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Pact

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Third Quarterly Report

Covering January, February, March 1997

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Tables of Contents

A

I. Introduction to the Third Quarterly Report	1
II. Central Office	2
II.A Period Overview - January to March 1997	2
II.A1 Launch of Activities	2
II.A2 Recruitment	2
II.B Activities, Central Office	3
II.B1 Partnerships, Networking and Coalition Building	3
II.B2 Information, Education and Communication	5
II.B3 Research	6
II.B4 OD	6
II.C Activities planned April to June	6
II.C1 Period Overview	6
Integrate into the environment	7
Develop communications around Rary principles for an open, Participatory process in decision making	7
Build a CoRary in each office	7
Identify and select issues	7
Build project methods and staff competence	8
Prepare the project's first annual work plan and the monitoring, Reporting, and evaluations plan	8
Staff	8
II.C2 Partnerships, Networking and Coalition Building	8
II.C3 Information, Education and Communication	9
II.C4 Research	9
III. Northern Field Office	
III.A Activities, Northern Field Office - February to March 1997	10
III.A1 Period overview	10
III.A2 Activities planned - Results	11
III.A21 Objective 1. An increase in the general awareness and understanding of issues	11
III.A22 Objective 2. An increase in the quantity and quality of debate	12
III.A23 Objective 3. New and/or stronger links between CSOs and issues and between CSOs	12
III.A24 Objective 4. Examples of widened and reingorced debate exist	13
III.A25 Objective 5. There is a better understanding of the fundamental principles of the liberal democratic model in thecontext of Malagasy culture and society	13
III.B Activities planned April to June 1997	13
III.B1 Period overview	13
III.B2 Activities planned/Results	14

III.B21	Objective 1. An increase in the general awareness and understanding of issues	14
III.B22	Objective 2. An increase in the quantity and quality of debate	14
III.B23	Objective 3. New and/or stronger links between CSOs and issues and between CSOs	15
III.B24	Objective 4. Examples of widened and reingorced debate exist	15
III.B25	Objective 5. There is a better understanding of the fundamental principles of the liberal democratic model in thecontext of Malagasy culture and society	15
IV. Southern Field Office		
IV.A	Period Overview	16
IV.B	Advancement of activities to end September	17
IV.B1	Objective 1. An increase in the general awareness and understanding of issues	17
IV.B2	Objective 2. An increase in the quantity and quality of debate	17
IV.B3	Objective 3. New and/or stronger links between CSOs and issues and between CSOs	18
Annexe A.	Objectives of the initial project log frame	19
Annexe B.	Three qualities of dialogue	21

List of Acronyms

ALJM	Association Libre des Journalistes de Madagascar Malagasy Journalists' Open Association
CERGRR	Centre d'Études et de Réflexion sur la Gestion des Ressources Renouvelables Renewable Resources Management Research Center
CIDST	Centre d'Information et de Documentation Scientifique et Technique Scientific and Technical Information Documentation Center
CITE	Centre d'Information Technique et Economique Technical and Economic Information Center
CBC	Comites de Reflex sur la Compétitivité Committee on Competitiveness
CS	Civil Society
Csnet	Civil Society Network
CSO	Civil Society Organization
FFE	Fondation Friedrich Ebert Friedrich Ebert Foundation
FFKM	Fikambanan'ny Fiangonana Kristianina eto Madagasikara Malagasy Christian Council of Churches
IPEP	Impact des Politiques Economiques sur les Pauvres Impact of Economic Policy on the Poor
KMF/CNOE	Comite National d'Obeservation des Élections National Election Monitoring Committee
NFO	Northern Field Office
PAIQ	Projet d'Appui aux Initiatives de Quartier Neighbourhood Initiatives Support Project
PH	Power Holder
SFO	Southern Field Office

I. Introduction to the Third quarterly Report

This report is written at a time when the Rary project is launching activities in both the Northern and Southern field offices, and gearing for a national launch in July.

The report is divided into three sections: a Central office three-month report, a first quarterly report on Northern Field Office activities and a Southern Field Office work plan to end September.

The logical framework developed for the Northern field Office (NFO) in January¹ has been adopted for the Southern Field Office (SFO). There are several reasons for this. First, the NFO log frame has broad objectives that are valid for the SFO. Second, the project's log frame will be reviewed in preparation for the project's first annual work plan, due to begin in October. The initial project period, running from October 1996 to September 1997 is seen as a trail period, from which initial experience will be gathered and used to validate its log frame and approach.

During this period, the Central Office will maintain the initial reporting format of Quarterly Reports One and Two.

By end September, each office will have developed its own log frame and work plan, based on the characteristics and dynamics of its own environment.

During the period to end September, Rary will be laying the ground work that is essential to the project's success. In pursuing the objectives it has set out, Rary will be developing the relationships it has initiated into collaborative projects. It will be promoting its ideas, developing its methods, training staff, and identifying initial public interest issues.

¹ See annex A for a description of the objectives developed for the NFO work plan.

II. Central Office

II.A Period Overview - January to March 1997

II.A1 Launch of Activities

The period January to March marks the start of project activities in the Northern and Southern field offices. In both regions the project has won initial acceptance from power holders, civil society organizations and journalists.

In these two regions, the significant policy change brought about by the introduction of the liberal democratic model has met with traditional issues management habits and an uninformed, poverty-ridden citizenry. The result has been eye-opening conflict. Clearly, enthusiasm for Rary suggests that the need for increased communications and dialogue is felt both on the part of civil society organizations and of certain power holders.

Rary seems to be overcoming its first hurdle: possible rejection by a public official / project / civil society environment where the project could be seen as disruptive: representing work and hassles for little or no personal reward, and offering no money.

Now Rary moves towards a second hurdle: identifying issues for which information, facilitation and open debate can make a difference and create a Malagasy precedent for a participatory process for change. Working each with it's own steering committee, Field and Central Offices are developing a method for participatory public interest issue identification and selection, while developing projects with local partners to promote an environment which fosters open, participatory and constructive debate.

II.A2 Recruitment

Recruitment is almost complete, with only one position left unfilled to date. Field Officers for Mahajunga and Fianarantsoa are operational and quickly integrating in their respective milieu, building partnerships, identifying public interest issues, and developing projects with local journalists and civil society organizations.

Central Office staff now boasts a Issues Officer (IO)², responsible for policy analysis, information management and government relations. The IO will be instrumental in working with power holders in developing new approaches to the management of public interest issues, and gathering information that is key to an open, participatory and constructive dialogue on specific public interest issues.

Pact is still searching for the right candidate to fill the position of Training Officer.³ Terms of reference for the position evolved with the project, and are now more focussed on facilitation, training and mentoring, and dialogue management. Finding a motivated and capable candidate with natural facilitation skills is seen as a fundamental element of the project's success.

The position of Executive Assistant was filled in December 1996.

II.B Activities, Central Office

Period January to March 1997

II.B1 Partnerships, Networking and Coalition Building

Activities Planned / Results

Planned : Initial CoRary meeting held.

Result : The initial CoRary meeting was held in March, and attended by key project partners CIDST, CNOE, FFE, representatives from a national network of women's organizations and the federation of engineers associations, an official from the Ministry of Planning, and project staff. The Rary project was briefly reviewed, each of the developing partnerships was discussed, and the purpose of CoRary was identified.

It was decided that CoRary would meet every three months on average to discuss project issues and orientation, and eventually, review the public interest issue identification and selection mechanism. CoRary will also be involved in refining the project logframe and building the project's first annual work plan.

² The Issue Officer was previously referred to as the Information Officer. For reasons of clarity and differentiation with what was the Communications and Training Officer position, the title of Information Officer was changed to Issue Officer.

³ The initial title of Communications and Training Officer was simplified to Training Officer.

Planned : Further meetings will take place with the IPEP project.

Results : Delays in the recruitment of the Rary Issue Officer and some delay in IPEP's technical set up for policy analysis have slowed discussions between Rary and IPEP. Uncertainty about the stability of the National Office of CNOE has further delayed the development of a project that would integrate groundtruthing for IPEP into CNOE activities. Discussions will resume once the Dossier Officer is operational and the IPEP project director returns to post in August.

Planned : Partnerships with CNOE and CIDST will be formalized.

Results : The CNOE partnership at the national level has been further explored (after it was adopted in principle by a national-level provincial president's meeting in december) with the national permanent staff in two meetings. General principles have been validated, but no concrete plan has yet emerged. The dynamic has shifted to Rary's two field offices, who are developing regional projects with CNOE's provincial leadership, along the lines agreed upon with the national level.

Partnership development between Rary CIDST was challenged by the official status of the CIDST as a Commercial and Industrial Public Establishment. Explorations are underway to examine how a partnership could be established under these circumstances. The CIDST and Rary will conduct an inventory of the information publicly available in Mahajanga, on a contractual basis.

Planned : Initial exploration with the FFE and a general agreement on cooperation will be followed by more concrete talks with two departments within the Foundation.

Results : A partnership has developed whereby Rary's Northern field Office will partner with the FFE, within the framework of the FFE's national Community Radio Program. A national level partnership along the lines described in the Second Quarterly Report will develop over the next several months, and could come into effect around September 1997, when Rary will have selected public interests issues. A new FFE country representative begins work in June.

Planned : New partnership opportunities will be explored with the CITE - Centre d'Information Technique et Économique (Coopération française) and the ALJM - Association Libre des Journalistes de Madagascar on the training of journalists.

Results : The appreciation of the Mahajanga context have indicated a route that excludes for the moment a partnership with ALJM. The Field Officer in Mahajanga has chosen an informal approach that will not create formal structures, but begin with informal meetings where journalists can talk freely about their work.

Planned : An initial inventory of CSOs will be carried out, leading to the setting up of the data bank on CSOs.

Results : Rary has collaborated with the World Bank's civil society officer in identifying CSOs for the databank. Rary and WB lists were compared, and an initial database has been set up in the Rary offices, largely based on WB information, completed by Rary's field offices.

II.B2 Information, Education and Communication

Activities Planned / Results

Planned : Informal contacts will be made with journalists in preparation for the launch and to identify partners for the CSnet.

Results : Rary's national launch has been put back because of delays in recruitment and because of the decision to proceed with the launching of Field Offices prior to a national launch. The NFO launch took place in early April and the SFO launch is planned for early June. As mentioned in the Second Quarterly Report, Rary wishes to remain discreet until such time as it is ready to fully launch activities, which explains why no contacts with the press have been made so far.

Planned : An initial Rary CS Newsletter will be developed as part of the CSnet.

Results : The idea of developing regular communication channels with opinion leaders to promote Rary's ideas and activities, as well as civil society issues, has materialised through the use of mass mailings in the NFO, and soon in the SFO. Mailings as a way to spread ideas and project information and to promote wider participation in Rary have been adopted at the Central and Field levels.

Development of a CS newsletter has been postponed to August and September 1997. Reasons for this are varied. The publication of a newsletter is time consuming and potentially costly. With limited resources, Rary has chosen to invest first in mailings, and to develop the newsletter later, once the project is known publicly on the national level and partners for a newsletter can be more readily identified.

Planned : A promotion and information campaign will be prepared.

Results : Promotional material has been developed for the Northern and Southern Field Offices, and has been used in both offices to present Rary. A promotions campaign for the national level is under development, in preparation for a national launch in July.

II.B3 Research

Activities Planned / Results

Planned : The integrated national ME&R plan will be developed

Results : Although a logical framework of objectives and indicators has been identified, it has not yet been integrated into a national ME&R plan. Pact has maintained that the exercise of setting objectives and indicators should involve all concerned staff, and has proceeded in this fashion so far. The national ME&R plan will be developed with the participation of national staff and CoRary between now and September.

Planned : Tradition & Progrès' involvement in the ME&R system will be established

Results : Initial expressions of marked interest have not materialised into commitment for T&P. Rary has been seeking other interested organisations, such as the GREFI, the UNDP's think tank and eventual execution agency for its civil society development program. Individuals have also been approached.

II.B4 OD

Activities Planned / Results

No organisational development activities were planned for the period

II.C

Activities planned April to June

II.C1 Period Overview

The period April to June is seen as crucial for the newly created field offices in Fianarantsoa and Mahajanga. Efforts will be concentrated at the national level to bring all support necessary to ensure a successful integration of the NFO and SFO into their respective environments. Both offices will be launched in this period.

The Central Office and each of the Field Offices are Pursuing much the same goals in the period April to September. Overriding goals to June and beyond are as follows.

Integrate into the environment

As stated in previous reports, Rary's success depends on its acceptance by and integration into a community of projects, government, media, CSOs and intellectuals. Building relationships with potential partners and other groups is instrumental in spreading Rary's ideas and tapping into energies and resources beyond those of the project.

The objective for end June is for all offices to be fully integrated into their respective environments, as measured by collaborative efforts initiated, relationships of trust with power holders, recognition of project ideas by the press and intelligentsia, and interest from CSOs.

Develop communications around Rary principles for an open, participatory process in decision making.

Rary is developing a "issues management method" which lays out and fleshes out Rary principles as they relate to power holders, civil society, the press, and political parties. The "method" will be articulated through press relations, presentations to various groups, work with CSOs and other means. Rary will seek to develop interest in other civil society practitioners such as service CSOs, platforms and other donors involved in civil society development.⁴

Build a working CoRary in each office

All three project offices will have their own working CoRary, providing essential project grounding into the environment, local wisdom and experience in key project decision making and a permanent project outreach into different sectors of the community. By September, all CoRarys will have a clear vision of Rary's objectives and methods, and will play an active part in the project.

Identify and select issues

By September, each office will have identified one public interest issue that will serve to create a precedent. Success will be measured by activities undertaken in that regard.

⁴ See annex B for Rary's Three Qualities of Dialogue.

Build project methods and staff competence

Project activities require certain specific skills in facilitation, conflict resolution and eventually, coalition building. By end September, project staff will have received initial training in these areas.

Prepare the project's first annual work plan and the monitoring, reporting and evaluation plan

Rary's first annual workplan is due to begin in October 1997. Evaluation and monitoring are essential to ensure that the project's experience be used to build a viable model of dialogue. By September, the project will have set up a framework for participatory ME&R that will include a research element to gain useful knowledge from the Rary experience.

Staff

In April, the project Director will participate in Pact's annual retreat in Washington, D.C. In Washington, he will take time to meet with several project relations within USAID and in other institutions such as the National Democratic Institute and the Academy for Educational Development. He will return to post in early May.

Upon returning to Madagascar, he will proceed with orientation activities for the newly hired Issue Officer, who will begin to bring technical support to the field offices in developing a method of issue selection, and eventually, support in information gathering and analysis activities.

The recruitment of the Training Officer has been suspended. It was decided that Rary would work with short term technical assistance until such time as Rary's national level intervention can be pinpointed with Corary and organizations involved in advocacy activities.

II.C2 Partnerships, Networking and Coalition Building

Planned : Second CoRary meeting held. During this second meeting, more concrete project activities will be discussed, and initial experience in Mahajanga will be presented.

IPEP : No discussions planned until the IPEP director returns to Madagascar in August.

CNOE : Ongoing problems at the national level have postponed discussions. There is no indication as to when they could resume.

CIDST : The CIDST will respond to a call for bids to carry out an information inventory in Mahajanga.

FFE : Development of a partnership within the framework of the FFE's Community Radio Program will be pursued. Development of the partnership will depend on initial contacts with Mahajanga's journalists and assessment of their needs and interest for training. Other opportunities for partnership may develop as the NFO becomes integrated into the Mahajanga fabric.

Other partnership possibilities, such as with the Coopération française and the GTZ will be explored. National level partnership building will be focussed mainly in providing an essential link between each field office and partners in Tana.

II.C3 Information, Education and Communication

Planned : Mailing activities will be pursued in both field offices. List of opinion leaders will be completed and a Rary newsletter will be used regularly to inform leaders on the advancement of activities on specific issues.

Mailings at the national level will begin once the field offices are well established and Central office activities at the national level have been launched in July.

II.C4 Research

Planned : Research activities will not be a priority in the next three months, that priority being given to the launch of all three offices. During this period, the project staff will nevertheless remain on the lookout for potential partners in research.

III. Northern Field Office

III.A

Activities, Northern Field Office

February⁵ to March 1997

III.A1

Period Overview

February and March were the first two months of project activities in the Northern sector. During this period, Northern Field Officer Yvon Rakotonarivo quickly established project relationships among officials, projects, the press and civil society organizations, paving the way for a successful official launch in Mahajunga in early April.

Regional public interest issues were informally discussed with various parties, who recognized in Rary a valuable asset to the region. The project's neutral approach of responding to specific needs and providing a service to power holders, as well as working with civil society organizations (CSOs) has met with initial success.

Several potential partners were identified. Among projects, CAP (USAID), the GTZ project in health, PAIQ and the Urban Project (Coopération Française) have demonstrated interest in working with Rary. The Mayor and executive office of the urban commune of Mahajunga have expressed strong interest in working with Rary in the immediate future, as did the Delegate General of Government (DGG) and the Chief Provincial Administrator (PDS).

Civil society leaders have reacted positively to Rary's objectives, although certain CSOs do not recognize their role in the political process, and view all political affairs as something to be avoided.

⁵ The Northern Field Officer reached his post in late January.

III.A2

Activities Planned - Results

III.A21 Objective 1

An increase in the general awareness and understanding of issues

Planned : Through a regional Information Inventory and subsequent campaign, sensitize the public and decision makers on the fundamental importance of information.

January to March: begin discussions

Results : Initial discussions have taken place within Rary staff, with Pact's LOVA department and with CIDST as to possible actions that could be taken after the Information Inventory to exploit its results in a way that would have a durable impact on the Mahajanga landscape. A certain number of ideas were identified, and will be revisited after the Inventory takes place in May. Officials and leaders from over 50 regional institutions and CSOs will be interviewed during the inventory, which will identify information sources and policy and practice regarding information management on the part of power holders, as well as the information needs of CSOs.

Planned : Through a partnership with the Friedrich Ebert Foundation and National Radio and Television (to be negotiated), reinforce the capacity and experience of regional journalists in covering issues. Discussions in February.

Results : Following February discussions with the FFE at the national level, a partnership possibility has been identified whereby Rary and the FFE would jointly develop the capacity of regional journalists to cover public interest issues. Northern Field Officer Yvon Rakotonarivo has been developing an informal relationship with journalists and media organizations, and has been accepted by the community as a valuable source of expertise in communications and public interest issues management. The FFE-Rary partnership will depend on the interest demonstrated by journalists for more in-depth work on the issues that surround them.

III.A22

Objective 2

An increase in the quantity and quality of debate

Planned : Provide informal advice to power holders on public interest issue management.

Results : Initial meetings with Mahajanga government officials have included discussions on public issues management, and more specifically on the principles brought forward by Rary in managing and resolving those issues. Meetings with a Fench project involved in municipal issues on the need, as a project, to promote the flow of information beyond the executive branch in a way that strengthens the public institution, was met with enthusiasm and led to an expressed interest in working with Rary.

Planned : Through partnerships, the CSnet, opinion leaders, the media and other means, widen the reach of the issues debated beyond the actors directly involved. Discussions in March.

Results : Discussions toward fostering a wider reach for public interests issues have resulted in a project, under development, to assist local journalists in producing material on specific regional issues. This material would be broadcast on local media, and would be used on cassette by CNOE and other organizations in communities. Local CSO members would receive training in Mahajanga and eventually facilitate community meetings around public viewing sessions on these public interest issues.

III.A23

Objective 3

New and/or stronger links exist between CSOs and issues and between CSOs themselves

Planned : Identify active CSOs and set up a thematic data base by sector of interest, which will serve as the core of the CSnet.

Results : The NFO has contributed to national efforts to identify CSOs to set up an initial databank. National lists are being completed at this time by the NFO. This activity should conclude by end April.

Planned : Through partnerships with the CNOE or other CSOs, facilitate the flow of macroeconomic information between the local and regional levels and the Capital and provide ground truthing for IPEP. In partnership with the CNOE, this information could serve as a base for a civic education campaign. Discussions in February.

Results : Although there is agreement on principle, discussions in February were not taken far enough to reach the stage of a concrete project. Several factors led both Rary and IPEP to concentrate on other priorities : a heavy workload to establish Rary in the Northern and Southern Sectors and some instability in the CNOE national leadership. Discussions will be taken up again in May and June, and the impetus might shift to regional level coordination.

III.A24

Objective 4

Examples of widened and reinforced debate exist

Activities planned for this period are reported under objective 2.

III.A25

Objective 5

There is a better understanding of the fundamental principles of the liberal democratic model in the context of Malagasy culture and society

No activities were planned for the period.

III.B

Activities Planned April to June 1997

III.B.1

Period Overview

During the period April to June, the Northern Field Office will develop partnerships and projects, building on the opportunities that have been identified in February and March. By July, concrete projects should emerge and be initiated in the field before end September.

Initial meetings of the Northern CoRary (steering committee) will have been held, and a process for issues identification and selection will have been put together. The project's relationships will be further developed in order to scout for further partnerships and issues, and to ensure the full integration of Rary in the regional dynamic.

With the opening in May of a regional office of the CIDST, the Northern Field Officer will develop concrete applications of the general framework of collaboration between CIDST and Rary. The first area of collaboration will most likely be in activities to follow up on the Information Inventory and put it's results to use.

III.B2

Activities planned/Results

III.B21 Objective 1

An increase in the general awareness and understanding of issues

Activities/Means

- Conduct an information needs/sources inventory in the Mahajanga region
- Conduct work sessions with with regional and national CSOs to confront the inventoried information and identify points of significant importance to their interests.

The Information Inventory has been conceived in such a way as to identify sources of information, but not generate a mass of information, which would be difficult to manage and is beyond the scope of Rary. Sessions with CSOs would not serve to “confront” inventoried information, but rather, to sensitize them on existing information sources and policy.

- Working with media and the CNOE, carry out an information campaign on specific issues and and sources of information identified during the inventory.
The scope and nature of the campaign may change, as it is still under discussion with partners. The direct involvement of the CNOE cannot be assured at this time. The campaign will not necessarily involve specific issues, but stimulate reflection on the place of information in public life in Mahajanga.
- Through the inventory and subsequent campaign, raise the awareness of public and decision makers on the fundamental importance of information.
- Distribute information packages to opinion leaders and keep them abreast of the project’s objectives and activities.

III.B22 Objective 2

An increase in the quality and quantity of debate

- Informal counselling activities will be pursued with the Municipality of Mahajanga and the GTZ health project. Both have significant policy changes to manage and have expressed interest in Rary.

III.B23 Objective 3

New and/or stronger links exist between CSOs and issues and between CSOs

- Identify active CSOs and set up a thematic data base that will serve as the core of the CSnet.

In the period April to June, the initial data base will be completed

- Through partnerships with the CNOE or other CSOs, facilitate the flow of macroeconomic information between the local and regional levels and the Capital and provide ground truthing for IPEP. In partnership with the CNOE, this information could serve as a base for a civic education campaign.

Discussions will resume on the regional and national levels in August, following the IPEP Director's return from home leave.

III.B24 Objective 4

Examples of widened and reinforced debate exist

- Identify one or two mentoring issues and begin monitoring activities

A process of issue identification and selection is being developed, and will be carried out with the CoRary (Rary steering committee) of each office. Choosing issues is a delicate process that will have significant impact on project success. In the period to end June, potential CoRary members will be identified and a first meeting will be held.

III.B25 Objective 5

There is a better understanding of the fundamental principles of the liberal democratic model in the context of Malagasy culture and society.

- Promote formal and informal discussions between groups and resource persons to bring about an understanding of the new principles and their translation into Maslagasy cultural, social and economic reality.

Discussions planned for April may be postponed due to the delays in finding a national level entity interested in participating in the project's ME&R. Since a partnership with such a group could also be instrumental in promoting regional level discussions, regional discussions will be postponed. Also, eventual partners such as the FFE and the Coopération Française could be included in the research mechanism, which would change its dynamics. Further development of activities is necessary in order to adopt a definite research framework.

IV. Southern Field Office

Work Plan

Six-month plan running from April to September 1997

IV.A

Period overview

The Southern Field Office has begun activities roughly two months after its northern counterpart due to the delay in recruiting the Rary Field Officer for Fianarantsoa. The logical framework and indicators designed for the NFO were validated and adopted for the SFO. Activities were developed along the NFO objectives for the period to end September 1997.

Project issues defined in the NFO work plan, related to each overall project output, are the same for the SFO. The approach to and definition of power holders, the service delivery approach and the orientations described in the NFO work plan are valid for the Rary project in general, and will be applied in the SFO.

Developed along the same logical lines as the NFO, activities of the SFO also correspond to general national operational objectives to end September, mainly to begin work on selected public interest issues and to have operational projects with regional partners by September.

A shorter time frame (six months instead of nine) and a lack of initial knowledge about the Fianarantsoa environment has led to a lighter, simplified work plan for the SFO. Still, the SFO will go through steps similar to the NFO: project promotion, search for partnerships and projects, setting up of a steering committee and a process for participatory public interest issue identification and selection.

Southern field Office Objectives and Activities

IV.B Advancement of activities to end September

IV.B1 Objective 1

An increase in the general awareness and understanding of issues

activities	month initiated	advancement by end September	activity type	indicators
Distribute information packages to opinion leaders and keep them abreast of the project's objectives and activities	April	3 mailings completed	IEC	Mailings content and addressees
Promote and facilitate an issues-driven approach among journalists and reinforce the ability of young journalists to cover issues	Discussions in April	Subject to agreement with the local journalists club. Project functional by September	IEC	Ageement exists, r

IV.B2 Objective 2

An increase in the quantity and quality of debate

activities	month initiated	advancement by end September	activity type	indicators
Through a partnership with the Mampita project*, develop a community framework for discussion on specific issues. Explore other possible projects with local entities such as CIDST, Projet Urbain, PAIQ, PACOM, Malagasy Mahomby.	Discussions in April	Subject to an agreement with Mampita. The exact form of partnership is still to be developed with the Association. A working partnership could yield concrete activities in the field by September.	IEC	project paper, reports.
Develop a framework for debate for high school and university students.	July	Project under development, if feasible, project will be initiated by end September.	PN&CB**	Debate records.
Determine the training needs of CSOs and	June	Completed.	IEC/OD	Needs assesment

PHs and develop a training curricula.				report and training curricula
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Provide specific training to CSOs and elected officials to improve their interpretation and comprehension of issues.	Dependant upon the adv. of work on core issues.	Dependant upon the advancement of work on core issues.	IEC	Training reports
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Provide informal conseling to power holders on public interest issue management.	From the onset (informal) Formal counseling may be included in second WP	Ongoing activity. Number of PHs and counselling sessions depends on the predisposition of PHs and the number of issues at hand.	IEC	Activity reports
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*Mampita is Swiss-funded project that promotes grass roots communications and exchange.

**Partnerships, Networking and Coalition Building

IV.B3 Objective 3

New and/or stonger links exist between CSOs and issues and between CSOs

activities	month initiated	advancement by end September		indicators
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Identify active CSOs and set up a thematic data base by sector of interest, which will serve as the core of the CSnet.	April	Data base operational.	PN&CB	Printouts.
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Through mailings and correspondance, measure the interest of CSOs to involve themselves in issues and coalitions.	August	2 mailings completed, compilation of first mailing completed.	PN&CB	Content and list of addressees. Compilation report.
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Promote the use of the CSnet by regional and national level entities to inform, to collect information from CSOs or to mobilise opinion on issues and form coalitions.	September	Initial promotional material sent to potentially interested parties.	PN&CB	Material used, reports.
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Through partnerships with the CNOE or other CSOs, facilitate the	Discussions in August (IPEP COP	Ground truthing plan has taken form. Integration of	IEC	Ground truthing information
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flow of macroeconomic information between the local and regional levels and the Capital and provide ground truthing for IPEP. In partnership with the CNOE, this information could serve as a base for a civic education campaign.	returns in August	macroeconomic issues in civic education program subject to discussions with KMF/CNOE.	available.
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Annex A

Objectives of the initial project log frame

In January, with the hire of the Northern Field Officer, Rary staff worked to translate P&P's three project outputs and Pact's conceptual and technical approach into five broad objectives. These objectives together contribute to fostering an environment more conducive to citizen participation in the formulation and implementation public policy.

Below is a brief description of each of the objectives that make up Rary. This description should be considered as a further detailing of the project approach. It follows the descriptions contained in the NFO work plan, in the Second Quarterly Report.

An increase in the general awareness and understanding of selected issues

For citizens and civil society to participate in public policy decisions, there must be an increase, both qualitative and quantitative, in the level of information, and in communication about issues. Attitudes, weakness of the press, disinterest on the part of citizens, information retention and political disinformation all contribute to maintaining a wide gap between citizens and public affairs. Activities under this objective seek to foster an environment where public interest issues are put forward, and citizens and groups are exposed to issues of concern through an increase in the flow and quality of information.

An increase in the quantity and quality of debate

Activities under this objective seek to facilitate relationships between civil society and power holders. Rary will conduct activities that will help to build new dialogue between power holders, elected officials, the press, civil society organizations and political parties. The project will seek to develop with power holders and other groups, new areas and mechanisms where dialogue and debate can take place.

New and stronger links exist between civil society organizations (CSOs) and issues and between CSOs

Information and dialogue need not happen only between power holders and civil society. Lack of dialogue and exchange between CSOs, and a gap between CSOs and the issues that concern their constituencies are also obstacles to wider participation in public affairs. Under this objective, Rary will sensitize CSOs on their role and significance in the political process as grass roots observers and actors, teaching them to generate and manage information, and tuning them on to information about regional and national policies and state of affairs.

Examples of broader and more in-depth debate exist on selected issues

This objective is a direct product of Pact's technical approach to P&P. Theory often has disarmingly little impact unless it is linked to experience in fact. The gaps that exist between citizens and policy decisions, between the executive and legislative branches, between one clan and the next, between people and facts and between CSOs and advocacy are wide. Rary believes that to bridge those gaps it must concentrate the bulk of its efforts on helping groups address a limited number of specific, heartfelt issues where interests are readily apparent. Under this objective, Rary will seek to identify those issues where information and facilitation can yield positive results and create precedents to study and replicate.

In the context of Madagascar's transition to a market economy, such issues are plenty. Facilitating a more open, participatory and constructive resolution of specific, concrete issues that link people and groups to the new economic environment is paramount in fostering an environment where private initiative, both economic and social, can flourish.

There is a better understanding of the fundamental principles of the liberal, democratic model in the context of Malagasy culture and society

The Malagasy are generally disoriented as to the meaning of the abrupt changes they have been subjected to. They must come to make sense and master the new principles at hand in order to transform them into durable growth. Activities under this objective work towards fostering discussion on a new Malagasy model adapted to the new global reality.

Core and peripheral activities

Objective 4 - *Examples of broader and more in-depth debate exist on selected issues* - represents Rary's core activity. It is also the most delicate aspect of Rary's work and the one that represents the most risk. Activities under objective 4 require significant investment of time and energy, and are viewed as the central piece that crystallizes in experience the theories, principles and values carried by all project activities.

Rary's other objectives are called peripheral activities because they largely

come in support of objective 4. Peripheral Objectives foster a general environment conducive to efforts under objective 4. By working with journalists, networks and civil society organizations, they prepare the terrain for more open, participatory and constructive debate to take place.

Rary's core and peripheral activities work in tandem, each playing a strategic role in achieving project outputs. Peripheral activities reinforce the channels through which issues can reach a larger audience, and spread the ideas and principles essential to a new way of dealing with issues. Core activities work on issues to create living examples of principles. Core activities create experience that moves through the channels that the peripheral objectives work to develop.

Annex B

Three qualities of dialogue

Rary has identified three qualities to positive dialogue: that it be open, participatory and constructive. Each quality represents a specific service that the project proposes to its clients in government, projects, civil society, the press and elected officials.

Open

Rary works towards an open debate by helping power holders better manage public issues, using new principles of information management and new relationships with elected officials, the press, civil society and political opposition. Rary helps power holders open debate to other participants not usually involved and to strengthen the relationship with traditional participants. What results is a more open debate: open to new groups and more open to existing ones.

Participatory

By working with CSOs and the press, Rary promotes a more participatory debate. CSO leaders often do not link their constituents to public issues of concern. In its relationship to CSOs, Rary will promote exchange between CSO leadership and constituents. Working with the press on the coverage of issues, Rary will promote participation from the public at large through coverage that is more complete, and suited to the development of a more enlightened public opinion. Through the press, participation in debate can be expanded to part of the infinite number of public fora made up by homes, the work place, the market and other places of social exchange.

Constructive

Rary will put its resources to work to clear through the brush that often clouds issues and bring information out in a form that can be better understood by various groups. The project will work with groups to widen their perspective on issues, and help them to move from limited claims to more constructive proposals on policy options. When opportune, it will reinforce their ability to recognize their interest in policy, and use fact to build and deliver more elaborate arguments.