$ 6,000
Ford Foundation	Apr 99	Pending:	\$25,000
Tides Foundation	May 99	Pending:	\$60,000

PAG intends to expand its proposal activities; of course, the CS staff is overly extended at this time and there is a genuine need to recruit additional staff that also requires more resources. Although the Matching Grant has provided incentive to achieve program sustainability, additional staff is needed to maintain a credible effort to search out funding sources which will help with sustainability.

The project in Honduras is achieving very positive results and is receiving solid community support throughout the Department of Comayagua. The CS staff is making good use of their available resources. The addition of another staff person, a woman extension worker, would add considerably to the project.

10. CONCLUSION

The Linking Civil Society with Sustainable Development has aimed at ensuring the sustainability through institutional capacity building at the field level by supporting existing institutions, broadening the partnership of NGOs, the government, media, women, youth, community groups, academicians, university students, and others. The project has created an environment that promotes citizen participation, accountable leadership and, to some extent, peaceful change, both at the national and grassroots level.

It is worth noting that MCI has been associated with civil society and has built a name, both at the national and community level in the pilot countries. The outcomes of the two country projects coupled with the involvement of diverse stakeholders in general and grassroots communities in particular, have proven to be effective and innovative. The awareness raising, training and other activities have focused on interventions that address basic needs and rights, strengthen popular participation in decision making at the community level and to adopt democratic values.

The Civil Society Program has allowed each group to understand each other's unique role in implementing the program. Therefore, the project gave the NGOs and CBOs an opportunity to voice their concerns. In the case of Lebanon, selecting a local partner with extensive experience in research, documentation, and training, as well as extensive outreach and networking has made a major impact in the success of the program. In Honduras, PAG's expertise in rural development for more than 30 years, embedded with trust and credibility, has had a major impact in implementing an effective program. Both country programs have been instrumental in identifying the right partners in the design and implementation of the program. Each country

program has been encouraged by the enthusiasm and energy that drives the different groups/communities. MCI Lebanon and PAG along with their partners/groups have been the driving force in the civil society programs success. Because of the perceived benefits of the projects, project staff indicated substantial demands from other groups/individuals to join their network/coalitions or participate in training and technical assistance.

Furthermore, partnership among many stakeholders has begun to stimulate an interest among government, other groups, and donor agencies. This result is good for sustainability.

Interviews conducted with the NGOs, CBOs, and individual participants indicated that the basic skills training generated a high degree of team spirit and solidarity among the groups. More importantly, participation in groups has enhanced the social and economic status of the beneficiaries (especially women). The most important impact in Lebanon, was that women have become aware of their needs and constraints, and have gained self-confidence. In Honduras, at this time, the beneficiaries are males, though women are beginning to play an important role in civil society activities.

It is important to note that the success of the pilot projects is contingent upon the degree and commitment and initiative shown at both the partner agencies, and the various groups at the national and grassroots level. Communication was fairly good between MCI and the staff of the pilot projects. In most cases, inquiries were usually answered promptly, through extension/field workers who live in the communities, or in many occasions the civil society project managers made frequent field visits to the project sites.

At the level of training, the methodology and the content of the training program were generally appropriate and useful. However, the trainings were too limited in time, particularly with the larger than expected audiences, and did not provide time to interact and ask questions to ensure the development of an adequate level of knowledge and skills, particularly where the audience was illiterate. Follow-up refresher courses would be more appropriate.

The project was ambitious, in that it set many levels of objectives that were difficult to achieve within the planned duration of the project. As the evaluation team observed, conceptualizing the civil society strategy requires much time, energy and resources. Feedback from partner organizations and participants indicates that even though the project has enhanced citizen participation through awareness raising, it is premature to determine the level of impact on governmental accountability and peaceful change.

Partner organizations have indicated that the tools were too technical, not user-friendly, lacked specific guidelines on their usage. They would have liked a simpler version, specifically adaptable to each country. MCI should hire outside consultants who could work with local staff to refine the tools.

The sudden change of management and staff turnover at MCI Headquarters affected the implementing agencies. Turnover has caused problems in adjusting to different management styles, program objectives and expectations. The partner organizations should have been

informed appropriately and in a timely manner, and also kept informed in the plan to hire a new director.

Despite the constraints encountered during the implementation process, at the field level, the Lebanon and Honduras projects have demonstrated commendable outcomes in promoting the civil society initiative. This was a new, challenging, and complex concept that required cultural sensitivity, collective support, and an enabling environment. In both countries, there was more emphasis on process. At this phase it will be difficult to assess impact. This is understandable since both the Lebanon and Honduras projects were pilot projects.

11. RECOMMENDATIONS

The Lebanon and Honduras pilot projects had different focus, target population, and country policies. Each has contributed to identifiable outcomes in the communities where these projects operated. While Lebanon represented a community/skilled population with previous community development activities, it had to establish new field office. In Honduras, MCI had already established linkages/working relationships with a local partner, PAG.

1) **Fine Tune Tools:** In order to sustain and build upon the achievements of the pilot projects, MCI should plan to continue fine-tuning the tools based on the feedback received from the field offices. However, it is important to set a time frame in finalizing the tools. Based on availability of funding, MCI should plan to hire the best expert(s) in material/curriculum development, to review the tools and prepare a user-friendly, concise, easy-to-use final copy to be disseminated to a larger audience.

2) **Encourage Cross-fertilization among Countries:** MCI should encourage cross-fertilization and networking among the pilot countries to foster information sharing and lessons learned. The experiences at the field level are key to assess the achievements, Cross-fertilization may be done by establishing information coalitions/networks to share experiences. This process could be facilitated through a website where information could be shared and an on-line communications forum.

3) **Tackling Problems:** To address major problems (turnover, tool development) encountered in this project, MCI Headquarters should make a concerted effort to bring the civil society team together 2-3 times a year, invite other practitioners, PVOs, NGOs, with an objective to foster partnership, share lessons learned and ensure that the lessons learned are disseminated to a broader audience. This will also allow MCI Headquarters to find different methodologies in implementing the concept in different socio-economic and political environments.

4) **Beyond the Matching Grant:** On a more specific note, a number of these initiatives have needs beyond the time of the contract. Though MCI Lebanon will not participate in Phase II of the Matching Grant, it plans to provide refresher courses to build on the lessons learned, and to continue to play an active role in supporting the grassroots organizations. MCI Headquarters in

consultation with the Lebanon office should have developed a creative and innovative way to maintain the program, (i.e., promoting the civil society concept through municipality elected officials). Their level and experiences vary, but the officials play key roles in community development activities. These are local officials who live in the community and are elected by their constituency. Also, to determine the impact of the program, a study should quantify the extent to which the program is being used now, after funding has ended.

5) Follow-up Training: The Lebanon program has promoted the civil society concept at the national and grassroots levels. It has invested much more than a pilot project and has created awareness at every level, encouraged participation, fostered peaceful dialogue, and identified key players. Furthermore, at the inception of the program, it has integrated the concept into its ongoing program activities, thus fostering sustainability. It is important to keep the momentum and the interest, and continue to provide support of the project. To continue the momentum created by the initiative, follow-up training sessions would be useful.

6) Clarify Roles of Partners: Prior to promoting the civil society strategy at a larger scale, MCI should clarify the specific role and responsibilities of the local partners, especially their autonomy and flexibility in redesigning the programs based on country context. This is a new and flourishing concept and thus should require more time in understanding, clarifying and conceptualizing the strategy. Practical case studies and checklists should be provided to the participating countries in order to make the link between concept and reality.

7) Civil Society and Development Links: It is not clear how the individual pilot projects, especially in Lebanon, link civil society principles to development issues. The seed projects in both Lebanon and Honduras should clearly identify how civil society principles are being incorporated in development. However, it is too early to determine the impact now, since the seed grants were given prior to the completion of the MG.

8) Recommendations for Follow-on Matching Grant: Finally, the following programmatic recommendations are suggested for the next Matching Grant:

1. Initiate planning much earlier on how to sustain the CS program. In the first MG, this issue was not addressed until the second quarter of FY 99.
2. Ensure that a smooth transition takes place with respect to the new Matching Grant; the CS staff has not yet done a thorough comparison between the 96-99 project and the follow-on project. This effort should take place as soon as possible.
3. Continue to work with local groups, associations, or NGOs that are addressing community problems.
4. Hire outside experts to 'fix' the tool kit. Make it more culturally sensitive (i.e., applicable and adaptable) and familiarize field staff with the tools and include the staff in the process earlier on.

5. Be sure that the seed grantees are able to show the precise relationship between their civil society training and their sustainable development efforts.
6. Develop an information coalition/network among the local and international players of the Civil Society Project.
7. Add staff where necessary to fulfill any gaps in program implementation.
8. Clarify the specific role and responsibilities of the local partners, especially their autonomy and flexibility in re-designing the programs based on county context.
9. Have a clear understanding of 'partnership' prior to engaging in program activities.
10. Provide case studies and checklists to any participating country in order to make the link between civil society concept and its implementation in reality.
11. Continue with follow-up training so that grassroots interest can be maintained or increased.

ANNEX A

ANNEX A

PROGRAM DESCRIPTION

The Recipient's proposal entitled "Linking Civil Society and Sustainable Development" is hereby incorporated by reference. Excerpts from the Application are attached hereto as the Program Description and are made a part of this Award.

- A. **Program Goal:** To foster social stability and human development in nations torn by and emerging from civil strife or experiencing conflict arising between and among different ethnic, religious and social groups in Lebanon and Honduras.
- B. **Program Purpose:**
1. To increase the ability of community-based partner agencies to involve, on a nonpartisan basis, broad sectors of their society, including young people, women and minorities, in meaningful participation in planning and implementing community development, educational and institution-building initiatives that promote tolerance and encourage the adoption of democratic values;
 2. To strengthen the programmatic and management capacity of six to eight partner non-governmental organizations to carry out advocacy, human rights or development assistance efforts;
 3. To increase the number of children, youth and adults who are exposed to and are knowledgeable of the principles of civil society; and,
 4. To enhance the ability of Mercy Corps International and its partner agencies to conduct civil society training, evaluation and rapid assessment and to cooperate in documenting and disseminating the results of these efforts.
- C. **Principal Activities:** This three-year activity will enable Mercy Corps International to strengthen democratic institutions and participation in decision-making at the community level through the following activities:

Attachment 2

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- Identify/select potential partners and conduct institutional needs assessments of partners, with program strategy/training developed;
 - Training partners in the principles of citizen participation, accountability and conflict management – showing the linkage of civil society initiatives and applying the methodology to one or two specific sector objectives that will enhance economic growth;
 - Provide small seed grants for civil society initiatives – defining the purpose and use of these grants;
 - Develop and test new instruments such as base-line surveys, asset mapping, social soundness analysis and rapid assessments which incorporate measurements of civil society's principles and practices;
 - Develop a financial sustainability strategy for the partners, NGOs/CBOs beyond the three-year grant period; and
 - Show the linkage/complementarity of proposed program to MCI's ongoing Rehabilitation and Reconstruction Project, its Institute for Women's Studies Program, or as a follow-up component to the Civic Education program for USAID/Lebanon initiative.
- D. **Program Management:** Lowell Ewert, Director of Program Operations and Project Director, will be responsible for the successful performance by Mercy Corps International of the terms under this Cooperative Agreement. New positions for a Civil Society Specialist and a Program Officer, reporting to the Project Director, will be responsible for the coordination of technical assistance and training inputs to the field reps and two on-board headquarters program staff. A new position of Civil Society Promoter will be added to each country program and will report to MCI's Regional Coordinators and is responsible for the day-to-day in-country activities. Outside technical assistance will be provided by Cornell University, the Conflict Management Group, NICEL and contracted trainers.

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ANNEX B

Matching Grant Second Annual Report

FY 96-97 - Year 1

COOPERATIVE AGREEMENT BUDGET

1/7/99 13:32						
	Year 1 - Budget		Year 1 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	127,440	115,130	130,532	55,040	(3,092)	60,090
Fringe	30,540	31,276	30,209	14,021	331	17,255
Travel/Transportation/Per Diem	73,118	3,150	25,997	10,016	47,121	(6,866)
Subcontracts	0	0	0	0	0	0
Other Direct Costs	42,666	156,500	37,253	335,935	5,413	(179,435)
Subtotal - Program Elements	273,764	306,056	223,992	415,011	49,772	(108,955)
Procurement						
Consullancies	61,533	17,058	25,885	34,621	35,647	(17,563)
Supplies	9,900	11,500	3,639	8,500	6,261	3,000
Subtotal - Procurement	71,433	28,558	29,524	43,121	41,908	(14,563)
Total Direct Costs	345,197	334,614	253,516	458,132	91,681	(123,518)
Total Indirect Costs	56,742	53,731	41,412	18,895	15,330	34,836
TOTAL	401,939	388,345	294,927	477,027	107,011	(88,682)

Matching Grant Second Annual Report						
FY 97-98 - Year 2						
COOPERATIVE AGREEMENT BUDGET						
1/7/99 13:32						
	Year 2 - Budget		Year 2 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	133,212	120,287	152,510	71,787	(19,298)	48,500
Fringe	31,946	32,720	40,541	18,325	(8,595)	14,395
Travel/Transportation/Per Diem	52,621	3,150	27,022	20,572	25,599	(17,422)
Subcontracts	0	0	0	0	0	0
Other Direct Costs	130,729	169,500	50,470	267,968	80,259	(98,468)
Subtotal - Program Elements	348,508	325,657	270,543	378,653	77,965	(52,996)
Procurement						
Consultancies	25,818	12,696	55,464	47,871	(29,646)	(35,175)
Supplies	7,825	2,000	6,820	3,132	1,005	(1,132)
Subtotal - Procurement	33,643	14,696	62,284	51,003	(28,641)	(36,307)
Total Direct Costs	382,151	340,353	332,827	429,655	49,324	(89,302)
Total Indirect Costs	62,078	54,419	68,197	27,943	(6,119)	26,476
TOTAL	444,229	394,772	401,024	457,598	43,205	(62,826)

Matching Grant Second Annual Report						
FY 98-99 - Year 3 Proposed Revised Year 3 Budget						
COOPERATIVE AGREEMENT BUDGET						
1/7/99 13:32						
	Year 3 - Original Budget		Year 3 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
<i>Salaries</i>	145,480	135,701	172,352	52,956	(26,872)	82,745
<i>Fringe</i>	33,424	37,036	43,225	14,298	(9,801)	22,738
<i>Travel/Transportation/Per Diem</i>	79,620	3,150	64,625	15,000	14,995	(11,850)
<i>Subcontracts</i>	0	0	0	0	0	0
<i>Other Direct Costs</i>	40,096	181,500	145,887	196,585	(105,791)	(15,085)
Subtotal - Program Elements	298,620	357,387	426,089	278,840	(127,469)	78,547
Procurement						
<i>Consultancies</i>	6,119	1,809	25,500	500	(19,381)	1,309
<i>Supplies</i>	6,150	2,000	9,250	500	(3,100)	1,500
Subtotal - Procurement	12,269	3,809	34,750	1,000	(22,481)	2,809
Total Direct Costs	310,889	361,196	460,839	279,840	(149,950)	81,356
Total Indirect Costs	49,393	57,410	63,104	38,803	(13,711)	18,607
TOTAL	360,282	418,606	523,943	318,643	(163,661)	99,963

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Matching Grant Second Annual Report

FY 96-97 - Year 1

Budget for HEADQUARTERS

11/10/98 14:23						
	Year 1 - Budget		Year 1 - Actual		Difference (Over)/Under	
	AID	MCI	AID	MCI	AID	MCI
Program Elements						
<i>Salaries</i>	78,000	103,130	87,918	43,040	(9,918)	60,090
<i>Fringe</i>	21,840	28,876	23,130	11,621	(1,290)	17,255
<i>Travel/Transport/Per Diem</i>	38,935	3,150	19,548	3,150	19,387	-
<i>Subcontracts</i>						
<i>Other Direct Costs</i>	12,694	36,500	7,301	213,591	5,393	(177,091)
Subtotal - Program Elements	151,469	171,656	137,898	271,402	13,571	(99,746)
Procurement						
<i>Consultancies</i>	22,486	6,861	4,905	621	17,581	6,240
<i>Supplies</i>	6,400	5,500	1,314	5,500	5,086	-
Subtotal - Procurement	28,886	12,361	6,219	6,121	22,667	6,240
Total Direct Costs	180,355	184,017	144,117	277,523	36,238	(93,506)
Total Indirect Costs	27,648	28,210	23,544	10,911	4,104	17,299
TOTAL	208,003	212,227	167,661	288,433	40,342	(76,206)

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Matching Grant Second Year Annual Report

FY 97-98 - Year 2

Budget for HEADQUARTERS

11/9/98 10:38						
	Year 2 - Orig Budget		Year 2 - Actuals		Difference (Over)/Under	
	AID	MCI	AID	MCI	AID	MCI
Program Elements						
<i>Salaries</i>	81,900	108,287	101,418	71,187	(19,518)	37,100
<i>Fringe</i>	22,932	30,320	26,357	18,325	(3,425)	11,995
<i>Travel/Transport/Per Diem</i>	33,960	3,150	15,434	15,114	18,526	(11,964)
<i>Subcontracts</i>	0	0	0	0	0	0
<i>Other Direct Costs</i>	6,400	46,500	10,401	174,602	(4,001)	(128,102)
Subtotal - Program Elements	145,192	188,257	153,610	279,229	(8,418)	(90,972)
Procurement						
<i>Consultancies</i>	800	0	3,528	0	(2,728)	0
<i>Supplies</i>	3,200	2,000	1,224	1,846	1,976	154
Subtotal - Procurement	4,000	2,000	4,752	1,846	(752)	154
Total Direct Costs	149,192	190,257	158,362	281,075	(9,170)	(90,818)
Total Indirect Costs	22,871	29,166	38,538	18,015	(15,667)	11,151
TOTAL	172,063	219,423	196,900	299,090	(24,837)	(79,667)

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**Matching Grant Second Year Annual Report
 FY 98-99 Proposed Revised Year 3 Budget
 Budget for HEADQUARTERS**

11/12/98 16:19						
	Year 3 - Original Budget		Year 3 - Revised Budget		Difference (Over)/Under	
	AID	MCI	AID	MCI	AID	MCI
Program Elements						
Salaries	85,995	113,701	108,900	52,956	(22,905)	60,745
Fringe	24,079	31,836	29,403	14,298	(5,324)	17,538
Travel/Transport/Per Diem	69,120	3,150	47,525	15,000	21,595	(11,850)
Subcontracts	0	0	0	0	0	0
Other Direct Costs	14,496	58,500	15,000	145,000	(504)	(86,500)
Subtotal - Program Elements	193,690	207,187	200,828	227,255	(7,138)	(20,068)
Procurement						
Consultancies	6,119	1,809	8,500	500	(2,381)	1,309
Supplies	4,400	2,000	6,250	500	(1,850)	1,500
Subtotal - Procurement	10,519	3,809	14,750	1,000	(4,231)	2,809
Total Direct Costs	204,209	210,996	215,578	228,255	(11,369)	(17,259)
Total Indirect Costs	31,305	32,346	36,648	38,803	(5,343)	(6,457)
TOTAL	235,514	243,342	252,226	267,058	(16,712)	(23,716)

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Matching Grant Second Annual Report

FY 96-97 - Year 1

Country Budget for HONDURAS

11/9/98 11:46						
	Year 1 - Budget		Year 1 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	22,000	12,000	16,214	12,000	5,786	0
Fringe	4,400	2,400	4,107	2,400	293	0
Travel/Transportation/Per Diem	16,738	0	201	0	16,537	0
Sucontracts	0	0	0	0	0	0
Other Direct Costs	18,579	35,000	3,041	25,000	15,538	10,000
Subtotal - Program Elements	61,717	49,400	23,563	39,400	38,154	10,000
Procurement						
Consultancies	34,082	10,197	0	7,500	34,082	2,697
Supplies	2,500	3,000	1,214	3,000	1,286	0
Subtotal - Procurement	36,582	13,197	1,214	10,500	35,368	2,697
Total Direct Costs	98,299	62,597	24,777	49,900	73,522	12,697
Total Indirect Costs	18,893	12,031	4,068	7,984	14,825	4,047
TOTAL	117,192	74,628	28,845	57,884	88,347	16,744

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Matching Grant Second Annual Report

FY 97-98 - Year 2

Country Budget for HONDURAS

11/12/98 16:18						
	Year 2 - Budget		Year 2 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	22,500	12,000	28,726	0	(6,226)	12,000
Fringe	4,500	2,400	10,077	0	(5,577)	2,400
Travel/Transportation/Per Diem	8,911	0	11,589	0	6,490	0
Subcontracts	0	0	0	0	0	0
Other Direct Costs	39,929	38,000	25,057	51,300	14,872	(13,300)
Subtotal - Program Elements	75,840	52,400	75,450	51,300	9,558	1,100
Procurement						
Consultancies	11,505	5,259	6,791	7,100	4,714	(1,841)
Supplies	2,500	0	5,317	0	3,327	0
Subtotal - Procurement	14,005	5,259	12,108	7,100	8,040	(1,841)
Total Direct Costs	89,845	57,659	87,557	58,400	17,598	(741)
Total Indirect Costs	17,268	11,082	14,885	9,928	2,383	1,154
TOTAL	107,113	68,741	102,442	68,328	19,982	413

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Matching Grant Second Year Annual Report
FY 98-99 - Proposed Revised Year 3 Budget
Country Budget for HONDURAS

1/5/99 18:25						
	Year 3 - Original Budget		Year 3 - Revised Budget		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	23,025	12,000	34,577	0	(11,552)	12,000
Fringe	4,605	2,400	8,322	0	(3,717)	2,400
Travel/Transportation/Per Diem	5,500	0	12,500	0	6,490	0
Subcontracts	0	0	0	0	0	0
Other Direct Costs	10,200	38,000	86,225	0	(76,025)	38,000
Subtotal - Program Elements	43,330	52,400	141,624	0	(84,805)	52,400
Procurement						
Consultancies	0	0	11,000	0	(11,000)	0
Supplies	1,250	0	3,000	0	3,327	0
Subtotal - Procurement	1,250	0	14,000	0	(7,673)	0
Total Direct Costs	44,580	52,400	155,624	0	(92,478)	52,400
Total Indirect Costs	8,568	10,071	26,456	0	(17,888)	10,071
TOTAL	53,148	62,471	182,080	0	(110,366)	62,471

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Matching Grant Second Year Annual Report

FY 96-97 - Year 1

Country Budget for LEBANON

11/10/98 14:24						
	Year 1 - Budget		Year 1 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	27,440		26,400		1,040	
Fringe	4,300		2,972		1,328	
Travel/Transportation/Per Diem	17,445		6,248	6,866	11,197	(6,866)
Subcontracts						
Other Direct Costs	11,393	85,000	26,911	97,344	(15,518)	(12,344)
Subtotal - Program Elements	60,578	85,000	62,531	104,210	(1,953)	(19,210)
Procurement						
Consultancies	4,965		20,980	26,500	(16,015)	(26,500)
Supplies	1,000	3,000	1,111		(111)	3,000
Subtotal - Procurement	5,965	3,000	22,091	26,500	(16,126)	(23,500)
Total Direct Costs	66,543	88,000	84,622	130,710	(18,079)	(42,710)
Total Indirect Costs	10,201	13,490	13,800	0	(3,599)	13,490
TOTAL	76,744	101,490	98,422	130,710	(21,678)	(29,220)

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Matching Grant Second Year Annual Report

FY 97-98 - Year 2

Country Budget for LEBANON

11/10/98 14:25						
	Year 2 - Budget		Year 2 - Actual		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
Salaries	28,812	0	22,366	600	6,446	(600)
Fringe	4,514	0	4,106	0	408	0
Travel/Transportation/Per Diem	9,750	0	0	5,458	9,750	(5,458)
Subcontracts	0	0	0	0	0	0
Other Direct Costs	84,400	85,000	15,012	42,066	69,389	42,934
Subtotal - Program Elements	127,476	85,000	41,484	48,124	85,992	36,876
Procurement						
Consultancies	13,513	7,437	45,145	40,771	(31,632)	(33,334)
Supplies	2,125	0	279	1,286	1,846	(1,286)
Subtotal - Procurement	15,638	7,437	45,424	42,057	(29,786)	(34,620)
Total Direct Costs	143,114	92,437	86,908	90,181	56,206	2,256
Total Indirect Costs	21,939	14,171	14,774	0	7,165	14,171
TOTAL	165,053	106,608	101,682	90,181	63,371	16,427

**Matching Grant Second Annual Report
FY 98-99 - Proposed Revised Year 3 Budget
Country Budget for LEBANON**

11/10/98 14:26

	Year 3 - Original Budget		Year 3 - Revised Budget		Difference (Over)/Under	
	AID	PVO	AID	PVO	AID	PVO
Program Elements						
<i>Salaries</i>	36,460	10,000	28,875	0	7,585	10,000
<i>Fringe</i>	4,740	2,800	5,500	0	(760)	2,800
<i>Travel/Transportation/Per Diem</i>	5,000	0	4,600	0	400	0
<i>Subcontracts</i>	0	0	0	0	0	0
<i>Other Direct Costs</i>	15,400	85,000	44,662	51,585	(29,262)	33,415
Subtotal - Program Elements	61,600	97,800	83,637	51,585	(22,037)	46,215
Procurement						
<i>Consultancies</i>	0	0	6,000	0	(6,000)	0
<i>Supplies</i>	500	0	0	0	500	0
Subtotal - Procurement	500	0	6,000	0	(5,500)	0
Total Direct Costs	62,100	97,800	89,637	51,585	(27,537)	46,215
Total Indirect Costs	9,520	14,993	0	0	9,520	14,993
TOTAL	71,620	112,793	89,637	51,585	(18,017)	61,208

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ANNEX C

Calendar of Activities

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish grant management systems and procedures that will ensure effective and efficient program implementation.	1. Prepare internal management documents	XX	XX										
	2. Review management controls with COO		XX										
	3. Submit reports to MCI Board, USAID as required.	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
	4. Conduct annual A-133 audit.			XX				XX				XX	
Develop theoretical justification and programmatic tools and methodologies for assessing the status of civil society and changes within it over time.	1. Survey literature/research already in existence.		XX										
	2. Survey MCI staff experience/colleague agency.		XX	XX									
	3. Draft model case statements, disseminate to staff.			XX	XX								
	4. Develop civil society assessment/measurement tools: ** staff attitudinal survey		XX	XX	XX								
	** internal assessment		X										
	** rapid field assessment			X	X								
5. Field test assessment tools			XX	XX									
6. Review/revise draft assessment tools.				XX	XX	XX							

Calendar of Activities

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish grant management systems and procedures that will ensure effective and efficient program implementation.	1. Prepare internal management documents	XX	XX										
	2. Review management controls with COO		XX										
	3. Submit reports to MCI Board, USAID as required.	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
	4. Conduct annual A-133 audit.			XX				XX				XX	
Develop theoretical justification and programmatic tools and methodologies for assessing the status of civil society and changes within it over time.	1. Survey literature/research already in existence.		XX										
	2. Survey MCI staff experience/colleague agency.		XX	XX									
	3. Draft model case statements, disseminate to staff.			XX	XX								
	4. Develop civil society assessment/measurement tools:		XX	XX	XX								
	** staff attitudinal survey		X										
	** internal assessment			X									
** rapid field assessment			X	X									
5. Field test assessment tools			XX	XX									
6. Review/revise draft assessment tools.				XX		XX							

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Engage in a continual process of learning from our project experience, incorporate lessons learned and adapt program strategies to reflect more effective methodologies.	1. Maintain regular communication with field offices by phone, fax, e-mail. 2. Make regular monitoring/evaluative trips to project sites: ** Honduras ** Lebanon ** Bosnia 3. Prepare detailed trip summaries/project reports. 4. Compare progress noted between site visits. 5. Summarize observations and achievements and communicate with field offices.	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Network with other organizations promoting civil society principles, share information and ideas, disseminate lessons learned and promote broader understanding within the relief and development community of the importance of civil society principles.	1. Develop list of networks of civil society focused groups. 2. Organize/participate in civil society workshops and fora: ** InterAction ** AERDO ** Trinity Western ** USIP ** CIVICUS ** other networks 3. Prepare summary documents for wide dissemination.	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conduct formal project evaluations to measure project progress and summarize project achievements.	1. Prepare progress assessment indicators. 2. Administer assessment/evaluation. 3. Summarize information gathered.				XX	XX							XX

ANNEX D

DRAFT

5/12/99 2:07 PM

**Scope of Work for the Final Evaluation of
Mercy Corps International's Matching Grant
"Linking Civil Society and Sustainable Development"**

Mercy Corps International
3030 SW First Avenue
Portland, OR 97201
(503) 796-6800
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I. INTRODUCTION

A. History of the Grant

USAID/BHR/PVC and Mercy Corps International signed the Matching Grant (MG) Cooperative Agreement, FAO-0158-A-00-6052-00, on September 30, 1996. The project is for three years, with an end date of September 30, 1999. A mid-term evaluation was carried out in September 1998. This final evaluation is to be completed in June 1999.

This is Mercy Corps' first MG. Mercy Corps currently has one other grant from PVC, a Child Survival grant, FAO-A-00-97-00052-00, running from September 30, 1997, to September 29, 2001. This project has not been evaluated.

B. Purpose of the Project

The goal of the civil society program is to foster social stability and human development in nations torn by and emerging from civil strife or experiencing conflict arising between and among different ethnic, religious, and social groups, specifically in Lebanon and Honduras.

Mercy Corps is working towards this goal by strengthening its and partner agencies' capacity to promote citizen participation, accountable leadership, and peaceful change.

C. Purpose of the Evaluation

This final evaluation will assess the extent to which Mercy Corps has achieved or surpassed the stated objectives of the civil society project.

II. EVALUATION QUESTIONS

The team will evaluate issues and questions delineated below in this section. For each issue, the team will also:

- Identify constraints and unanticipated effects;
- Identify major successes and why these elements were successful; and
- Assess effectiveness of models, approaches, or assumptions that underlie the program. Identify the characteristics that make the method/approach work.

The team will also assess progress towards sustainability by:

- Identifying program elements that are intended to be sustained; sustainability objectives; indicators used to measure progress; achievements to date; and prospects for post-grant sustainability.
- Existence and status of cost-recovery mechanisms, local level financing, or other approaches to generate resources to support program operations.

Finally, the team should cite the major implementation lessons learned and recommendations, including:

- What major approaches or methods were used in the program? How effective were they and why? Was their use expanded or institutionalized?

A. Institutional Strengthening

1. Program Implementation

Mercy Corps identified a need to determine, as a relief and development agency, how it could most effectively promote civil society, how it might implement that strategy, and to test the effectiveness of that strategy in the field.

To accomplish those goals, the MG enables Mercy Corps to hire a civil society program director, a civil society program manager, and a civil society program officer at headquarters. The headquarters civil society staff will develop a theoretical justification for its program by surveying current literature, organizations, and Mercy Corps staff. The headquarters civil society staff will develop and test tools and methodologies for implementing its civil society program in the field. In addition, Mercy Corps will strengthen headquarters Program Department staff to implement civil society initiatives by sponsoring technical training opportunities and ongoing capacity building.

Mercy Corps will also network with other organizations promoting civil society principles, share information and ideas, disseminate lessons learned, and promote broader understanding of civil society within the relief and development community.

Mercy Corps will engage in a continual process of learning from its project experience, incorporate lessons learned, and adapt program strategies to reflect more effective methodologies. Finally, the headquarters civil society staff will develop and implement an effective monitoring and evaluation system to measure project progress and summarize project achievements.

The evaluation team will consider the following questions:

1. Has Mercy Corps hired and retained qualified civil society staff at headquarters? Did Mercy Corps hire sufficient staff with the appropriate technical and management skills to oversee the program activity both at headquarters and in the field? Have the civil society headquarters staff provided needed programmatic advice to other headquarters staff and to the field?
2. Did Mercy Corps Headquarters survey current literature, organizations, and Mercy Corps staff regarding their civil society experience? Did it use the results of that survey to develop the theoretical justification for its program?

3. Has Mercy Corps Headquarters developed tools that will assist in implementing its civil society program? Did field staff participate in the refinement of the tools? What is the adequacy of those tools? Were they developed in a timely manner?
4. Did Mercy Corps Headquarters adequately assess and address headquarters Program Department staff training needs? Has Mercy Corps Headquarters sponsored technical training and capacity building for its headquarters Program Department staff? Have Program Department staff technical skills and capacity to implement civil society initiatives grown as a result of those trainings?
5. Has Mercy Corps Headquarters adequately networked with other organizations promoting civil society principles? Did Mercy Corps Headquarters develop a list of networks of civil society focused groups? Has it organized and/or participated in civil society workshops? Has it prepared documents about those workshops for wide dissemination?
6. Has Mercy Corps Headquarters maintained regular communications with its civil society field offices? Has it made regular monitoring and evaluation trips? Have the headquarters civil society staff prepared detailed trip reports? Have they compared progress notes between site visits?
7. Have the headquarters civil society staff implemented an effective system for monitoring and evaluating civil society field projects?

2. Program Management

The evaluation team will also:

1. Assess change in the organization's management capacity (structure and quality of management) as a result of the grant.

Strategic Approach and Program Planning

Assess what changes have occurred in the organization's capacity for critical and analytic thinking regarding civil society program design and impact. Is there evidence that the civil society program has:

- Fostered analysis and self-evaluation in civil society country programs or conducted quantitative or qualitative analysis to refine civil society interventions?
- Conducted periodic review of performance data by civil society program personnel and taken actions as a result of review?
- Acted on recommendations from the civil society mid-term evaluation?

Have there been changes in civil society staff capacity to:

- Manage the planning process for civil society programs, i.e., program renewal, strategy integration, program design;
- Address over-arching program issues of replicability, scale-up, and/or sustainability for civil society programs;
- Forecast and strategically plan future civil society programs;

- Engage in organizational development, financial planning, and development for civil society programs;
- Integrate civil society principles into various geographic and sectoral Mercy Corps programs; and
- Use civil society program results for US public outreach activities.

Monitoring and Evaluation

Assess capacity of the organization to monitor civil society program performance and measure impact. Is there evidence of:

- Appropriate intervention-specific capacity building and sustainability objectives and indicators?
- Developed baseline assessment and plans for final assessment?
- Knowledge of and use of impact and performance measurement techniques?
- Systems (MIS) to consolidate, analyze, and interpret data?
- Transfer of skills and capacity to local partners?

Financial Management

- Are adequate financial monitoring systems at headquarters and in the field in place to verify civil society program revenue, operating and financial expense, other inputs, and outputs?
- Has the civil society program leveraged additional resources (beyond the match)?
- Is the civil society program cost-effective?

Information

Comment on the utility and timeliness of Mercy Corps' required reports.

2. Cite the major lessons learned and management recommendations.

B. Field Implementation Activities

The MG assists Mercy Corps in its ability to implement civil society projects in Lebanon and Honduras.

1. Lebanon

In Lebanon, Mercy Corps will hire one civil society program officer. Mercy Corps Lebanon will select two partners to form a consultative group.

Mercy Corps Lebanon will begin its program by surveying and assessing the needs of relief and development agencies in Lebanon by reviewing theoretical and programmatic literature on civil society in Lebanon and surveying the civil society methodologies of relief and development agencies. It will then conduct a civil society baseline assessment of NGOs and individuals where Mercy Corps implements its other development programs in Lebanon.

Mercy Corps Lebanon will conduct three training workshops and produce training manuals for each of those workshops. The goal of the workshops is to familiarize participants with civil society principles, improve cooperation and collaboration between actors, and promote

communication and advocacy of civil society principles by actors. The training manuals will be translated into English. The consultancy unit will monitor and evaluate the impact of the training. Finally, Mercy Corps Lebanon will award seed grants to training workshop participants.

The evaluation team will consider the following questions:

1. Has Mercy Corps Lebanon hired and retained qualified staff? Have the staff effectively overseen the program?
2. Has Mercy Corps Lebanon formed a consultative group with two Lebanese NGOs and a representative from the MOSA? Has the consultative group been involved in the design, implementation, and evaluation of the program?
3. Did Mercy Corps Lebanon conduct a thorough review of civil society literature and civil society relief and development methodologies in Lebanon? Did it use the results of that research to design the program?
4. Did Mercy Corps Lebanon conduct a baseline civil society assessment of NGOs and individuals where Mercy Corps Lebanon implements its other development programs? Were the results of that assessment used to determine the focus of the program?
5. Has Mercy Corps Lebanon conducted three training workshops that included at least 50 participants from at least 15 NGOs and the Ministry of Social Affairs? Did the third workshop also include at least 10 media professionals? Have participants incorporated civil society principles into their ongoing work? Has cooperation and collaboration between actors improved? Have participants improved their relationship with the media?
6. Did Mercy Corps Lebanon produce a training manual? Did they disseminate that manual to NGOs and CBOs in Lebanon?
7. Did Mercy Corps Lebanon award seed grants to local organizations? Did the seed grant fund projects that indicate that training participants understood the content of the trainings and that focussed on the development of civil society in Lebanon?
8. Has the civil society program assisted Mercy Corps Lebanon in incorporating civil society principles into their ongoing development projects? How effectively have the projects incorporated those principles?

2. Honduras

In Honduras, Mercy Corps works with its local affiliate Proyecto Aldea Global (PAG). PAG will begin by setting up a civil society program unit. It will hire two civil society program officers, choose three local partners, and organize local regional subcommittees.

PAG will then develop its project design and baseline evaluation tool. In addition, it will work with the subregional committees in developing three-year strategic plans. PAG will develop the

capacity of each subregional committee to understand and internalize basic civil society concepts. Finally, PAG will improve cooperation between subregional committees, municipal, and central government and improve government transparency, accountability, and responsiveness to citizen initiatives.

The evaluation team will consider the following questions:

1. Has PAG hired and retained two qualified civil society staff? Have the staff effectively provided oversight to the project?
2. Did PAG identify three partners? Did PAG involve those partners in the design, implementation, and evaluation of the program?
3. Did PAG collect baseline data on the health of civil society in the region? Were the results of that study used to determine the focus of the civil society program?
4. Did PAG train its staff in evaluating civil society in the areas in which they work? Have the staff evaluated the health of civil society in the areas in which they work?
5. Did PAG organize local development committees? Did PAG work with the local committees to develop strategic objectives for three years? Did PAG train the local leaders in the communities in understanding how to evaluate the strategic objectives? Did PAG train the local committees in basic civil society principles? Do the local committees understand and utilize the civil society principles?
6. Did PAG identify the training needs of the committees and municipal authorities? Did it help form a committee involving those actors? Did it hold a civil society workshop involving those actors? Did it convene monthly meetings for the committees in each subregion plus a regional meeting? As a result of the committees, has cooperation between subregional committees and municipal authorities improved?
7. Has the civil society program assisted PAG in incorporating civil society principles into their ongoing development projects? How effectively have the projects incorporated those principles?

III. COMPOSITION OF THE EVALUATION TEAM

The evaluation team will be comprised of a team leader, who is an independent contractor for PVC, a Mercy Corps consultant for Lebanon, a Mercy Corps representative for Honduras, and the civil society program officers in Lebanon and Honduras. The team leader will travel to all field sites and will work actively in the headquarters assessment, field reviews, and write-up of the evaluation.

The team leader, Hamelmal G. Aklilu, is a specialist in the following areas: women, gender, and development, institutional development, project management, and project monitoring, and evaluation. She has conducted evaluations for such organizations as USAID and the Australian

International Development Assistance Bureau. She has worked in Malaysia, Pakistan, and the US. She speaks Amharic and is fair in French.

Judy Watson will represent Mercy Corps on the evaluation team in Lebanon. Judy works as a consultant for many different local and international nonprofit organizations and assisted Mercy Corps in developing its civil society strategy. She worked for 12 years for Save the Children, 7 years of which were in the Middle East. Judy's other Middle East experience includes teaching psychology at Haigazian College and working as a consultant in Yemen. Judy received her MA in Psychology from the American University in Beirut. She speaks Arabic and French.

Beverly Hinton will represent Mercy Corps on the evaluation team in Honduras. Beverly currently works for Mercy Corps as Special Representative for Honduras Disaster Relief. She has worked for Mercy Corps for approximately 5 years, also serving as Deputy Director in Tajikistan. Bev has experience working for various international organizations as an Administrative and Finance Officer. In addition, she worked in Honduras from 1985-1988. Beverly speaks Spanish.

In Lebanon, the team will also include Mercy Corps Lebanon Civil Society Program Manager, Irene Lorfing. In Honduras, the team will also include Proyecto Aldea Global Civil Society Coordinator, Guillermo Consuegra, and Civil Society Promoter, Carlos Soto.

IV. CALENDAR OF EVALUATION ACTIVITIES

May 18-May 23	(4-day work week)
1	Evaluation of Washington, D.C. office
2	Review of materials
3	Review of materials
4	Review of materials
June 1-June 6	(5-day work week)
5	Aklilu travel to Portland
6	Administrative and Management Review
7	Administrative and Management Review
8	Return to DC
Saturday	Free
9	Travel to Lebanon
June 7-13	(7-day work week)
10	Travel to Lebanon
11	Review of country program
12	Review of country program
13	Review of country program
14	Review of country program
15	Review of country program
16	Return to Washington, D.C.
June 14-20	(5-day work week)

17	Prepare Draft Report on Headquarters and Lebanon
18	Prepare Draft Report on Headquarters and Lebanon
19	Prepare Draft Report on Headquarters and Lebanon
20	Prepare Draft Report on Headquarters and Lebanon
21	Prepare Draft Report on Headquarters and Lebanon
July 26-Aug 1	(3-day work week)
22	Travel to Portland
23	Team debrief with Mercy Corps
24	Travel to Washington
Aug 23-29 Aug 23-29 (??)	(7-day work week)
25	Travel to Honduras; orientation and logistics; review of PAG headquarters in Tegucigalpa
26	Travel to Siquatepeque; introduction to office; meetings in Siquatepeque
27	Review of country program
28	Review of country program
29	Review of country program
30	Conclude review of country program; travel to Tegucigalpa
31	Return to Washington, DC
Aug 30-Sept 5	(5-day work week)
32	Prepare Draft Report, Washington
33	Prepare Draft Report, Washington
34	Prepare Draft Report, Washington
35	Prepare Draft Report, Washington
36	Debrief with PVC
Sept 6-12	(Team not involved)
	PVC review of draft
	Mercy Corps review of draft
	Submission of PVC and Mercy Corps comments to team
Sept 13-19	(5-day work week)
37	Revision of draft report by team leader
38	Revision of draft report by team leader
39	Revision of draft report by team leader
40	Revision of draft report by team leader
41	Duplication of final report and delivery to PVC
Sept 20 and following	
	PVC transmittal of final report to Mercy Corps
	PVC and Mercy Corps agreement on action points
	PVC and Mercy Corps agreement on implementation schedule

Note: Mercy Corps will be responsible for all logistical and travel arrangements for the evaluation team while in-country for field program reviews. All domestic travel and logistics, as well as international travel, will be the responsibility of PVC or its contractor.

V. PROJECT METHODS

A. Project Documentation

The following documentation will be provided to the evaluators in advance of their trips to Portland, Honduras, and Lebanon. Any additional materials will be provided in-country.

1. Documentation submitted to USAID
 - a) Grant Proposal
 - b) Grant Agreement
 - c) Detailed Implementation Plan
 - d) First Annual Report
 - e) Second Annual Report
 - f) Mid-Term Evaluation
2. Mercy Corps' Civil Society Toolbox
 - a) Civil Society Rapid Assessment
 - b) Civil Society Basic Training Manual
 - c) Compendium of Civil Society Activities
 - d) Civil Society Quick Mapping Tool: Identifying Partners and Opportunities for Promoting Civil Society
 - e) Civil Society In-House Survey
3. Mercy Corps' civil society communication tools
 - a) ISG Interactive (Volume 1, No 1 – Volume 2, No 4)
 - b) Bridging the Gap
 - c) Civil Society Orientation Manual
4. Headquarters Materials
 - a) DIP
 - b) Resumes and Position Descriptions
 - (1) Lowell Ewert
 - (2) Casey Barrs
 - (3) Kim Maynard
 - (4) Janet Sawaya
 - (5) Phil Walsh
 - c) Bibliography of Civil Society Resources
 - d) Civil Society Strategy Documents
 - (1) Civil Society Strategy

- (2) Organizational Capability Statement
- (3) Linking Civil Society and Sustainable Development
- e) Trainings and Conferences
 - (1) In-House Training Materials, February 1997
 - (2) MSI Workshop Materials, June 1997
 - (3) Roundtable Agenda and Report, May 1998
 - (4) Civil Society Training Workshop Agenda and Report, July 1998
 - (5) Civil Society Retreat Agenda and Report, December 1998
 - (6) Capacity Building Workshop Agenda, Report and Follow-on materials, February 1999
- f) Board Reports
 - (1) July 1997
 - (2) January 24, 1998
 - (3) May 23, 1998
 - (4) September 12, 1998
 - (5) January 23, 1999
 - (6) April 24, 1999
- g) Financial Reports
 - (1) Budgets
 - (a) *Original Budget Sent to USAID with Proposal*
 - (b) *Revised Budget 97-07-15*
 - (c) *Revised Budget 97-12-31*
 - (d) *Revised Budget 98-03*
 - (e) *Revised Budget 98-10*
 - (f) *Revised Budget 99-01*
 - (2) Year 1 (October 1996-September 1997)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
 - (3) Year 2 (October 1997-September 1998)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
 - (4) Year 3 (October 1998-September 1999)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*

5. Lebanon Materials

- a) DIP
- b) Resume and Position Description - Irene Lorfing
- c) Research and Documentation
 - (1) Executive Plan for the Implementation of the Project: Linking Civil Society to Sustainable Development
 - (2) Civil Society In Action

- (3) Civil Society In Action: An example from 2 Lebanese Villages
- (4) The Common Good Comes First: A Collection of Ten Successful Initiatives Undertaken by Lebanese Citizens
- d) Civil Society Assessment
 - (1) Preliminary Findings and Issues Concerning Baseline Data on Civil Society: The Case of Lebanon
 - (2) Tool for assessment of civil society status of NGOs and CBOs
 - (3) Tool for the assessment of civil status in the community
 - (4) Tool for the assessment of civil society status among community members
 - (5) The Assessment of the Civil Society Status of the Lebanese: Baseline Study of Attitudes and Behavior
 - (6) Civil Society Status of a Sample of NGOs Operating in Lebanon
- e) Training Workshops
 - (1) Training Workshops 1, 2, and 3 Agenda, Manual, Materials, and Evaluation
- f) Seed Grants
 - (1) Request for Applications for Seed Grants
 - (2) Seed Grant Proposals
 - (3) Seed Grant Proposal Evaluation Criteria
- g) Trip Reports
 - (1) Casey Barrs, March 1997 (in Jordan)
 - (2) Kim Maynard, March 1998
 - (3) Phil Walsh, October 1998
 - (4) Janet Sawaya, February 1999
- h) Financial Reports
 - (1) Budgets
 - (a) *Original Budget Sent to USAID with Proposal*
 - (b) *Revised Budget 97-01-09*
 - (c) *Revised Budget 98-07*
 - (d) *Revised Budget 98-09-16*
 - (e) *Revised Budget 98-10*
 - (2) Year 1 (October 1996-September 1997)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
 - (3) Year 2 (October 1997-September 1998)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
 - (4) Year 3 (October 1998-September 1999)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*

6. Honduras Materials

- a) DIP
- b) Resumes and Position Descriptions
 - (1) Guillermo Consuegra
 - (2) Carlos Soto
- c) Civil Society Brochure
- d) Concertacion Report
- e) Rapid Assessment
 - (1) Progress Report – March 1, 1998
 - (2) Progress Report – March 31, 1998
 - (3) Progress Report – April 30, 1998
 - (4) Progress Report – May 30, 1998
 - (5) Rapid Assessment results
- f) Trainings
 - (1) Manual
- g) Seed Grants
 - (1) Guide (including RFA, evaluation form, and other documentation)
 - (2) Description of recipient projects
 - (3) Seed grant proposals
- h) Rapid Assessment Analysis/Civil Society Workshop
 - (1) Agenda
 - (2) Possible Activities
 - (3) Report
- i) Conflict Resolution Reports
- j) Hurricane Mitch Activity Reports
 - (1) Post-Mitch Civil Society Activities
 - (2) Activities undertaken by the Mercy Corps/PAG Civil Society Program in Honduras in support of the reconstruction efforts related to Hurricane Mitch
 - (3) A Preliminary Assessment of the Impact of Mercy Corps International's Civil Society Program on the Hurricane Mitch Reconstruction Efforts in Honduras
- k) Fundraising
 - (1) Justice and Peace Proposal
 - (2) Letter to Ford Foundation
- l) Monthly reports
- m) Trip Reports
 - (1) Casey Barrs, April 1997
 - (2) Kim Maynard, November 1997
 - (3) Laura Guimond, December 1997
 - (4) Janet Sawaya, July 1998
 - (5) Phil Walsh, January 1999
 - (6) Central America Team Meeting Report, February 1999
 - (7) Rick Sorensen, April 1999
- n) Financial Reports
 - (1) Budgets

- (a) *Original Budget Sent to USAID with Proposal*
- (b) *Revised Budget 97-01-09*
- (c) *Revised Budget 98-07*
- (d) *Revised Budget 98-09-16*
- (e) *Revised Budget 98-10*
- (2) Year 1 (October 1996-September 1997)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
- (3) Year 2 (October 1997-September 1998)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*
 - (d) *Report to USAID*
- (4) Year 3 (October 1998-September 1999)
 - (a) *General Ledger Details*
 - (b) *Details on Match*
 - (c) *Excel Sheet with Actuals*

B. Project Interviews

In addition, the team will seek first-hand information from Mercy Corps headquarters and the field about the civil society project from:

1. Key informant interviews with persons at Mercy Corps headquarters and in the field who are most knowledgeable about particular civil society project matters.

a) Headquarters

- (1) Neal Keny-Guyer, Chief Executive Officer
- (2) Eells Culver, Sr. Vice President
- (3) Nancy Lindborg, Vice President
- (4) Janet Sawaya, Civil Society Program Manager
- (5) Phil Walsh, Civil Society Program Officer, Washington, DC
- (6) Laura Guimond, Sr. Program Officer, Central America
- (7) Rachel Lieber, former Middle East Program Officer
- (8) Krystal Vasiakin, Middle East Program Officer
- (9) Getachew Chuko, Sr. Program Officer, Material Aid
- (10) Lynn Renken, Program Officer, South and Southeast Asia
- (11) Kati Moseley, Asst. Program Officer, South and Southeast Asia
- (12) Linda Netherton, Chief Development Officer
- (13) Melissa Rose, Director Foundations/Grants
- (14) Rick Sorensen, Sr. Manager of Financial Field Operations

b) Lebanon

- (1) Nora Bazy, Country Director
- (2) Irene Lorring, Civil Society Program Manager
- (3) Hiam Shadid, Head of Office
- (4) Saeed Zaher, Special Projects Manager
- (5) Chadia Kassar, Field Extension Worker
- (6) Antoine Messara, Lebanon Foundation for Permanent Civil Peace
- (7) Abdo Kahi, Lebanon Foundation for Permanent Civil Peace
- (8) Nadia Tewtel, Ministry of Social Affairs
- (9) Julinda Abu Nasr, former Director of the Institute of Women's Studies in the Arab World.

c) Honduras

- (1) Chet Thomas, Country Director
- (2) Elias Euceda, Regional Director
- (3) Helmuth Castro, Regional Director and Child Survival Coordinator
- (4) Guillermo Consuegra, Civil Society Coordinator
- (5) Carlos Soto, Civil Society Promoter

2. Small surveys using open-ended interview schedules with beneficiaries or focus group interviews with beneficiaries (that is, interviews with beneficiaries who share a similar characteristic such as gender, age, or marginality).

Examples include:

a) Headquarters

- (1) Program department personnel who have received technical training
- (2) Resource development and/or finance personnel who have participated in general civil society training
- (3) Recipient of civil society orientation

b) Lebanon

- (1) Participants from workshops 1, 2, and/or 3, including representatives from NGOs, CBOs, Ministry of Social Affairs, academics and media
- (2) Employees of organizations who attended workshops 1,2, and/or 3
- (3) Seed grant recipients
- (4) Beneficiaries of Mercy Corps other on-going projects
- (5) Communities in which Mercy Corps or program participants work

c) Honduras

- (1) PAG employees who have attended the civil society workshops
- (2) Representatives from NGOs who attended the Rapid Assessment analysis
- (3) Sub-Regional Development Committee members
- (4) Mayors in PAG region
- (5) Seed grant recipients
- (6) Beneficiaries of PAG's other on-going projects

(7) Communities in which PAG works

3. Direct observation of civil society project facilities and activities.

VI. REPORT FORMAT

The presentation of the final report will follow the basic outline below:

Title Page

List of Acronyms (if necessary)

Executive Summary (under 5 pages)

Table of Contents (with Appendices)

Main Report (organized in accordance with the list of evaluation questions provided in this SOW)

Appendices

Appendix 1: Scope of Work

Appendix 2: Evaluation Team Itinerary

Appendix 3: Individuals Contacted

Appendix 4: References Consulted

The report will be no more than 50 to 60 single-spaced, typewritten pages.

The draft evaluation report will be provided to PVC within ten working days of the team's return to the United States. The team will debrief PVC first and then Mercy Corps once the draft report is near completion. Upon submission of the draft report, PVC and Mercy Corps will have two weeks to review and comment upon the draft. These comments will be submitted in writing to the team leader for revision in the final report. The team leader, in consultation with the other team members, will prepare and submit ten copies of the final evaluation report, in English, to PVC within five working days of receipt of the commentary.

In addition, the team will complete the AID Evaluation Summary Report form, which will appear at the front of the evaluation, before the Executive Summary.

ANNEX E

ADDENDUM

Results Oriented Questions for Mercy Corps Matching Grant Final Evaluation

(Organized by section in the Draft SOW)

II. Evaluation Questions

For each question in the Draft SOW about accomplishment of tasks, establishment of procedures, development of materials etc (i.e. inputs) as the question: *So What?*

What has changed as a result of the project inputs (stated in the DIP)? What are the effects, outcomes in the *capacity* of IMC and its NGO partners to (1) promote citizen participation, (2) accountable leadership and (3) peaceful change? To the extent possible, what have been the effects on the intended beneficiaries? Cite evidence of change. Quantify these changes/outcomes to the extent possible. Clearly state the criteria used to assess *capacity*.

Clearly state the criteria used to assess prospects for post grant sustainability.

A. Institutional Strengthening

1. Program Implementation

- Has the technical and programmatic capacity of field staff increased? What has changed and how much? How are they using these skills? What have been the effects of using these skills? Provide evidence.
- Has the matching grant enabled MC to tap into previously un-used civil society capacity within the organization?
- Has IMC shown commitment to maintaining and continuing to build that capacity after the grant has ended?(eg. Will they absorb the positions in the core budget; integrate the capacity in overall organizational strategic plan and functions?)
- Has IMC clearly delineated a civil society program approach/model for civil society based on the survey of literature and experience?
- How has IMC used the Civil Society program justification/model to influence program directions (design), implementation, and ability to document program impact? What effect has this had? Eg. What percentage of country programs have adopted the approach?
- Who is using the tools developed to implement the civil society program? What has been the effect? (Eg. What percent of the country programs have adopted the tools; how many NGOs have adopted the tools? Have other donors adopted the tools? Have host country government agencies adopted the tools). Provide documentation of what and how many.
- How are staff using the skills developed in training? How have operations changed as a result of the training? Are they working more efficiently, effectively; better working environment?
- What have been the results of networking? What did they expect to change? What was the percentage change in partners? in what areas?
- Can IMC staff access necessary information more quickly and easily as a result of the monitoring and evaluation system? How has this data access effected IMC operations? How has IMC used the data? Has it informed program decision-making? Has it been used to make mid-course corrections in programs? Is it used to document program successes? Is it enabling IMC to design better programs, develop better proposals?

2. Program Management

- In organizational capacity development, what did IMC want to change and what actually changed within the organization and among its NGO partners? Group the outcomes into categories (eg. Partnership, teamwork, technical capacity, communication, planning, monitoring and evaluation, strategic management of information for organizational decision making.) Specify criteria used to assess teamwork and partnership.
- Is there evidence of organizational learning as a result of the matching grant? - increased strategic capacity within the organization. Can the organization better identify problems, come up with solutions and solve them?

B. Field Implementation Activities

- For each of the questions listed in the SOW, ask: have these activities resulted in: increased citizen participation, increased accountability in leadership, peaceful change? Identify which factors were most important in achieved these effects and describe why? Compare the startup situation (baseline) with current situation.
- What has been the outcome of the training? What kinds of skills developed? How have they been used? Specify criteria for measuring increased cooperation and collaboration. Quantify if possible (eg. numbers or percentage of NGO partner programs with increased cooperation.
- How is the manual being used? What percentage of NGO partners are using it?
- Does the IMC civil society approach have the potential to have an effect beyond the pilot countries? Under what country/socio-cultural conditions is it likely to be successful?

ANNEX F

**Itinerary for Judy Watson and Hammy Aklilu
Lebanon
June 8-12, 1999**

Time	Judy	Hammy
Tuesday, June 8, 1999		
8:30	Irene Lorfing, Civil Society Program Manager, and other MCI staff in Lebanon Office	
1:00	Lunch	
2:00	<i>Workshop participant</i>	<i>Workshop participant</i>
4:00	Dr. Antoine Messarra, Lebanon Foundation for Permanent Civil Peace (LFFPCP), Implementing Partner, at MCI office	
Wednesday, June 9, 1999, Beirut		
8:30	Irene	
9:30	Ms. Mona Khalaf, Institute for Women's Studies in the Arab World (IWSAW), Seed Grant Recipient at MCI office. Representative from organization (but not this individual) participated in Workshop 1 and 2. <i>Could Anita Nassar (workshop participant) come to this meeting as well?</i>	
11:00	Journalist at MCI office	Journalist at MCI office
12:00	Mr. Elie Khayat, Entraide Liban, Seed Grant Recipient, Participant workshops 1 and 2, at MCI office	
1:00	Lunch	
2:00	<i>Workshop participant</i>	<i>Workshop participant</i>
4:00	Ms. Nadia Tewtel, Borj el Barajneh Center for Integrated Development, Member of Consultancy Unit, at Nadia's home as she had an accident and is unable to leave the house.	
Thursday, June 10, 1999, Beirut		
10:00	Caritas, Participant workshops 1-3, at their office	Local Council at Burj el Barajneh, Seed Grant Recipient, Participant workshops 1-3, at MCI office.
12:00	NGO Forum, Seed Grant Recipient, Participant workshops 1-3, at MCI office.	
1:00	Lunch	
2:00	<i>Workshop participant</i>	<i>Workshop participant</i>
Friday, June 11, 1999, Beirut		
9:00	Al Aoun Al Islami, Participant workshops 1-3, at their office	
10:00		Siham Aboujawdeh, Ministry of Social Affairs (MOSA), Burj Hammoud Center
12:00	<i>Workshop participant</i>	Julinda Abu Nasr, Member of Consultancy Unit, formerly of IWSAW, at MCI office
1:00	Lunch	
2:00	<i>Workshop participant</i>	<i>Workshop participant</i>
4:00	Green Line, Participant workshops 2 and 3, at their office	<i>Workshop participant</i>

Saturday, June 12, 1999, Akkar	
10:00	Saeed Zaher, MCI employee, Agricultural engineer Chadia Kassar, MCI employee, Field Extention Worker at MCI Bebnine Demonstration Park in Northern Lebanon
11:00	Beneficiaries of MCI's Basic Living Skills Training
12:00	President of Bqarzala Village Committee
3:00	Dr. Masri, Inma'a Al Shamal, Participant workshops 1-3

ANNEX G

ANNEX G

PERSONS MET

WASHINGTON

USAID/PVC OFFICE

- Ms. Sally Jones, Director, Matching Grant
- Ms. Mary Herbert, Program Manager
- Ms. Peggy Meites, Evaluation Specialist
- Ms. Mari Clark, Manager, AMA Technologies
- Ms. Mary Liakos, Program Officer, Matching Grant

Mercy Corps Washington Office

- Ms. Nancy Lindborg, Vice President
- Mr. Phil Walsh, Program Officer

Mercy Corps Portland Office

- Mr. Neal Keny-Guyer, Chief Executive Officer
- Ms. Janet Sawaya, Program Manager, Civil Society
- Mr. Getachew Chuko, Sr. Program Officer
- Material Aid
- Ms. Rachel Lieber, Program Officer, East and Southeast Asia
- Ms. Krystal Vasiakin, Program Officer, Middle East and Caucuses
- Ms. Linda Netherton, Chief Development Officer
- Mr. Rick Sorensen, Sr. Manager of Financial Field Operations
- Ms. Melissa Rose, Director, Foundation and Corporate Grants
- Mr. Ells Culver, Sr. Vice President, International Relations
- Ms. Lynn Renken, Program Officer, South and Central Asia
- Ms. Kati Moseley, Asst. Program Officer, South and Central Asia
- Ms. Laura Guimond, Sr. Program Officer, Central America

- Telephone interview was conducted with Mr. Lowell Ewert,
 Director of Civil Society (1996-97)

ANNEX H

Annex H

Mercy Corps' Civil Society Toolbox

Mercy Corp's Civil Society Toolbox contains six tools:

- The *Civil Society Conceptual Framework*. This chart shows the general principles, actors, and activities involved in a functioning civil society.
- The *Compendium of Civil Society Relief and Development Activities*. This reference book offers hundreds of civil society interventions in response to a variety of existing conditions.
- The *Basic Civil Society Training*. The Basic Civil Society Training uses an elicitive approach to explain the principles and importance of a strong civil society, to identify the key actors, and to introduce participants to a host of civil society-strengthening activities.
- The *Civil Society In-House Survey*. The In-House Survey measures the extent to which an organization has incorporated civil society activities and principles into its mandate, philosophy, and operational procedures.
- The *Civil Society Rapid Assessment*. The Rapid Assessment provides a picture of the health of civil society as perceived by a representative sample of citizens. This shows strengths and weaknesses and, when conducted periodically, reveals trends.
- The *Quick Mapping Tool: Identifying Civil Society Actors and Opportunities*. The Quick Mapping Tool helps locate actors and recognize opportunities for promoting civil society within the immediate context.

ANNEX I

CALENDAR OF ACTIVITIES

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
SO#1: Establish a consultancy unit for program implementation and program mainstreaming civil society principles.	<ol style="list-style-type: none"> 1. Identify & select 3 partners 2. Draft terms of reference for consultancy unit 3. Finalize 3-Yr EIP 4. CU monitors overall impact of training & evaluates 5. Publish training manual & disseminate 		XX XXX XXX				XX	XXX	XXX	XXX
SO#2: Conduct civil society baseline assessment for NGOs, CBOs, individuals and communities where MCI works	<p>Research:</p> <ol style="list-style-type: none"> 1. Survey and assess needs of relief & development agencies 2. Review theoretical & programmatic literature on CS 3. Review survey methodologies of relief & development agencies 4. Conduct CS baseline assessment: NGOs, communities and individuals where MCI works <p>Development:</p> <ol style="list-style-type: none"> 1. Draft preliminary CS evaluation tools 2. Develop assessment tools (indicators) to depict CS baseline 3. Test assessment tools & finalizing methodology 	XXX	XXX							

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SO#3: Mainstream civil society principles and promote leadership among actors to develop action plans that live civil society principles throughout their activities	<i>Training Workshop # 1:</i> <i>"CS components, values & norms"</i> 1. Prepare materials 2. Conduct workshop 3. Finalize, translate, compile materials and proceedings			X	X	X			
SO#4: Improve cooperation/collaboration between actors	<i>Training Workshop # 2:</i> <i>"Networking & Coordination"</i> 1. Prepare materials 2. Conduct workshop 3. Finalize, translate, compile materials and proceedings						XX	X XX	
SO#5: Promote communication and advocacy of civil society principles by actors	<i>Training Workshop # 3:</i> <i>"Advocacy & Communication: NGOs & the Media"</i> 1. Prepare materials								X

100

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1999			
		Q1	Q2	Q3	Q4
SO#5: Promote communication and advocacy of civil society principles by actors	2. Conduct workshop 3. Finalize, translate, compile materials and proceedings 4. Preparation of final training manual 5. Dissemination of final training manual	X	X	X	X X

STRATEGIC OBJECTIVES	OUTPUTS	Time frame	Indicators
SO#1: Establish a consultancy unit for program implementation and program mainstreaming civil society principles.	<ol style="list-style-type: none"> 1. Three partners selected 2. Terms of reference for consultancy unit drafted 3. 3-Yr DIP finalized 4. Training manual 5. Program impact evaluation report 	Q2FY97 Q2FY97 Q2FY97 Q4FY99 Q4FY99	Process Indicators: <ol style="list-style-type: none"> 1. Selection completed as scheduled 2. T/R drafted 3. DIP submitted 4. Manual published and disseminated Impact Indicators: <ol style="list-style-type: none"> 1. Mainstreaming of CS principles 2. Changes in structure of NGO integrating CS principles 3. Changes in program orientation, implementation vis-a-vis CS 4. Changes in CS status of individuals & communities thru small update research 5. The joint implementation of a CS project by a coalition of NGOs
SO#2: Conduct civil society baseline assessment for NGOs, CBOs, individuals and communities where MCI works	<ol style="list-style-type: none"> 1. Baseline assessment tools (indicators) developed 2. Assessment tools tested 3. Analytical report on CS status of individuals and communities 4. Summary paper on CS status of organizations 	Q3FY97 Q3FY97 Q3FY97 Q3FY97	Process Indicators: <ol style="list-style-type: none"> 1. Assessment tools done . 2. Final Methodology (indicators, tools, methods) 3. training needs established 4. Baseline and training needs established for NGOs
SO#3: Mainstream civil society principles and promote leadership among actors to develop action plans that live civil society principles throughout their activities	Training workshop # 1 conducted	Q4FY97 Q1FY98	Process Indicators: <ol style="list-style-type: none"> 1. 50 trainees from 15 NGOs and MOSA 2. 2-day workshop conducted 3. Workshop #1 manual produced

STRATEGIC OBJECTIVES	OUTPUTS	Time frame	Indicators
SO#4: Improve cooperation/collaboration between actors	<p>Training workshop # 2 conducted</p> <p>A coalition of CS NGOs, CBOs formed</p> <p>A joint Project prepared by coalition</p>	<p>Q3FY98</p> <p>Q3FY98</p> <p>Q3FY98</p>	<p>Process Indicators:</p> <p>1. 50 trainees from 15 NGOs and MOSA</p> <p>2. 3-day workshop conducted as planned</p> <p>3. Workshop #2 manual produced</p>
SO#5: Promote communication and advocacy of civil society principles by actors	<p>Training workshop #3 conducted</p>	<p>Q1FY99 and Q2FY99</p>	<p>Process Indicators:</p> <p>1. 50 trainees from NGOs, CBOs, Government & 10 media professional</p> <p>2. 3-day workshop conducted as planned</p> <p>3. Workshop #3 manual produced</p>
	<p>Production and dissemination of final training manual</p>	<p>Q3FY99 and Q4FY99</p>	<p>1. Publication of final training manual</p> <p>2. Dissemination of final training manual to NGO's, CBO's operating in Lebanon</p>

ANNEX J

Strategic Objective Planned activities/ outputs Accomplishments Impact

SO# 1:

Establish a consultancy unit for program implementation and program mainstreaming civil society principles

- Finalize three year DIP
- Identify and select 3 partners
- Draft terms of reference for consultancy unit
- CU monitors and evaluates overall impact of training
- Publish training manual and disseminate

National Level

- January, 1997: Detailed implementation plan finalized
- March 1-3, 1997: Amman meeting for MCI HQ and Lebanon teams to meet with prospective partners and representative from MOSA.
- March 21, 1997: Partner agency selected the LFFPCP Memorandum of understanding signed. IWSAW serve as volunteer partner.
- March 20-24, 1997: Consultancy unit formed, Nora Bazzy and Irene Lorfing (MCI), Antoine Messarra and Abdo Kahi (LFFPCP), Julinda Abou Nasr (IWSAW) and Nadia Tewtel (MOSA).
- April 1997 to date, MCI-Lebanon and LFFPCP monitored and evaluated impact of training
- By end of September 1999, the training manual will be published and disseminated to NGO community, Government.

National Level

1. Sustainability:

- The consultancy unit will continue cooperating with MCI beyond end of grant
- Partner Agency (LFFPCP) mission is to work continuously in civil society
- Expanded outreach through MOSA centers
- Active government buy -in to the program (MOSA)

Strategic Objective Planned activities/ outputs Accomplishments Impact

SO#2:

Conduct civil society baseline assessment for NGO's CBO's individuals and communities where MCI works

Research

- Survey and assess needs of relief and development agencies
- Review theoretical and programmatic literature on CS
- Review survey methodologies of relief and development agencies
- Conduct CS baseline assessment: NGO's, communities and individuals where MCI works.

Development

- Draft preliminary CS evaluation tools, develop indicators to depict CS baseline. Test tools and finalize methodology

National Level

- Between October 1996 and March, 1997, a thorough review of literature was conducted on the subjects of, civil society, democracy building and sustainable development.
- In November 1996, an informal survey of 20 Lebanese CSO's was conducted and their needs were documented. Survey methodologies were reviewed.
- In January and February, 1997, Tools to assess Civil society status of individuals, communities and NGO's were developed and pretested.
- During March of 1997, Civil society baseline research was conducted.
- Analysis of results and final reports on civil society status of individuals and NGO's were ready by the end of July, 1997.

Grassroot Level

- Civil society status of communities where MCI is implementing its reconstruction and expanded economic opportunities has been continuous since 1997.
- MCI helped in assessing reliability and content validity of CS tools developed by HQ.

National Level

- The needs and civil society status of Lebanese individuals, CSO's and communities have been documented through:
 1. A national survey of a stratified random sample of 550 Lebanese aged 16 and above.
 2. A purposive sample of 20 active national CSO's
 3. A collection of ten case studies of successful civil society activities undertaken by Lebanese.
 4. The constitution of a small reference library including books, research findings and documents regarding the issues of civil society, governance, civil peace and democracy in Lebanon.
 5. MCI has national data for future use
 6. Use of baseline research results for preparation of the workshop materials.

Grassroot Level

1. MCI field staff informed of national research results, and are aware of issues.
2. MCI field staff trained in assessing civil society status of communities through focus group discussions.
3. HQ tools were revised to include MCI Lebanon comments.
4. MCI field workers were trained in the use of the Quick mapping, and the compendium.

Strategic Objective Planned activities/ outputs Accomplishments Impact

SO# 3:

Mainstream civil society principles and promote leadership among actors to develop action plans that live civil society principles throughout their activities.

Conduct workshop # 1:

“ Civil society concepts and principles; their application in development work.”

- Prepare materials
- conduct workshop
- finalize, translate, compile materials and proceedings

National level

The workshop was conducted on October 17 and 18, 1998.

Thirty five NGO's and seven integrated development centers from MOSA have participated. In all 85 persons profited from the training.

The press covered the workshop.

Grassroot Level

MCI staff trained in civil society concepts, components, values and norms and their relation to development.

National Level

1. After workshop#1 MCI received calls from different civil society organizations asking for training.
2. MCI civil society program manager asked to participate/ resource person in 6 national seminars on issues related to: The problematic of development (Dec.1997), Governance for social development (Dec.1997) , The economy at the service of social justice (Dec. 1997) , Citizenship in Lebanon (July, 1997), Ways and means for participating in policy making (Feb. 1998), The observatory of democracy (Feb. 1998)

Grassroot level

MCI has reviewed and reinforced its development strategies and approach at the community level on the basis of CS principles and consolidation of links with the government and private sectors:

1. So far MCI has been active in the formation of 23 village committees representing all groups in the community. These committees are democratically elected and participate in planning , implementation and evaluation of village projects.
2. A gender approach is observed in all planned activities
3. In half of the committees, there are women members.
4. MCI staff is keen to live civil society principles through their programmatic activities and through their interaction with community members.
5. Women benefit from civic literacy and basic living skills training. So far, 233 women benefited from the training.
6. In the village of Bebnine (25000 inhabitants) 18 women leaders were trained.
7. Three women's groups are in the process of forming an association.
8. Training 22 school teachers from the Akkar clusters in education for environmental awareness and initiation of school projects
9. Environmental awareness through educational shows in cooperation with the association TERRE. 5737 school children from the Akkar clusters were reached.

Strategic Objective Planned activities/ outputs Accomplishments Impact
SO# 4:

Improve cooperation and collaboration between actors.

Workshop # 2:

“Coordination between organizations and the planning of programs for the empowerment of civil society.”

- Prepare materials
- conduct workshop
- Finalize, translate, compile materials and proceedings.

National level

The workshop was conducted on May 14 and 15, 1998.

Thirty five NGO's and seven development centers of MOSA participated. In all, 85 persons profited from the training.

The press covered the workshop.

Grassroot Level

MCI applies civil society principles in their everyday work:

- Cooperation with other NGO's
- Cooperation with government institutions
- empowerment of citizens to undertake initiatives for the common good
- Formation of solidarity groups in the communities.

National Level

1. During the workshop, participants grouped by region of work and irrespective of sector developed four collaborative proposals for the implementation of development projects in their regions.
2. The Ministry of Social Affairs asked MCI and LFFPCP to train their inservice trainees in civil society principles and concepts and their link to development. 54 development agents were trained. The ministry has included the training in its regular curriculum.
3. MCI civil society manager was asked by the MECC to organize a one day brain storming session for 22 women church leaders from the Arab world on the topic of accountable leadership and women's role in the church and society.
4. Training in collaboration with LFFPCP of 360 civic education teachers on citizenship and the principles and values of civil society.
5. Impact on participant organizations (sample survey results):
 - 23/23 organizations reported impact with respect to awareness of need to mainstream civil society values and principles in their organizations and programmatic activities.
 - 9/23 reported changes in program orientation
 - 12/23 reported implementation of projects based on civil society principles and proposed methodology.
 - Formation of two coalitions : one to serve the handicapped in the Borj el Barajneh area and another to work on the development of the northern suburbs of Beirut. Both coalitions, work closely with the MOSA development centers in their communities.

Grassroot level

1. In all villages MCI cooperates with the local municipality and the Moukhtars (elected village elder)
2. MCI developed work contacts with the ministries of Social Affairs, Agriculture, Education, work and employment.
3. MCI has also secured collaboration of International organizations; UNDP, UNIFEM, EU.
4. MCI started Collaborative programs at village level with national NGO's; Mouvement Social ,Al Najda Al Chaibia and AEP.
5. In communities where MCI works, citizen groups have undertaken initiatives to manage challenges in their communities: Economic, Environmental and rights issues
6. MCI has distributed four seed grants to NGO's that participated in the workshops. the accepted projects foster cooperation, link sectors and cover the following topics in accordance with the "Compendium's" suggested list of activities: The handicapped, impoverished rural communities, women prisoners and the establishment of an electronic network for an alternative report on CEDAW.

Strategic Objective Planned activities/ outputs Accomplishments Impact
SO# 5:

Promote communication and advocacy of civil society principles by actors
Training workshop # 3: "Advocacy, communication and relation to the media"

- Prepare materials
- Conduct workshop
- finalize, translate, compile materials and proceedings
- Preparation of final training manual
- Dissemination of final training manual

National level

Workshop was conducted on Feb. 25 and 26, 1999.

Forty five NGO's , seven centers of MOSA, The Women's bureau of MOSA, ten daily newspapers, five weekly magazines, five TV and two radio stations.

120 persons attended the opening session of the workshop. However only 80 participants benefited from the workshop.

All present media covered the workshop.

National Level

1. The workshop was considered by media as a pioneering event.
2. Had good attendance by important media leaders.
3. participants interacted and assessed the existing obstacles in both sectors for a meaningful communication.
4. A plan of action was proposed
5. Formation of a ten member media coalition to contact NGO's and plan for future cooperation.
6. UNDP and partner agency (LFFPCP) will continue media program
7. MCI civil society program manager asked to talk and act as resource person at workshop: " Building NGO's communication and media skills" sponsored by the IWSAW and the bureau for press and culture of the US embassy in Beirut. June 16-18, 1999.

Grass root level

MCI has developed solid contacts with local media, and its activities are regularly covered by the press.

ANNEX K

Draft not for circulation

M 146/97 c

Questionnaire for the Study of the Current Civil Society
Status of Lebanese
Through People's Attitudes and Behaviors

First: The aim

This study aims at highlighting the relations and activities that bind the Lebanese to their land, their environment and to public institutions. The stress will be laid on determining the nature of the social ties that are the characteristics of social cohesion and social unity. It will also focus on human commitment and citizen participation in these relations and activities, thus enabling us to define the components of the Lebanese civil society and its particular characteristics.

Second: The methodology

This study will be carried out through direct interviews with a sample of 550 adult Lebanese chosen randomly from various Lebanese regions in accordance with the percentage of residents in every region. The survey basis available at the Reach-Mass Institute will be used to choose this sample. This basis includes maps of buildings and houses and is spread on the whole Lebanese territory, it is regularly updated and its geographical, socio-morphological, economic and social divisions are regularly checked.

As to the distribution of the sample, each region will be given the following percentages and numbers:

	Percentage	Number
Eastern Beirut and its suburbs	16	88
Western Beirut and its suburbs	22	120
Jounieh, Jubayl and their suburbs	6.5	36
Tripoli and its suburbs	5.7	31
Sidon and its suburbs	5.8	32
Zahle and its suburbs	4	22
Rural Mount Lebanon	8.5	47
The rural north	9	50
The rural south	8.5	47
The rural Bekaa	14	77
Total	100	550

Third: The topics of the research

1. The relation with the land
2. Social relations
3. Principles of civil society
4. The relation with public institutions
5. Participation in public activities
6. Conditions to the participation in elections
7. Commitment to human issues.
8. Membership of associations, unions or parties
9. The preferred civil line.
10. The civil society's immunity

A questionnaire has been prepared. The questions will make it possible to reach the required information and data.

are among the activities listed below, the ones you engage or take part in, or those that interest you particularly either positively or negatively?

Types of activities	Engaging in the activities or taking part in them	Activities that arouse interest		
		Positively	Negatively	Neither positively nor negatively
Skiing, swimming, various sports Hunting Walking outdoors Planting for fun Planting for profit Exploiting water resources for profit Exploiting forest resources for profit Exploiting sands or rocks for profit Exploiting the sea coast for profit Participating in tree-planting campaigns Participating in anti-pollution activities and campaigns Suggesting projects for the protection of the environment Striving for the protection of the environment within civil institutions and foundations Other (specify)				

2. Social relations

Concerning each type of the social relations stated below say first whether they play an important or secondary role in your life and indicate the fields where these relations exist.

Types of relations	Importance of these relations in your life					Fields where such relations exist							
	Very important	Important	Somewhat important	Barely important	Not important	visits	Leisure	Meetings and gatherings	Social services		Public activities whose characteristic is civil and developmental	Political activities	other
									To profit from them	To ensure them to others			
Relations within the family nucleus Relations within the large family Relations with friends and companions Relations with colleagues: locally Relations with colleagues: nationally Relations with partisans: locally Relations with partisans: on a national level Relations with unionists: locally Relations with unionists: nationally Relations within the civil association or associations in which you are a member or in which you participate: locally Relations within the civil association or associations in which you're a member or in which you participate: nationally Relations within the religious group to which you belong: on the local or pastoral level Relations within the religious group to which you belong: on the global level Relations with the inhabitants of the neighborhood or the town Relations within local municipal activities Relations within general national activities													

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3. Principles of civil society

Among the general principles listed below, say how far you think they are related to the idea of civil society (freedom, independence, participation without any discrimination) and to which extent these principles are applicable to the current state of things in Lebanon. Please use a percentage from 0 to 100% to determine the link or conformity, zero meaning the lack of link or conformity and 100% meaning a complete conformity or very close link.

The principles	Link and conformity			
	Link with the idea of civil society		Conformity with the current state of things in Lebanon	
Freedom of the Press	N 20	*	N 23	*
Freedom for every individual to express his political opinion freely.	N 26	*	N 29	*
Freedom of movement in all parts of the country.	N 32	*	N 35	*
Freedom of residence in all parts of the country.	N 38	*	N 41	*
Freedom of choice among several political parties.	N 44	*	N 47	*
Freedom of religious belief.	N 50	*	N 53	*
Free elections and individual and secret ballot.	N 56	*	N 59	*
Everybody's acceptance of the rule of the law.	N 62	*	N 65	*
Freedom of association .				
Independent courts of law and application of the law justly, without any discrimination.	N 20	*	N 23	*
Politicians building their policy according to the people's wants and needs.	N 26	*	N 29	*
Existence of an effective opposition watching over the government.	N 32	*	N 35	*
The people influencing important political decisions.	N 38	*	N 41	*
Absence of major income differences among the various social classes.	N 44	*	N 47	*
Existence of a strong army keeping order in the country.	N 50	*	N 53	*
Freedom of choice as regards children's education.	N 56	*	N 59	*

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4. Relation with public institutions

4.1 When you think of your personal life, what is the influence of these institutions on your life and your personal future?

Institutions	Degree of influence				
	Always influential	Influential most of the times	Not influential most of the times	Not influential of all	
The Presidency	A	B	C	D	P 63
The government in general	A	B	C	D	P 64
The Parliament	A	B	C	D	P 65
The Central Bank	A	B	C	D	P 66
Security forces	A	B	C	D	P 67
The Army	A	B	C	D	P 68
The municipalities	A	B	C	D	P 69
Urban Organisation	A	B	C	D	P 70
Ministry of Health	A	B	C	D	P 71
Ministry of the Economy	A	B	C	D	P 72
Ministry of Education	A	B	C	D	P 73
Ministry of Housing	A	B	C	D	P 74
Ministry of Social Affairs	A	B	C	D	P 73
Social Security					
Other (specify)	A	B	C	D	P 74

4.2 It happens that a person is (when dealing with a number of institutions) - in a powerless position towards these institutions that is to say in a position where he cannot influence them or defend himself. Which are the institutions among the ones mentioned below where you feel that the individual is, in Lebanon, in a powerless situation? (Mention five institutions at the utmost).

The institutions	P 75
The official administrations	A
The police	B
The television	C
The Judiciary	D
The press	E
Political parties	F
Unions	G
Religious institutions	H
Major economic institutions	I

5. Participation in public activities

5.1 Fields of commitment and general civil activity. There are several fields of commitment and activity on the general civil level like the participation in the elections, in conflict resolution on both the local and national levels, trying to reach a powerful position, citizen participation in public activities, conformity with the established laws and rules and working to implement them; these fields also include advocating for political principles and ideas, participation in the creation or the support or the struggle for political programs, fighting for rights, being informed about political matters. In which of these fields do you think you participate the most currently? (Five answers at the utmost).

Participation in the elections	A
Contributing in conflict resolution locally.	B
Contributing in conflict resolution nationally	C
Trying to get a share of the power	D
Participating in public activities	E
Being committed to established laws and rules	F
Struggling for political principles and thoughts	G
Participating in the creation or support or struggle for political programs.	H
Defending and struggling for human Rights	I
Being informed about political matters	O
Other fields	X

5.2 Fields of contribution and participation in public activities.

There are several types of public activities in which one takes part in a village, town, (neighborhood in cities), where one resides or to which one belongs. Which are- among the ones listed below - the activities in which you have or are currently taking part in effectively (commitment means perseverance and contribution).

	Type of relation with the town or the neighborhood			
	A town (neighborhood) where you reside and to which you belong	A town (neighborhood) where you reside but to which you don't belong	A town (neighborhood) to which you belong but where you don't reside	
Family meetings or belonging to a family association.	A	B	C	POS 29
Social assistance within the family	A	B	C	POS 39
Social assistance to the needy in the town.	A	B	C	POS 31
Educational, leisure or sporting activities carried out by a civil organisation or association.	A	B	C	POS 32
Educational, leisure or sporting activities carried out by the town.	A	B	C	POS 33
Social or health activities carried out by a civil organisation or association.	A	B	C	POS 34
Social or health activities carried out by the town.	A	B	C	POS 35
Developmental activities or activities to organise the environment (cleaning, making asthetical improvements in the streets, buildings, squares, organizing public transport, parking lots, organizing and protecting public gardens) carried out by a civil organisation or association.	A	B	C	POS 36
Developmental activities or activities to organise the environment (cleaning, making asthetical improvements in the streets, buildings, squares, organizing public transport, parking lots, organizing and protecting public gardens) carried out by the municipality.	A	B	C	POS 37
Local political activities.	A	B	C	POS 38
General political activities.	A	B	C	POS 39
Religious oriented patoral activities (within the religious group to which you belong).	A	B	C	POS 40
Social, cultural, educational, sporting or health oriented patoral activities (within the religious group to which you belong).	A	B	C	POS 41
Other (specify).	A	B	C	POS 42

5.3. What is the type or types of participation or contribution to the activities in which you have or are currently taking part in your town, village, neighborhood where you reside or to which you belong and that you've mentioned above?

	Type of participation or contribution				
	Financial contribution	Participation in the establishment, organisation and evaluation of projects	Participation in the execution of activities	Endeavouring to promote activities	
Family meetings or belonging to a family association.	A	B	C	D	P 43
Social assistance within the family	A	B	C	D	P 44
Social assistance to the needy in the town.	A	B	C	D	P 45
Educational, leisure or sporting activities carried out by a civil organisation or association.	A	B	C	D	P 46
Educational, leisure or sporting activities within the town.	A	B	C	D	P 47
Social or health activities carried out by a civil organisation or association.	A	B	C	D	P 48
Social or health activities carried out by the town.	A	B	C	D	P 49
Developmental activities and activities to organize the environment (cleaning, making aesthetical improvements in the streets, buildings, squares, organizing public transport, parking lots, organizing and protecting public gardens) carried out by a civil organisation or association.	A	B	C	D	P 50
Developmental activities and activities to organise the environment (cleaning, making aesthetical improvements in the streets, buildings, squares, organizing improvements transport, parking lots, organizing and protecting public gardens) carried out by the municipality.	A	B	C	D	P 51
Local political activities.	A	B	C	D	P 52
General political activities.	A	B	C	D	P 53
Religious -oriented pastoral activities	A	B	C	D	P 54
Social, cultural, educational, sporting or health oriented pastoral activities (within the religious group to which you belong).	A	B	C	D	P 54
Other (specify).	A	B	C	D	P 56

5.4 The conditions for participation in public activities. Concerning the hereafter mentioned conditions to participating in public activities, what are the conditions that you consider as fundamental? which ones do you consider somewhat fundamental, and which ones you think are not at all necessary for you to participate personally in these activities?

Conditions	Importance of those conditions		
	Fundamental	Somewhat fundamental	No fundamental at all
That the association which organises activities have specialized committees with specific tasks.			
That you have an effective role in decision-taking on the level on the planning, programming and evaluation of the activities			
That you have an effective role in the execution of activities .			
That you have an effective role in watching over the activities			
That the activity be in agreement with the good of the civil or political group to which you belong			
That the activity be in agreement with the good of the religious group to which you belong			
That activity be in agreement with the general benefit on the local level			
That the activity be in agreement with the general benefit on a regional level			
That the activity be in agreement with the general benefit on a local, regional and national level			
other conditions (specify)			

5.5 The organizational frames of citizen participation in developmental activities on a local level.

What are among the organizational frames hereafter mentioned for participating in developmental activities on the level of the town, village, neighborhood in which you live, the ones that you consider most appropriate to promote these activities? (Two at the utmost)

Municipal committees	A
Parties	B
Family associations	C
Unions and professional associations	D
Clubs and associations of youngsters, scouts, students.	E
Religious associations or organisations	F
Civil associations	G
Other (specify)	H

6. Conditions for the participation in elections (municipality, association, union, club).

What are among the following conditions or qualifications necessary for candidates postulating to major posts? Check the ones that you consider of great importance so that you participate personally in these elections? (Five at the utmost)

Belonging to a noble family	A
Integrity and uprightness	B
Efficiency and competence	C
Knowledge and culture	D
Belonging to a particular political trend	E
Political support from the established régime	
A plan and a program of action to implement this plan	F
A wide network of social relations and facility to communicate	G
A strong personality	H
Wealth	I
Ability to simplify personal services for people	O
Determination	X
Capacity to convince	
Other (specify)	

7. Commitment to human and social issues:

What are among the social and human issues hereafter mentioned the ones you feel committed to and you would demonstrate in the streets to fight for them? (Five at the utmost).

Human Rights in general and freedoms	A
Fighting racism	B
Labour and wages	C
Peace/War	D
Equality between men and women (rights and parctice)	
Educational reform	E
The environment	F
Administrative reform	G
Public security	H
Housing	I
Social security	O
Poverty and exclusion	X
Drugs/Aids	
Deviation and ostracism	
Fighting fanaticism	
Other (specify)	
There no issue to which I'm committed at the moment	

8. Membership in associations, unions or parties.

What are among the parties, associations and unions listed below, the ones you belong to, or participate in their activities regularly or the ones that you would like to participate in, provided you can participate effectively?

Labor union	A
Student union or association	B
Cultural or sports clubl	C
Political party	D
Anti drug or AIDS association	E
Association for human Rights and freedoms	F
Association for the protection of the environment or for the development of the environment concept	G
Association to fight racism	H
Social association for humanitarian activities (civil)	I
Social association for humanitarian activities (religious)	O
Social association for humanitarian activities (family)	X
Religious group or party	Y
Association to fight fanaticism	A
Association for social promotion in neighborhoods and villages	B
Other associations	C

9. The preferred civil context

There are two basic opinions about civil institutions which contribute more than others to the enforcement of democracy and social cohesion in our modern world: Social institutions which are based on group identity, citizenship and good management of public matters.

Social institutions which are based on homogeneous identity, affiliations and beliefs which should be protected.

To which of these two opinions do you feel closer?

Civil institutions based on the building of the identity through participation in common interest and management of public matters	A
Civil institutions based on the protection of specific affiliations and interests related to them.	B
No civil path is able to strengthen democracy and social cohesion at the time being.	C

10. The Civil Society's immunity

There are several ways to build the civil society's immunity to internal and external dangers which threaten it. Which are among the following possibilities, the ones that you consider of great importance in Lebanon today? (Three at the utmost)

Civic education	A
Benefiting from the experience of war that tore the Lebanese apart	B
Developing group memory through activities, common group feasts or celebrations	C
Developing the institutions of civil society (associations, clubs, unions, etc).	
Emphasizing the common values that the Lebanese have know previously	D
Developing critical mind to face fanaticism and racism	E
Strengthening public institutions and developing their services (army, judiciary, parliament)	F
Other (specify)	G

Demographic Questions

What is the educational level you've reached?

Illiterate/ did not go to school	1
Elementary	2
Intermediate	3
Secondary	4
University	5

What are the things that are available to you from the list I'll read out?

Dish	1	Dishwasher	6
Normal phone	2	Car	7
Cellular (mobile) phone	3	More than a car	8
Computer	4	V.C.R	9
Colour T.V.	5	Video Camera	10

Marital status:

Single	1
Married	2
Divorced / Widow(er)	3

What is your main profession?

What is the profession of the person who has the main income in the family?

What is the amount of your personal monthly income?

What is the amount of the general family monthly income?

	Personal monthly income	Family monthly income
Under 600 US \$	1	1
From 600 to 1000 US \$	2	2
From 1001 to 1800 US \$	3	3
From 1801 to 3500 US \$	4	4
More than 3500 US \$	5	5

I certify that I've executed this questionnaire personally with the replier in accordance with the instructions of the Research administration of the Reach-mass Institute, and that all the data is correct and truthful according to what the replier told me and I've checked the questionnaire and made sure that it is free of any flaws. I know beforehand that if the investigation shows any flaw in execution, the questionnaire is canceled and its value and the value of the investigation and the compensation for any damage is subtracted and the evaluation of this amount is left to the administration as a discretionary payment in accordance with the importance of the mistake.

Name of the representative

Signature of the representative

ANNEX L

Government Agencies and MOSA Centers

GOVERNMENT AGENCIES		WI	WII	WIII
Ministry of Social Affairs (MOSA)	Ms Mona Mrad, Head of Women's Bureau	x	x	x
	Haifa Hallal, MOSA Training Center		x	x
Ministry of Hydroelectric Resources	Marie Gabrielle Tyan	x		
	Murielle Boulos		x	
Ministry of Health	Rita Abou Younes		x	
Ministry of Labor	Haifa Hamdan		x	
MOSA Centers				
Baalbeck	Ahmad Al Hussein	x	x	x
	Walid Assaf	x	x	x
Beirut	Carmen Assaf	x	x	x
	Hadi Malak	x	x	
	Neemat Geaga	x	x	x
	Nicole Tobia		x	
	Nour Al Jundi Majid			
Bickfayya, Mt Lebanon	Hilda Kharat		x	
Borj el Barajneh	Naziha Dakroub	x	x	x
Borj Hammoud	Germaine Gemayel	x	x	
	Siham Abou Jaudeh	x	x	x
Ghobeiri	Salwa Mahmood	x	x	
	Samia Abou Hosn	x		
Halba, North	Alia Chaaban	x	x	x
Harat Sader, Mt Lebanon	Rita Ata Gemayel			x
Hasbayya, West Bekaa	Rima Al Hamra		x	x
	Suzanne Abou Eid			
Hermel, North East Bekaa	Hiam Abdallah Chamas			x
Jib Janine, West Bekaa	Rima Kazan	x		
Nabatie, South	Amal Jaber	x	x	
	Ratibe Taksh	x	x	
Sir El Dinnieh, North	Saada Alam	x	x	x
Rachaya, West Bekaa	Munir Mehanna		x	x
	Roula Jamal		x	
Tebnine, South	Salma Feewwaz	x		
Tripoli, North	Fatina Homs	x		
	Ruba Sourati			
Tyre, South	Rana Daoud			x
21	34	19	23	15

Academics and the Media

Universities				
Lebanese University	Myrna Maalouf al Hajj		x	
	Carole Mitri			
	Helen Haddad	x	x	x
	Dr Zuhair Hatab	x		
	Dr Chaukat Chtay	x	x	
	Dr Charles Shartouni	x	x	x
	Dr Ali Bazzi		x	
Lebanese American University	Dr Hassan Hammoud	x	x	
St Joseph University	Hyam Kahi	x	x	x
	Rita Chouchaïni Hatem	x	x	
Haigazian University	Loric Sabounjian		x	
Dailies and Magazines				
L'Orient Le Jour	Jeanine Jalkh			x
	Paul Kahlife	x		
Al Nahar	Hanane Aad	x	x	x
	Suzane Baaklini (L'Orient Le Jour also)	x		x
	Khalil Abi Antoun			x
	Jean Karam			x
Nahar al Chabab	Elsa Yazbeck	x	x	x
	Rosette Fadel			x
	Aline Farah			x
	Jebran Tueni			x
	Roula Mikhail			x
Al Dyar	Suzane Berbari			x
Al Liwa'a	Nancy Gebrail			x
Al Safir	Dima Marie Saad			x
The Daily Star	Hala Kilani			x
	Nadine Alfa		x	x
Al Anwar	Rana Sidani			x
ANI	Tony Atallah	x	x	x
Magazine	Michele Messara	x	x	x
La Revue Du Liban	Gisele Eid			x
Le Commerce du Levant	Mona Adwan	x		x
	Jihad Adwan			x
Television Stations				
TV Al Manar	Mostafa Chirri			x
TV TL	Said Ghoraïb	x		x
MTV	Daniele Obeid			x
	Tania Awad Ghorra			x
LBC	Janane Mallat			x
Tele Lumiere	Josephine Daher Al Ghoul		x	x

Academics and the Media

Future TV	Elsa Yazbeck			x
	Mary Raad Abou Maachar			x
Radios				
Saout Lebnan	Hanane A'ad			x
Saout Al Chaab	Roula Ayoub			x
	Maurice Nohra		x	
24	44	15	16	34

NGO Participants

IA	SG	NGOs		WI	WII	WIII	outreach
x		AEP	Christiane Sahyoun			x	
x		AFEL	Marie Therese Najjar	x		x	
			Ms Amal Farhat	x	x	x	All Lebanon
			Ms Manal Kassis	x			
	x	ALDHOM	Amal Dibo	x	x	x	
		Al Haraka Al Nissai'a Lil Tawia Al Ijtimai'a	Aida Zaatari Mansour			x	National
		Al Haraka Al Thakafia Antelias	Dr Antoine Seif	x			
x		Al Hay'at Al Suhhiya Al Islamiah	Majid Ali Nehme	x		x	
		Al Jamia Al Khairia Al Islamia	Ms Fatme Dalloul			x	
		Al Nahda Ijtimala	Mr Fawaz Assad	x	x		North
x	x	Al Najda Al Chai'abia	Mr Ghassan Makarem	x	x	x	All Lebanon
	x	Al Tajamouh Al Nissai' Al Demokrati	Mariam Hassoun			x	
			Ms Caroline Sakr Salibi	x	x	x	National
x		Al Zahra	Effat Mahmood Ammar+A103			x	
			Hassan Ammar	x	x		Southern suburbs of Beirut & South
x	x	Amel Association	Mr Ahmad Abboud	x	x	x	National
	x	APAC	Mr Mohamad Hachem	x	x		All Lebanon
			Mr Nizar Rammal	x			
		Association for the Blind of	Ms Haya Osseiran			x	National
	x	Association for the Defense of Human Rights	Mr George Naddaf	x			
			Mr Ghassan Mokheiber	x	x	x	National
		Association of Lebanese Social Workers	Ms Inaam Abou Jaoudeh			x	
		Association of Lebanese University Women	Ms Maalouli			x	National
x		Auxillia	Mr Ahmad Al Athath	x	x		National
			Soha Nasser	x			
x		Basma	Ms Haifa Nahle	x	x		Southern suburbs of Beirut
x	x	CARITAS	Mr Toni Attallah	x	x	x	
			Ms Renee Madi	x	x		
			Sister Aline Afif	x	x		National
x		Courant de la Societe Civile	Louba Naufal			x	
	x	Dar Al Amal	Ms Hoda Karra	x	x		
			Ms Natalie Chemaly	x	x		National
		Dar Al Sadaka	Father Abdo Raad			x	Regional Zahle
		Druze Association for Social Welfare	Lara Abdel Malek Khalil			x	
			Ms Anisse Najjar			x	

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NGO Participants

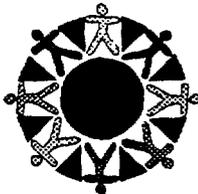
	x	Entraide Liban	Elie Khayat	x	x		
x		Foundation of Dr Mohamad Khalad	Mr Ali Hajjar	x	x		National
x		Green Line	Hafez Adib Jureij		x		
			Nisreen Nasser el din		x	x	National
			Ziad Moussa+A154		x		
x		Harakat Houkouk Al Inas	Yvette Balouz			x	National
		IDREL	Mr George Naddaf	x			National
		Imam Al Sadr Institutions	Dr Maha Selman	x	x		SOUTH, Southern Suburbs Beqaa
			Haidar Ahchem		x		
			Zeinab Hayek	x			
			Ziad Moussa				
x		Inma' Al Shamal	Dr Mohamad Said Masri	x	x	x	North Lebanon
	x	IWSAW	Ms Anita Nassar	x	x		
		Jam'iyyat Beit Al Mar'a Al Jounoubi	Souad Salloum			x	South
		Jamia Tasdiska' Al Mouakin	Asma Kabbara			x	National
x		Jamiat Al Aoun Al Insani	Mr Muffid Al Khalil	x			Local Ghobeiri
			Mr Mohamad Mujir Al Arab	x	x	x	Southern Suburbs of Beirut
		Jamiat Al Mabarrat Al Khairiat	Farouk Rizk			x	Regional
		Jamiat Bani Abbas Al Khairiat	Mr Raed Fares	x	x		North
		Jamiat Saout Al Mara'a Al Lubnania	Violette Trad Khouri			x	
x		Jamiat Sayyidat Al Makassed	Afife Al Sayyed		x		National
			Siham Gebeili		x		
		Khidmat Al Walad Fi Al A'ila	Ms Marie Therese Najjar	x			National
		Lebanese Association for Democratic Elections	Mr Joe Bahout	x	x		
			Mr Karam Karam	x	x		All Lebanon
		Lebanese Association of Human Rights	Alice Sleimane				
		Lebanese Association to Combat Violence Against Women	Aida Nehme Moussawi			x	
		Lebanese Family Planning Association	Dr Hayan Salim Haidar			x	National
		Lebanese Human Rights Association	Mr George Assaf	x	x	x	National
		Lebanese Scouts Association	Joseph Al Ghoraib		x		
		Lions Club	Ms Haya Ziade		x		
x	x	Local Council for a Community Based Rehabilitation of the Handicapped	Mr Ali Shaddad	x	x	x	
			Mr Kassem Mansour	x	x	x	Southern suburbs of Beirut
x		MECC	Gaby Al Mounir		x		

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NGO Participants

			Ms Nanour Sinapian	x	x		National
		MIRSAD	Kamal el Batal	x		x	National
x		Mouassassat Al Chahid Al Khairiya	Ali Taha	x	x		National
			Ali Zreik	x	x		
x		Mouassassat Asdika' Al Ailat (Libami)	Aline Khalil				
			Rana Ghosn			x	National
x	x	Mouvement Social	Ms Sylvana Abou Eid	x	x	x	National
x	x	NGO Forum	Ms Anna Mansour	x	x		
			Ms Tania Helou			x	All Lebanon
	x	Order of Lawyers: Committee for Human Rights	Mr George Assaf	x		x	
x		Pontifical Mission	Ms Norma Fayad Rizk			x	
x		Rene Moawad Foundation	Carla Haddad	x	x		North
			Hikmat Zein			x	
x		Save the Children	Heba Hage			x	
	x	SEDRA	Dr Milad Jarjouhi	x	x		All Lebanon
		SESOBEL	Hadi Khawand			x	National
x	x	SIDC	Elie A'araj				
x		SOS	Carla Chouifate	x	x		
			Ms Lily Saad	x	x	x	National
			Ms Rana Chahine	x	x		
		SOS-APSAD	Gladys Nader			x	National
		The Armenian Red Cross	Ms Maguy Khajjirian	x			National
	x	The League of Lebanese Working Women	Celia Mrouch	x	x	x	National
		UNRWA	Mr Abdellatif Issa	x	x	x	
			Mr Zein Saikali	x	x	x	National
x		YMCA	Mr George Khalaf	x	x		National
			Rita Ayoub			x	
x		YWCA	Huda Khouri			x	
			Jumana El Khouri	x	x	x	National
			Nadra Najm			x	
18	68		99	57	59	47	

ANNEX M



Honduras Civil Society Program Memorandum

TO: Janet Sawaya
FR: Guillermo Consuegra
CC: Chester, Yamileth, Helmut and Beverly
TP: About USAID evaluation team visit
DT: Tuesday, August 24, 1999

Monday 30 August

AM Bill visits Project Global Village Central office and meets Chester, Yami, Beverly.
AM Questions about Honduras civil society and Project Global Village
PM Review to Civil Society Program Economical report
PM Bill travels to Siguatepeque

Tuesday 31 August

AM Bill and the team visits Siguatepeque office
AM Bill and the team meet Helmut
PM Bill and the team meet the civil society staff (Guillermo, Carlos and Jorge Luis)
PM Bill and the team review the civil society grant / Indicators

Wednesday 1 September

AM Visit to Yure Sub Regional Committee + community leaders
PM Visit to a Seed Grant beneficiary (Siguatepeque Patronato Association)

Thursday 2 September

AM Visit to Partners (EACTSY)
PM Interview with civil society network officials

Friday 3 September

AM Visit to Cajón Sub Regional Committee + community leaders
PM Visit to a Seed Grant beneficiary (ORHDES)

Saturday 4 September

AM Interview with Seed Grant Manager and Women's Consultant
PM Trip to Tegucigalpa

Sunday 5 September

AM Trip to Miami

ANNEX N

PROJECT AGREEMENT

Civil Society Project

Mercy Corps International and Proyecto Aldea Global

PAG agreed to be a part of Mercy Corps' USAID/BHR/PVC Matching Grant, "Linking Civil Society and Sustainable Development." The project began in September 1996 and will end in September 1999. PAG will receive \$277,453 to implement the program.

The purpose of the Matching Grant is to develop Mercy Corps' theoretical and practical approach to civil society, develop tools and test those tools and develop civil society programs in Honduras and Lebanon, and disseminate its approach. As of March 1, 1999, PAG has conducted the *Civil Society Rapid Assessment*, the *Civil Society Basic Training*, and implemented a successful civil society program. In addition, PAG has provided valuable feedback on the *Civil Society Toolbox*.

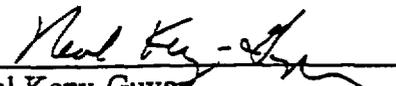
For the remainder of the Matching Grant program, PAG agrees to:

1. Implement the civil society activities according to the Memorandum and follow-on agreements.
2. Provide Mercy Corps with details of accomplishments and future activities each month according to the form provided to PAG by Mercy Corps.
3. Focus Guillermo Consuegra, Civil Society Coordinator, Carlos Soto, Civil Society Promoter, and Victor Solis, Civil Society Extensionist, on the agreed upon activities referenced in number 1.
4. Participate in the civil society conference to be held in August 1999.
5. Assist in the preparation of the Final Annual Report.
6. Assist in the preparation of the Foundation Document.
7. Assist in finding alternative funding sources.

Mercy Corps agrees to:

1. Provide technical assistance as requested and needed.
2. Assist in the preparation of PAG's contribution to the Final Annual Report.
3. Assist in the preparation of PAG's contribution to the Foundation Document.
4. Monitor the program activities and budget.
5. Conduct one final visit to evaluate PAG's civil society program.
6. Assist in the preparation of proposals to foundation for additional funding.

Signed:


Neal Keny-Guyer
Chief Executive Officer
Mercy Corps International

 April 19/99
Chet Thomas
Country Director, Honduras, MCI
Executive Director, PAG

PROJECT AGREEMENT

Child Survival Project

Mercy Corps International and Proyecto Aldea Global

PAG has agreed to work in cooperation with Mercy Corps to carry out the USAID/BHR/PVC Child Survival Project "Results that Last". The project was awarded in September 1997 and will end in September 29, 2001.

The purpose of the "Results that last" Child Survival Project is to decrease maternal and infant morbidity and mortality in the project areas of Humuya and Lajas in the Department of Comayagua, Honduras. Interventions promoting maternal and child health focus on the following community-based interventions: pneumonia case management, diarrhea case management, nutrition, and child spacing. Field activities began in March 1998 with the KPC survey in Humuya. Currently, there are active CS interventions in Humuya I and II. Recruitment and training of project staff has begun in Lajas I and II (accelerated due to Hurricane Mitch). Throughout the life of the project, approximately 162 communities will receive benefits from CS activities.

For the remainder of the "Results that Last" Child Survival Project, PAG agrees to:

1. Implement CS activities according to the DIP and project modifications submitted to, and approved by, USAID.
2. Provide monthly reports to Mercy Corps (Regional Office Director, CS Coordinator), including project accomplishments and future plans, utilizing the form provided to PAG by MCI.
3. Ensure that the newly hired CS Coordinator is provided with the necessary support to permit exclusive dedication to the oversight and management of the CS Project.
4. Ensure that the CS Project budget is spent and accounted for in accordance with USAID rules and regulations.
5. Coordinate, in cooperation with the MCI Health Program Manager and external consultant, the CS Project Mid-term and Final Evaluations.
6. Assist in the preparation of Third Annual Report
7. Maintain ongoing flow of CS and related information to MCI via the Health Program Manger, throughout the project's lifetime.
8. Carry out KPC and other community-based surveys in project areas
9. Recruit, train and provide ongoing support to CS Project staff to sustain community activities, as well as internal project management and monitoring.
10. Represent MCI/PAG and the CS Project with the MOH, other international/national NGOs, and local institutions
11. Document CS Project "lessons learned" in coordination with MCI.

Mercy Corps agrees to:

1. Provide technical assistance, through MCI staff or local/international consultants as needed and requested.
2. Support PAG, as necessary and possible, with financial assistance for CS staffing and other related costs, not covered under the USAID budget.
3. Assist with CS staff recruitment and hiring efforts as necessary.
4. Provide ongoing technical information and CS project-related resources to PAG.
5. Provide CS project budget and expenditure reporting to USAID/Washington DC on a quarterly basis.
6. Act as primary liaison with USAID/Washington DC regarding project reporting and other issues.
7. Maintain ongoing flow of CS and related information to PAG via the MCI Health Program Manager, throughout the project's lifetime
8. Document CS Project "lessons learned" in coordination with PAG.
9. Assist PAG, where appropriate and possible, in the identification of funding sources to support PAG health activities complementing CS Project efforts.
10. Assist PAG in proposal development for the funding of complementary health activities, as identified appropriate in #9.

Signed:


Neal Keny-Guyer
Chief Executive Officer
Mercy Corps International

 April 19/99
Chet Thomas
Country Director, Honduras, MCI
Executive Director, PAG

Organizational Partnership Agreement

Mercy Corps International and Proyecto Aldea Global

Mercy Corps International (MCI) is a nonprofit voluntary organization that exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Based in Portland, Oregon, it is the headquarters of an international family of humanitarian organizations including Mercy Corps Europe/Scottish European Aid based in the United Kingdom, Pax World Service in Washington, DC, Proyecto Aldea Global in Honduras, and Merciphil Development Foundation in the Philippines. MCI was founded in 1979.

Proyecto Aldea Global (PAG) is a private, non-profit, Honduran, Christian development organization. Since 1984, PAG has been assisting communities carry out extensive integrated development programs. Based in Tegucigalpa, Honduras, PAG's primary mission is to improve the basic human conditions of isolated villages through participatory, integrated process focused on obtaining self-reliance.

PAG and MCI share a common history and were founded with similar purpose and mission. PAG was founded by Chet Thomas and Eells Culver. When Eells Culver joined Mercy Corps, Chet Thomas became an employee of MCI, and PAG's original board members Steve Nicholson and Bob Newell joined the MCI board. PAG became an MCI affiliate, maintaining its status as a separate legal entity, governed by a board of directors, in Honduras. Chet Thomas continued in his role as Executive Director of PAG.

While PAG and MCI are separate legal entities, they share program, financial resource and staffing relationships. PAG is a member of the Mercy Corps family of organizations, formally defined as an affiliate of Mercy Corps. Most importantly, Mercy Corps and PAG share a common desire to build a strong, national NGO that operates as a key player in Honduras, as measured by:

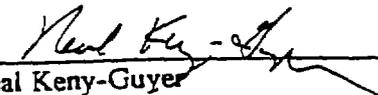
- a strong staff and Board
- innovative, high impact programs that operate on a meaningful scale
- influence on government and donor development policies
- a strong, diverse financial base
- linkage with an international NGO with global structure (Mercy Corps)

The linkages between the organizations are currently manifest in:

- **Programs** – PAG acts as an implementing partner of MCI in carrying out programs and projects that are of mutual beneficial interest to both parties. MCI-awarded, and USAID-funded, Civil Society and Child Survival programs are currently being implemented in Honduras with PAG. These grants provide resources to, and make demands on, both agencies. They also allow both organizations to test new development strategies and share lessons learned. These programs are covered under separate Project Agreements.

MCI and PAG also collaborate on PAG-awarded programs when deemed desirable by both parties. This collaboration may be defined as MCI assistance with program/project design, proposal writing and solicitation of funding, provision of staff/management oversight, and/or monitoring and evaluation.

Signed:


Neal Keny-Guyer
Chief Executive Officer
Mercy Corps International

 April 19/99
Chet Thomas
Country Director, Honduras, MCI
Executive Director, PAG

PROJECT AGREEMENT

Capacity-Building Project

Mercy Corps International and Proyecto Aldea Global

PAG has acknowledged the need for organizational capacity building and has requested the assistance of MCI in addressing that need. The agreed-upon technical assistance and the financing there of, are contained in this Project Agreement.

Assistance to be provided by MCI will include a formal review of PAG management and operations, development of an operations manual, identification of key staffing needs, assistance with recruitment of key staff positions and the ongoing training of new and existing staff. MCI will also provide assistance with the development of a long-term strategic plan for PAG as well as the development of a governing Board. MCI will commit financial resources to this capacity-building program as long as such resources are available and an agreed-upon plan and timeframe is actively supported and implemented by both parties in a spirit of cooperation and good faith.

In order to insure the success of this capacity-building project, PAG hereby agrees to:

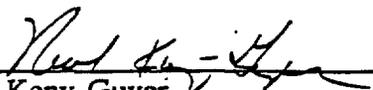
- (1) Prepare an Annual Plan and Budget in format and content which is consistent with those prepared by MCI country offices worldwide. The Plan and Budget should include all PAG operations.
- (2) Prepare and submit to MCI a timely monthly MAS90 financial report on all projects being implemented jointly between MCI and PAG, and a timely quarterly financial report on all operations.
- (3) Adopt the MCI communications protocol of a 48-hour turnaround, which mandates timely response to all e-mail, fax and phone communications. Whenever possible, PAG will adhere to the communications protocol.
- (4) Facilitate the work of technical advisors Jim and Beverly Hinton, or any successors formally requested thereafter, by providing them access to information, documentation and staff.
- (5) Assist with the review of the PAG Operations Manual and in the training of staff in the implementation of the policies and procedures upon PAG's approval.
- (6) Assist with the development of job descriptions for the newly-identified key management and operations positions, including the Director of Operations, the Child Survival Coordinator, and the Information Coordinator.
- (7) As requested by PAG, permit MCI to actively assist with the recruitment, selection and training of these, and other, key individuals.
- (8) Offer mutually agreed upon training opportunities to staff and Board members.
- (9) Translate, as necessary, and disseminate the contents of this document to all senior staff.

MCI hereby agrees to:

- (1) Assist PAG with the development of a long-term Strategic Plan and the development of Annual Plans and Budgets as appropriate.
- (2) Assist PAG with the development and implementation of a Board of Directors recruitment and capacity building plan as appropriate.
- (3) Provide to PAG in-country technical advisors, with a mutually agreed upon scope of work, as requested and as available.
- (4) Offer the services of program operations and sectoral technical staff, as needed and available, to assist with program/project design, proposal writing and solicitation of funding, and/or management oversight, monitoring and evaluation.
- (5) Assist with the recruitment and selection of key personnel, with PAG to make final hiring decisions.
- (6) Provide interim transitional financial support for the salaries, benefits and recruitment/hiring costs of the identified key personnel, for a mutually agreed upon period of time.
- (7) Provide financial support for jointly determined, and mutually agreed upon, staff and Board development/training opportunities.
- (8) Insure that MCI staff complies with the MCI communications protocol.

Both PAG and MCI agree to review and decide the need for renewal of this agreement on a yearly basis.

Signed:


Neal Keny-Guyer
Chief Executive Officer
Mercy Corps International

 19 April, 99
Chet Thomas
Country Director, Honduras, MCI
Executive Director, PAG

ANNEX O

Calendar of Activities

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Set up a Civil Society Program Unit as part of PAG's integrated development program in focus area.	1. Partners selected (3) 2. Visit to zone accomplished 3. Regional subcommittees organized 4. Civil Society Coordinator candidates interviewed 5. Develop initial community base line data from each community	XX	XX XX XX		XX								
Develop project design and baseline evaluation tool to be used in the region to train trainers and civil society promoters.	1. Develop 3 yr. DIP 2. Visits made to other PVOs working in civil society programs 3. Develop training materials for courses. 4. Develop strategic objectives with each sub-regional committee for 3 years. 5. Guide for civil society baseline evaluation developed 6. Train PAG staff in use of civil society evaluation materials. 7. Local leaders in community committees understand evaluation of strategic objectives.		XX XX	XX XX XX	XX XX XX	XX XX XX							

STRATEGIC OBJECTIVES	ACTIVITIES	FY 1997				FY 1998				FY 1999			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop capability of each subregional committee to understand and internalize basic concepts of civil society.	<ol style="list-style-type: none"> 1. Leaders selected for training. 2. Review completed of basic civil society principles and training materials for regional workshop. 3. Training workshop held for regional committee: ** materials developed ** workshop conducted ** participants evaluated 			XX	XX	XX	XX	XX	XX				
Improve cooperation between subregional committees, municipal and central and government in natural resource management, improve governmental transparency, accountability and responsiveness to citizen initiatives.	<ol style="list-style-type: none"> 1. Materials completed. 2. Workshop conducted. 3. Results evaluated. 4. Subregional committees, municipal authorities and private sector join together to form regional committee/commission. 5. Workshop held to develop strategic objectives of the "regional development committee" 6. Monthly meetings held in each sub-region plus a regional meeting to monitor and plan specific activities and projects. 				XX XX	XX XX	XX	XX	XX	XX	XX	XX	XX
		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX

STRATEGIC OBJECTIVES	OUTPUTS	TIME FRAME	INDICATORS
Set up a Civil Society Program Unit as part of PAG's integrated development program in focus area.	<ol style="list-style-type: none"> 1. Partners selected (3) 2. Visit to zone accomplished 3. Regional subcommittees organized 4. Civil Society Coordinator candidates interviewed 5. Develop initial community base line data from each community 	<p>Q1 97 Q2 97 Q2 97 Q2 97 Q4 97</p>	<ol style="list-style-type: none"> 1. Partners identified 2. Visits completed 3. Committees hold organizational meeting 4. Recruitment undertaken 5. Baseline data collected
Develop project design and baseline evaluation tool to be used in the region to train trainers and civil society promoters.	<ol style="list-style-type: none"> 1. Develop 3 yr. DIP 2. Visits made to other PVOs working in civil society programs 3. Develop training materials for courses. 4. Develop strategic objectives with each sub-regional committee for 3 years. 5. Guide for civil society baseline evaluation developed 6. Train PAG staff in use of civil society evaluation materials. 7. Local leaders in community committees understand evaluation of strategic objectives. 	<p>Q2 97 Q2/3 97 ongoing Q2/3 97 Q2/3 97 ongoing Q4 97 Q4 97 Q1 98 Q1/2 98</p>	<ol style="list-style-type: none"> 1. DIP submitted 2. Networking visits completed. 3. Training outlines/materials prepared 4. Goal setting completed 5. Evaluation questionnaire written 6. Training workshops held 7. Community leaders trained

STRATEGIC OBJECTIVES	OUTPUTS	TIME FRAME	INDICATORS
<p>Develop capability of each subregional committee to understand and internalize basic concepts of civil society.</p>	<p>1. Leaders selected for training. 2. Review completed of basic civil society principles and training materials for regional workshop. 3. Training workshop held for regional committee: ** materials developed ** workshop conducted ** participants evaluated</p>	<p>Q3 97 Q4 97 Q4 97 ongoing Q4 97 Q4 97/ongoing Q1 98/ongoing</p>	<p>1. Number of leaders trained 2. Materials prepared/adapted 3. Number of workshops held 3. Post training evaluations received 4. Regional committee formed 5. Objectives identified 6. Number of meetings held</p>
<p>Improve cooperation between subregional committees, municipal and central and government in natural resource management.</p>	<p>1. Materials completed. 2. Workshop conducted. 3. Results evaluated. 4. Subregional committees, municipal authorities and private sector join together to form regional committee/commission. 5. Workshop held to develop strategic objectives of the "regional development committee" 6. Monthly meetings held in each sub-region plus a regional meeting to monitor and plan specific activities and projects.</p>	<p>Q4 97 Q4 97/ongoing ongoing Q1 98 Q1 98/ongoing all quarters</p>	<p>1. Training needs identified 2. Number of workshops held 3. Post training evaluations received 4. Regional committees formed 5. Objectives identified 6. Number of meetings held</p>

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Detail Implementation Plan 1996 - 1999

Civil Society Program, Project Global Village, Honduras

OBJECTIVES	ACTIVITIES	1997				1998				1999				INDICATORS
		1	2	3	4	1	2	3	4	1	2	3	4	
Set up a Civil Society Unit as part of PAG's integrated development program in focus area	1 Partners Selected (Vecinos Mundiales / Buena Fe)	•				•								1 Partners Identified
	2 Visit to zone accomplished		•											2 Visit to zone accomplished
	3 Regional Sub Committee organized		•											3 Committees hold organizational meeting
	4 Civil Society Coordinators candidates interviewed		•											4 Recruitment undertaken
	5 Develop initial community base line data from each community (Rapid Assessment)						•							5 Base line data collected
Develop project design and base line evaluation tool to be used in the region to train trainers & Civil Society promoters	1 Develop a three year Detailed Implementation Plan		•											1 DIP Plan submitted
	2 Visits made to other NGO's working on Civil Society Programs (IHCAFE, Lumber Unions, etc)					•	•							2 Networking visits completed
	3 Develop training material for courses				•	•	•							3 Training outlines material completed
	4 Develop strategic objectives with each regional committee, 3 years						•	•						4 Goal setting completed
	5 Guide for Civil Society base line evaluation developed	•	•	•	•									5 Evaluation Questionnaire written
	6 Train PAG staff in the use of Civil Society evaluation materials					•	•							6 Training workshops held
	7 Local leaders in community committees understand evaluation of strategic objectives						•	•	•					7 Community leaders trained
Develop capability of regional committees to understand and internalize the basic concepts of Civil Society	1 Leaders selected for training			•	•									1 Number of leaders trained
	2 Review completed of basic Civil Society Principles and training material for subregional workshops				•	•	•							2 Materials prepared and adapted
	3 Training workshops held for Sub Regional Committees						•	•						3 Workshops, post evaluations
	- Materials Completed		•		•	•	•	•						4 Regional Committee formed
	- Workshops Conducted				•	•	•	•	•					5 Objectives identified
- Participants Evaluated				•	•	•	•	•					6 Number of meetings held	
Improve cooperation between sub regional committees, municipal & central government authorities in Natural Resources Management	1 Materials completed					•	•							1 Training need identified
	2 workshops conducted					•	•		•	•				2 Number of workshops held
	3 Results evaluated								•	•				3 Post training evaluations received
	4 Subregional Committee joins Municipal & Private sector to form the Super Regional D. Committee								•	•				4 Regional Committees formed
	5 Workshops held to develop strategic objectives of the Super Regional Development Committee								•	•				5 Objectives identified
	6 Monthly meetings held in each Sub Region plus a Regional Regional meetings to monitor and plan specific activities and projects	•	•	•	•	•	•	•	•	•	•	•	•	•
														Number of meetings held

ANNEX P

JUNTA DIRECTIVA Y COMISIONES DE TRABAJO DEL COMITE SUB REGIONAL DE LA CUENCA DEL RIO YURE

Presidente:	Encarnación Rivera
Vice Presidente:	José Orlando Rivera
Secretario:	Magdalena Ulloa
Pro-secretario:	María de los Reyes Carranza
Tesorero:	Benicio Padilla
Fiscal:	Humberto Erazo
Vocal 1°:	Marcelino Bonilla
Vocal 2°:	Abraham Valenzuela
Vocal 3°:	Fanny Leticia Franco
Vocal 4°:	Félix García
Vocal 5°:	Alfonzo Izaguirre

COMISIONES DE TRABAJO

COMISION DE SALUD
Coordinador: Marcelino Bonilla
Presidente: María Ursula Cartagena
Vocal 1°: Santiago Maldonado
Vocal 2°: María Guadalupe Rivera
Vocal 3°: Irma Argueta
Vocal 4°: Petrona Oseguera
Vocal 5°: María Ursula Hernández
Vocal 6°: Rosa Aída Rodríguez
Vocal 7°: Reyna Isabel Hernández
Vocal 8°: Catalino Calderón

COMISION DE EDUCACION
Coordinador: Fany Leticia Franco
Presidente: Emilio Enrique Matute
Vocal 1°: José Manuel Canán
Vocal 2°: Juan Andino
Vocal 3°: Gloria Fernández

COMISION DE ASUNTOS SOCIALES Y BUSQUEDA DE FONDOS
Coordinador: Alfonzo Izaguirre
Presidente: Juan Isidro Ramírez
Vocal 1°: Milton Reyes
Vocal 2°: Marcelina Rivera
Vocal 3°: Luis Ponce
Vocal 4°: José Aníbal García
Vocal 5°: Catalino Oseguera V.

COMISION DE INFRAESTRUCTURA
Coordinador: Félix García
Presidente: Santos Calderón
Vocal 1°: José Isabel Guillén
Vocal 2°: Juan Francisco Rivera
Vocal 3°: Rosendo Ulloa
Vocal 4°: Perfecto Guillén
Vocal 5°: Silverio Ramírez
Vocal 6°: Hipólito Pérez
Vocal 7°: José Donadín Padilla
Vocal 8°: José Santos Ramírez

COMISION DE AGRICULTURA Y MEDIO AMBIENTE
Coordinador: Abraham Valenzuela
Presidente: José Isaias Gonzáles
Vocal 1°: Eduviges Padilla Hernández
Vocal 2°: Gaspar Guillén
Vocal 3°: Guadalupe Rivera
Vocal 4°: Mariano Rivera
Vocal 5°: Jose Cleofes Yáñez
Vocal 6°: Micaela Caballero
Vocal 7°: Teodoro Varela
Vocal 8°: Julio Perdomo
Vocal 9°: José Santos Bonilla

ANNEX Q

PROYECTO ALDEA GLOBAL
DIAGNOSTICO RAPIDO
LA DISTRIBUCION DE TAREAS ENTRE HOMBRES Y MUJERES EN EL AREA RURAL

Datos Generales

Nombre Completo: _____	Comunidad /Aldea: _____
Edad: _____	Municipio: _____ Departamento: _____

Area en que se Participa	
Salud: _____	Agricultura: _____
Soc. Civil: _____	Educación: _____

1. Agricultura

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Limpia de Terreno						
Preparación de Terreno						
Selección de Semilla						
Compra de Semilla						
Almácigos						
Viveros						
Siembra						
Riego						
Aporte y Deshierbe						
Fumigación						
Fertilización						
Dobla						
Cosecha						
Acarreo						
Almacenamiento						
Cuidados Recién Sembrados						
Cuidados en Producción						
Cuidados en Postcosecha						

2. Huerto

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Construcción de Cerca						
Reparación de Cercas						
Preparación de Terreno						
Almácigos						
Transplante						
Cuidado y Mantenimiento						
Recolección de la Cosecha						

3. Ganadería Mayor

Tareas	Lo hacen solo los Hombres	Lo hacen los Homores con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen solo las Mujeres	Observaciones
Atención a Problema de Parto						
Cuido / Pastoreo de Terneros						
Alimentación						
Sanidad / Curación						
Ordeño						
Destaza / Aliñar						
Capado						
Recorte de Cachos						
Herraje de Bestia						
Identificación-Quema-Fierro						
Azuado						

4. Ganaderia Menor

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Cuidado / Aseo						
Alimentación						
Sanidad / Curación						
Capado						
Ordeñar						
Destazar / Aliñar						
Matar Aves						
Atención Problemas Parto						
Const. Corrales y Gallineros						
Mant. de Corrales y Gallineros						

5. Procesamiento y Elaboración de Productos

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Pro. Artesanales (V. Productos)						
Subpro. Pecuarios (V. Productos)						
SubProd. Acuicolas (V. Prod.)						

6. Comercialización (Incluye Trueque)

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Venta al por Mayor en la C.						
Venta Pequeña en la Comunidad						
Venta en el Pueblo o Ciudad						
Acarreo de la Venta						

7. Empleo (Migración)

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Trabajo Asalarado en Agricultura						
Trab. Asalarado en A. no Agrarias						
Empleo domestico fuera del hogar						

8. Varios

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Construcción de la Vivienda						
Mantenimiento de la Vivienda						
Const. Mantenimiento de Caminos						
Tramite en la Ciu. o en el M.						

9. Doméstico

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Recoger Leña						
Preparación de Alimentos						
Arreglo la Casa						
Cuidado de Niño						
Ayudar en Tareas Escolares						
Hacer las Compras						
Acarreo de Agua						
Lavar Ropa						
Remendar Ropa						

10. Toma de Desiciones Internas

Tareas	Lo hacen sólo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Quien decide que hacer con la Ganancia de la Producción						
Que se va Sembrar						
Educación en los Hijos						
Quien decide Quien sale a Buscar Trabajo Fuera de la Comunidad						
Quien Decide Pequeñas Ventas						
Quien d. Bus. ayuda medica al Enfermarse A. Mienbro de la F.						

11. Toma de Desiciones Externas

Tareas	Lo hacen solo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Quien decide participar en A. Y Trabajos con Inst Externas						
Quien decide participar en Act. con Organizaciones Comunales						
Quien Decide Solicitar Credito						

12. Salud

Tareas	Lo hacen solo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen sólo las Mujeres	Observaciones
Partos						
Botiquin						
Planificacion Familiar						
Atencion Enfermedades: Comunales						
a) Infecto Contagiosas						
b) Respiratorias						
c) Otras						
Saniamiento Basico						

13. Educación

Tareas	Lo hacen solo los Hombres	Lo hacen los Hombres con ayuda de la Mujeres	Los dos lo hacen por igual	Lo hacen las Mujeres con ayuda de los Hombres	Lo hacen solo las Mujeres	Observaciones
Alfabetizacion						
Edu. Continua Acelerada						
Pro. Ed. Jovenes y Adultos						
Otros						

DATOS GENERALES :

Nombre Completo _____ *Id.* _____

Estado Civil : Casado _____ Soltero _____ Unión Libre _____ Viudo _____ Divorciado _____

Componente Familiar :

- No. de Hijos :
 - Menores de 5 años _____
 - De 5 a 10 años _____
 - De 11 a 16 años _____
 - De 17 a 20 años _____
 - Mayores de 20 años _____
- Otros Dependientes : _____

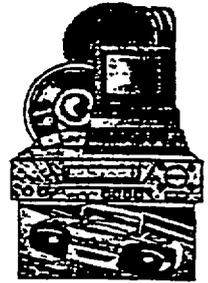
Nivel Escolaridad :

Primario Completo: _____ Secundario Completo _____
Primario Incompleto _____ Ninguno _____

ANNEX R



Proyecto Aldea Global



Comunicación Educativa

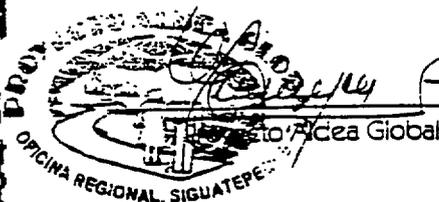
CERTIFICADO

La Alcaldía Municipal de La Libertad, Mercy Corps International, USAID, Proyecto Aldea Global y Comunicación Educativa, Extienden el presente certificado

A: _____

Por su excelente y activa participación en los Foros de Deliberación, Cabildeo Municipal y su Contribución En el Fortalecimiento de la Sociedad Civil.

La Libertad, Comayagua, _____ de _____ de _____.



Proyecto Aldea Global



Alcaldía Municipal

COEDUCA

**USAID PROGRAMA SOCIEDAD CIVIL/PAG/MERCY CORPS
REGISTRO DE ACTIVIDADES COSTO ECONOMICO**

PERIODO: Septiembre 98 - Agosto 99

FECHA: 31 de Agosto 1999

RESPONSABLE: Guillermo Consuegra

Talleres: X

Otras Actividades:

ACTIVIDAD	# PARTICIPANTES			# BENEFICIADOS	FECHA DE REALIZACION	LUGAR DE REALIZACION	COSTO Lps.	OBSERVACION
	M	V	T					
1 Participación ciudadana	13	12	25	210	05/09/98	Las Tranquillas		Líderes comunitarios
2 Participación ciudadana	12	20	32	335	05/09/98	La Concepción, Nueva Suyapa		Líderes comunitarios
3 Participación ciudadana	23	13	36	360	03/09/98	Jicarilo, Litoral		Líderes comunitarios
4 Participación ciudadana	30	29	59	160	04/09/98	Las Lajas		Líderes comunitarios
5 Participación ciudadana	6	6	12	120	05/09/98	Agua Fria		Líderes comunitarios
6 Participación ciudadana	11	7	18	135	03/09/98	Corinto		Líderes comunitarios
7 Participación ciudadana	7	3	10	110	08/09/98	San Isidro		Líderes comunitarios
8 Participación ciudadana	20	6	26	230	08/09/98	Buenos Aires		Líderes comunitarios
9 Participación ciudadana	7	4	11	110	04/09/98	Monte de Dios		Líderes comunitarios
10 Participación ciudadana	5	14	19	163	08/09/98	Los Dolores		Líderes comunitarios
11 Participación ciudadana	23	7	30	277	04/09/98	Pueblo Nuevo		Líderes comunitarios
12 Participación ciudadana	9	8	17	136	02/09/98	La Pimienta		Líderes comunitarios
13 Participación ciudadana	15	10	25	234	04/09/98	Potrillo		Líderes comunitarios
14 Participación ciudadana	13	8	21	420	22,23/10/98	Signatepeque	3,980.00	M.E.P. Ojos de Agua
15 Participación ciudadana	3	28	31	198	04/11/98	Cordoncillo	450.00	Líderes agrícolas
16 Exitos y Sostenibilidad en T. D.	10	13	23	230	03,04/09/98	El Porvenir	4,475.00	Maestros voluntarios E. A.
17 Participación ciudadana	31	22	53	186	04/09/98	Meambar	334.50	Alumnos Educ. Primaria
18 Participación ciudadana	31	7	38	69	05/09/98	Los Planes	975.00	Alumnos Educ. Primaria
19 Participación ciudadana	6	6	12	220	08/10/98	Signatepeque	2,000.00	M.E.P. La Trinidad
20 Participación ciudadana	24	38	62	123	09/10/98	Signatepeque	3,000.00	Líderes comunitarios
21 Participación ciudadana	46	59	105	876	22/10/98	La Trinidad	2,625.00	Líderes comunitarios
22 Participación ciudadana	24	38	62	62	22/10/98	El Peñón		Alumnos Educ. Primaria
23 Participación ciudadana	15	19	34	360	22/10/98	Tierra Blanca	540.00	Líderes comunitarios

M Mujeres
V Varones
T Total

156

5,326

(2)

USAID PROGRAMA SOCIEDAD CIVIL/PAG/MERCY CORPS REGISTRO DE ACTIVIDADES COSTO ECONOMICO

PERIODO: Septiembre 98 - Agosto 99

FECHA: 31 de Agosto 1999

RESPONSABLE: Guillermo Consuegra

Talleres: X

Otras Actividades:

	ACTIVIDAD	# PARTICIPANTES			# BENEFICIADOS	FECHA DE REALIZACION	LUGAR DE REALIZACION	COSTO Lps.	OBSERVACION
		M	V	T					
21/	Participación ciudadana	19	21	40	115	23/10/98	El Rincón	1,000.00	Líderes comunitarios
22/	Participación ciudadana	13	38	51	120	24/10/98	El Porvenir	1,500.00	Líderes comunitarios
23/	Participación ciudadana	6	15	21	410	25/10/98	El Socorro	591.00	Líderes comunitarios
24/	Participación ciudadana	3	14	17	140	06/09/98	Montañuela		Líderes comunitarios
25/	Participación ciudadana	7	12	19	180	04/09/98	Ojo de Agua		Líderes comunitarios
26/	Participación ciudadana	7	12	19	180	05/09/98	El Palmital, El Cedral		Líderes comunitarios
27/	Participación ciudadana	11	20	31	220	01/11/98	La Hacienda	270.00	Líderes comunitarios
28/	Foro Acceso a la Educación	76	24	100	876	14/11/98	Siguatepeque	3,000.00	Estudiantes CASUED
29/	Éxito y Sostenibilidad en T.D.	0	23	23	48	18/09/99	San Isidro	480.00	Líderes comunitarios
30/	Rapid Assessment Analysis	14	39	53	510	10/03/99	Siguatepeque	14,765.00	ONG's
31/	Éxito y Sostenibilidad en T.D.	1	13	14	83	13/03/99	Agua Azul	1,700.00	Socios y líderes comunitarios
32/	Éxito y Sostenibilidad en T.D.	1	25	26	50	23/03/99	El Rosario	460.00	Comité de Yure
33/	Como elaborar propuesta	2	23	25	230	19,20,21/05/99	El Porvenir		Directivos de comité
34/	Éxito y sostenibilidad en T.D.	7	8	15	160	1, 2 y 3/06/99	El Encantado		D.G.E.C. Tegucigalpa
35/	Foro de Entrega	5	25	30	340	11/06/99	Las Lajas	Empresa Privada	Líderes municipales y gobierno
36/	Éxito y Sostenibilidad en T.D.	2	8	10	240	28, 29/07/99	Los Pinos		Empleados Vecinos Mundiales
37/	Éxito y Sostenibilidad en T.D.	7	20	27	45	27, 28/07/99	San José	1,250.00	Líderes comunitarios
38/	Éxito y Sostenibilidad en T.D.	2	14	16	180	13/08/99	La Buena Fe	1,089.00	Extens. Agrícolas de P.R.R. y EACTSY
39/	Resolución de Conflicto	0	15	15	190	20/08/99	San Isidro	1,453.50	Extens. Agrícolas PANACAM

M Mujeres
V Varones
T Total

567 746 1,313 9,643.

4317