

# **CAPABLE PARTNERS PROGRAMMATIC OBJECTIVES**

**Funding provided by the  
United States Agency for International Development under  
Leader with Associate Award Cooperative Agreement No. HFP-A-00-03-00020-00**

**Submitted by:  
The Academy for Educational Development  
in partnership with  
Management Systems International**

**Semi-Annual Report No. 2  
April 1, 2004 - September 30, 2004**

**and**

**Updated Implementation Plan  
October 1, 2004 – March 31, 2005**

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## EXECUTIVE SUMMARY

During this reporting period the staff of the Capable Partners Program (CAP) continued to carry out the Year One Implementation Plan, including CAP's first Global Core Initiative (GCI 1), the Advocacy Fellows Program. Highlights for the period are described more fully in the pages that follow. They include:

- ◆ The second GCI 1 Advocacy Fellows Program workshop took place June 13-18, 2004, in Istanbul, Turkey. During this reporting period, CAP Set objectives for the workshop; designed the conceptual framework and materials for the workshop; selected a location for the workshop and handling all logistics; created pre-workshop materials and assignments for participants; implemented the program with participants; and evaluated the workshop.
- ◆ Using CAP's Institutional Development Framework (IDF), organizational assessments were completed with 13 GCI 1 Participating Organizations resulting in individualized plans for institutional strengthening. This information has been added to CAP's database and will be used to create baseline information for GCI 1 institutional strengthening assessments. Across the 15 organizations assessed to date, 145 participants took part in the IDF process and 55 were trained as IDF facilitators.
- ◆ Follow-on technical assistance was provided to the first two GCI 1 organizations, Ghana Association of Private Voluntary Organizations in Development (GAPVOD) and Legal Resources Center (LRC) in Ghana.
- ◆ CAP Resource Organizations (ROs) met on June 3, 2004, to develop plans for future RO activities and for marketing CAP, to learn how to optimize use of the CAP Internet portal, and to receive a general update on CAP activities and opportunities.
- ◆ CAP finalized all of the processes and documents for the CAP Innovation Grants for NGO Networks program; solicited applications for the grants program via Resource Organizations and Missions in the 5 target countries; and reviewed concept papers for eligibility and provided feedback to applicants. Subsequently, full proposals were received from applicants invited to submit.
- ◆ CAP launched a redesign of NGOConnect.NET and added resources and public, private and geographic communities.
- ◆ Planning for GCI 2 on Evaluation was initiated as scheduled. CAP is exploring leveraging the core funding to provide this program in more than one USAID region.
- ◆ A marketing plan for the promotion of Associate Awards was initiated. The CAP management team began working with three ROs—the American Red Cross, Kenan Institute and ICNL—on developing and refining our marketing strategy.

- ◆ CAP continued to work in close cooperation with the project's CTO to develop new marketing products and informational material.
- ◆ CAP's M&E database and Performance Monitoring Plan (PMP) were revised to comply with PVC's updated indicators.
- CAP executed the Sudan and Ghana Associate Awards for GCI 1 participation and submitted two Associate Award proposals for the PVC/WARP workshop and for the Kenya Mission, with the workshop award executed.

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### Attachments:

- Attachment 1 - NGOConnect.NET Screenshots
- Attachment 2 - Advocacy Fellows Participant List
- Attachment 3 - Advocacy Fellows Program Workshop 2 Agenda
- Attachment 4 - Advocacy Fellows Program Summary of Evaluation
- Attachment 5 - NGOConnect.NET Quick Start Guide
- Attachment 6 - Introduction to Social Marketing PowerPoint
- Attachment 7 - Summary of Innovation Grants Applications
- Attachment 8 - CAP Fact Sheet for USAID Missions and Operating Units
- Attachment 9 - Annual Property/Software Inventory

## Semi-Annual Report and Implementation Plan

### I. Introduction

The period covered by this report has been dedicated largely to the implementation of the first Global Core Initiative (GCI 1), further developing, designing and populating NGOConnect.NET, and achieving substantive progress in advancing the Innovation Grants for NGO Networks program. Details related to these and other activities follow.

### II. CAP Program Management

#### A. Implementation Plan and Updates

Table 1 summarizes CAP’s activities during the reporting period and puts forth activities for the next period. All those planned for the third and fourth quarters of Year One, as described in our last report, were successfully implemented.

Table 1: Implementation Plan

YEAR ONE ACTIVITIES	Target completion date				Completion status and/or comments
	Qtr. 3 1 Apr 04 – 30 Jun 04	Qtr. 4 1 Jul 04 – 30 Sep 04	Qtr. 1 1 Oct 04 – 31 Dec 04	Qtr. 2 1 Jan 05 – 30 Mar 05	
<b>Global Core Initiatives</b>					
Second GCI 1 Advocacy Fellows Program workshop in Istanbul, Turkey	13-18 Jun 04				Complete
Planning GCI 2 – Strengthening Local Organizations and Improving Service Delivery through M&E		Sep 04	Meetings with Regional Bureaus		Exploring possibilities in AFR, LAC and Asia, leveraging core funding through buy-ins
GCI 1 Follow-on Grants				Begin Planning	
<b>TECHNICAL ASSISTANCE</b>					
Develop system for maintaining TA/Training via Portal	15 Apr 05				Complete
Organizational Assessments for GCI 1		15 of 17 completed	India Lebanon		Two remaining assessments to be completed October 2005
Individual TA packages started for participating organizations			October 05		Ongoing through August 2005

YEAR ONE ACTIVITIES	Target completion date				Completion status and/or comments
	Qtr. 3 1 Apr 04 – 30 Jun 04	Qtr. 4 1 Jul 04 – 30 Sep 04	Qtr. 1 1 Oct 04 – 31 Dec 04	Qtr. 2 1 Jan 05 – 30 Mar 05	
Review the IDF for possible enhancements for network use for GCI 2 participants			Meeting of facilitators in Oct 04		
<b>NGOCONNECT.NET</b>					
OD resources incorporated into NGOC	1 Apr 04				Complete
NGOConnect.NET training for GCI 1 participants	June 04				Complete
Launch of NGOConnect.NET within USAID		Sept 04			Update: soft launch selected in favor of CAP promotion
IDF Distance Learning Module			1 Dec 04		
Advocacy Distance Learning Module				March 05	
PVC Conference Knowledge Kiosk			13-14 Jan 05		
<b>INNOVATION GRANTS FOR NGO NETWORKS PROGRAM</b>					
Grants management system finalized, program announced	1 May 04				Complete
Proposal development TA					Ongoing while APS remains open
Grants eligibility review (round 1)		1 Aug 04			Complete
Final proposals received (round 1)		27 Sept 04			Complete
Review Committee (round 1)			4 Oct 04		
1 <sup>st</sup> round of grants awarded			Nov 04		
Grants eligibility review (round 2)			Nov 04		
Final proposals received (round 2)			15 Dec 04		
Review Committee (round 2)				January 05	
2 <sup>nd</sup> round of grants awarded				February/ March 05	
<b>MONITORING &amp; EVALUATION</b>					
Field-level M&E consultants identified	30 Apr 04				Complete
Create M&E protocols and refine M&E database, PMP	30 Jun 04				Complete
Aggregate data for GCI 1 organizations, create baseline in accordance with PMP			Beginning Nov 04		

YEAR ONE ACTIVITIES	Target completion date				Completion status and/or comments
	Qtr. 3 1 Apr 04 – 30 Jun 04	Qtr. 4 1 Jul 04 – 30 Sep 04	Qtr. 1 1 Oct 04 – 31 Dec 04	Qtr. 2 1 Jan 05 – 30 Mar 05	
<b>PROJECT ADMINISTRATION</b>					
Second meeting of CAP Resource Organizations	3 Jun 04				Complete
Create marketing plan		Jul-Sep 04	Ongoing refinements and outreach		Worked with ROs to develop end-of-year strategy and new marketing materials
CAP Fact Sheet for USAID Missions		Sep 04			Refined as necessary
CAP Fact Sheet on GCI 2			Oct 04		Customized as necessary for regional programs
NGOConnections eNewsletter			Nov 04		1 <sup>st</sup> issue
PVC Conference Panel(s)			13-14 Jan 05		
<b>PROGRAM REPORTING</b>					
Quarterly financial reports	30 April 04	31 Jul 04	31 Oct 04	31 Jan 04	
Semi-annual report and implementation plan	30 Apr 04		31 Oct 04		
Annual property/software inventory			31 Oct 04		

## B. Staffing Changes

Barney Singer was named CAP Chief of Party; Program Associate Jason Hunter and M&E/TA Coordinator Vicky Michener were replaced by Viktor Bojilov and Deirdre Russo, respectively.

## C. Grant Management Systems

As stipulated in our Year One Implementation Plan, on May 1 CAP released the APS for the Innovation Grants for NGO Networks program. In round one, these grants are open to networks and organizations seeking to create networks in Nepal, Tanzania, Mozambique, Vietnam and Nicaragua. CAP project staff members selected these countries based on a review of the MCC indicators; the USAID White Paper, “U.S Foreign Assistance: Meeting the Challenges of the 21<sup>st</sup> Century;” and the Fragile States paper. New target countries may be selected for future rounds of this program.

The CAP team worked with its 14 Resource Organizations, USAID Missions and Operating Units to advise eligible networks and organizations of the Innovation Grants program and to solicit applications.

CAP received concept papers from organizations in all five countries. During the reporting period, 19 concept papers were received, of which 17 applicants were eligible to apply to the Innovation Grants Program.

The 17 applicants submitted their concept papers by August 1, 2004. The CAP team reviewed the concept papers and provided detailed comments to the applicants via CAP's Web portal [www.NGOConnect.NET](http://www.NGOConnect.NET). Applicants submitted final proposals to CAP by September 27, 2004.

#### **D. Monitoring and Evaluation Systems**

During this reporting period CAP staff completed the design of the data collection plan. M&E protocols were created, and the M&E database and PMP were revised in line with PVC indicators and suggestions.

Organizational assessments were completed in 15 of the 17 organizations:

- Albania (All Together Against Child Trafficking BKTF);
- Bulgaria (Transparency International TI);
- Georgia (Citizens Advocate! Program);
- Ghana (Ghana Association of Private Voluntary Organizations in Development GAPVOD);
- Ghana (Legal Resources Center LRC);
- Guyana (Association of Regional Chambers of Commerce ARCC);
- Indonesia (Indonesian Women's Coalition KPI);
- Mongolia (Union of Mongolian Environmental Non-Governmental Organizations UMENGO);
- Paraguay (Ciudadanos por la Reforma CPR);
- Peru (Sociedad Nacional del Ambiente SNA);
- Sri Lanka (Sarvodaya Shramadana Sangamaya);
- Sudan (New Sudan Indigenous NGO Network NESI-Net);
- Sudan (African Organization for Relief and Development AORD);
- Tajikistan (National Association of Civil Society Support Centers NACSSC);  
and
- Zambia (Zambia Community Schools Secretariat ZCSS).

These provide an initial database in the form of completed Institutional Development Calculation Sheets and create a baseline for institutional strengthening. When the two remaining assessments are completed in late October in India (Action Against Trafficking and Sexual Exploitation of Children ATSEC) and Lebanon (Rene Moawad Foundation RMF), we will conduct an overall analysis of priority needs and establish a

formal baseline against which to track future performance vis-à-vis institutional strengthening.

## **E. Financial and Contractual Actions**

### **Deliverables**

During the reporting period, the CAP team has carried out all necessary financial and contractual tasks and oversight to meet USAID contractual requirements, including financial deliverables (SF269) and program reporting.

Quarterly financial deliverables (SF269s) were successfully submitted on April 30, 2004, and July 30, 2004, to Adele Liskov and Angela Fortune, Cognizant Technical Officer and Agreement Officer for the CAP Leader Award; and to Ted Lawrence and Kathleen Bridges, Cognizant Technical Officer and Agreement Officer for the Ghana Associate Award.

The first semi-annual program report and updated implementation plan for the CAP Leader Award was submitted on April 30, 2004, to Adele Liskov and Angela Fortune.

The first quarterly program report for the Ghana Associate Award was submitted on July 14, 2004, to Ted Lawrence, Kathleen Bridges and Adele Liskov. The report covered the period from March 2 to June 30, 2004.

### **Sub-Agreements**

The CAP Finance and Operations Manager has worked closely with AED's Contracts Department to establish and maintain financial and contractual oversight of key agreements. This has involved the review of monthly invoices and revised budgets from Management Systems International, as well as invoices, indirect cost allocation calculation sheets and level-of-effort reports from the Advocacy Institute.

#### *Management Systems International (MSI)*

- During the reporting period, the Leader with Associates Sub-Cooperative Agreement (Sub-CA No. MSI-1270-3253) with MSI was modified twice. The first modification increased the obligated amount by \$433,241 from \$203,241 to \$636,482 in order to cover MSI's first year expenses. The second modification to the Sub-Cooperative Agreement increased the obligated amount by \$633,018 from \$636,482 to \$1,269,500 in order to cover MSI's second year expenses.

#### *Advocacy Institute (AI)*

- During the reporting period, the Leader with Associates Sub-Cooperative Agreement (Sub-CA No. AI-1270-3253) with AI was modified to increase the obligated amount to \$299,403, which represents the full amount of the agreement.

#### *Tomoye*

- The purchase order with Xcalibur for the hosting of NGOConnect.NET was terminated because of incompatibilities between Xcalibur's server specifications

and the new version of the Simplify 4.02 software used to build NGOConnect.NET.

Concurrently, the purchase order with Tomoye was modified to include the hosting of NGOConnect.NET on Tomoye's server for one year on a shared server environment not to exceed 500 named users. AED has also renewed the annual standard maintenance and support services that will allow the CAP team to have access to Tomoye's BEST Web site, to receive upgrades of the Simplify software as well as technical work tracking down and fixing any software problem that may arise.

## **F. Resource Organizations**

On June 3, the CAP team met with its 14 partner Resource Organizations (ROs). The primary purpose of the meeting was to update ROs on what had been achieved to date, as well as to discuss future activities and next steps.

CAP CTO Adele Liskov opened the meeting by putting CAP's mission and goals in the larger context of *PVC's Strategic Objective 1: Enhanced NGO capacity to deliver development services in select USAID countries*, and its three intermediate results:

1. Strengthen the operational, technical and financial capabilities of NGOs and cooperatives;
2. Expand linkages among NGOs, networks, and public and private sector institutions; and
3. Create wider and more effective learning and dissemination by development partners and PVC of tested innovations, best practices, lessons learned and standards.

Ms. Liskov also emphasized PVC's strategic focus on networks as an effective mechanism through which to make an impact in transitioning countries.

Participants were briefed on CAP activities to date, including the Advocacy Fellows Program and the organizational development (OD) assessment component. They also were informed that each Participating Organization will be receiving technical assistance to address priority needs as identified by the OD assessment, and that ROs may be called upon to provide technical assistance related to their areas of expertise as that component of the program gets underway.

The group discussed how ROs can contribute to CAP, as well as the need to market RO services through Associate Awards under CAP.

The lack of good, systematic documentation of the evolution of NGO networks, particularly in situations affected by conflict, was broached. The ensuing discussion led to the formation of the following working groups to explore this and other issues:

- Networks – to frame the issues and discuss approaches that CAP might take for exploring the evolution of networks and their role in the consolidation of democratic governance in countries emerging from violent conflict.
- Advocacy – to assist with the creation of a distance-learning module on advocacy for the CAP Web portal.
- Marketing – to discuss targeting countries and sectors, as well as cross-sectoral problem-solving approaches.

The ROs present also were briefed on the use of the CAP Web portal and came out of the meeting eager to utilize NGOConnect.NET for their own purposes. In addition to maintaining a private space and a section describing each RO and its capabilities, these organizations have volunteered numerous electronic tools and resources on a number of topics related to organizational development for the portal's resource section.

## **G. Marketing**

In July, August and September, CAP convened meetings of the Marketing Working Group to discuss and formulate a strategy for marketing CAP and the services of our Resource Organizations to USAID Missions and operating units.

As part of this strategy, the CAP team began working with an experienced marketing expert from AED's Social Change Group and produced a two-page fact sheet for use by Resource Organizations and others to explain CAP to Missions and other operating units. We solicited and received input from members of the Marketing Working Group and presented the material to our CTO.

## **III. Major Programmatic Activities and Results**

The following is a summary of the main programmatic activities undertaken by CAP during the period under review, with notations of updated activities planned for the remainder of the year.

### **A. Global Core Initiative (GCI) 1: Advocacy Fellows Program**

This 18-month activity, the first of three such GCIs, is being conducted under the Leader Award with core funds. As proposed, GCI 1 is being carried out by a CAP Resource Organization, The Advocacy Institute (AI), through a sub-agreement with AED. This initiative includes two, one-week workshops, with technical assistance provided by AI for the duration of the program. The first week-long workshop took place in Accra, Ghana, February 22-27. The second week-long workshop took place in Istanbul, Turkey, June 13-18.

The CAP Team had numerous planning meetings in preparation for the June workshop. These sessions were devoted to discussing the topics to be treated, logistical

arrangements and monitoring program performance. In addition, AI staff solicited Fellows' input about the agenda topics for the workshop.

The stated objectives for the June workshop were:

- To strengthen their community of advocacy practitioners;
- To learn how to use NGOConnect.NET as a resource within their organizations;
- To reinforce their knowledge of – and ability to use – advocacy concepts, tools and skills; how to apply them in different contexts and within their own organizations; and
- To commit to finalizing and implementing their Advocacy Action Plans in accordance with their Action Plan timelines.

In addition to workshop staff from the Advocacy Institute (Sharvell Becton, Nader Tadros and Justin Siuta), CAP Program Director Barney Singer, CAP Knowledge Management Specialist Cheryl Walniuk and CAP Technical Manager Mark Renzi participated.

Barney Singer reviewed CAP's core-funded activities and timeline and explained the factors determining success for the program. He also introduced Fellows to the principles of social marketing as a process to create, build and maintain relationships with specific target audiences in order to influence individuals' or society's behaviors. In addition, the CAP Director introduced Fellows to the next steps for the Advocacy Action Plans, CAP Program Associate Awards and criteria for Follow-on Grants.

Cheryl Walniuk trained Fellows as community coordinators of NGOConnect.NET and taught them how to use their private workroom on the site as an intranet to facilitate and support communication within their organization. Dr. Walniuk also worked with Fellows to generate a "wish list" for the NGOConnect.NET advocacy module.

Mark Renzi refreshed participants' understanding of the IDF as an assessment tool and reviewed how it is used for development of Institutional Strengthening Plans which, in turn, are the basis for requests for technical assistance from CAP. He also used the opportunity to schedule remaining assessments and to highlight the importance of a second round of measurement to be completed by participating organizations themselves.

Subsequent to the June workshop, the following activities were undertaken in connection with the CAP advocacy initiative:

- **Dissemination of AI newsletter:** To continue capitalizing on the relationships established among the Fellows and with the CAP team, the Advocacy Institute shared the first two issues of its newsletter (<http://www.advocacy.org/enews/>) with the Advocacy Fellows. This newsletter is designed to provide advocacy tools and news of field experiences to practitioners around the world.

- **Individual Fellows' Advocacy Action Plans:** As called for in the GCI 1 program design, Advocacy Fellows submitted Action Plans to apply newly acquired advocacy skills to the issues they are working on in their home countries. In this regard, the Advocacy Institute 1) followed up with the Fellows on the submission of their Action Plans; and 2) provided feedback and guidance to the Fellows for development of the final version of their Action Plans.

During the remainder of GCI 1, AI will monitor the implementation of all Action Plans and provide relevant advice to participating organizations on the strategies and tactics undertaken and how their effectiveness might be sharpened.

- **Advocacy Component of the Fellows' Semi-Annual Reports:** The Advocacy Institute conducted an analysis of the semi-annual reports received from Advocacy Fellows and identified the following highlights:
  - All reports indicated that Fellows had provided some advocacy training to colleagues with their organizations or networks.
  - The establishment of new networks or working through existing networks also appeared in all reports.
  - A few Fellows indicated that they had applied the learning to activities other than those included in their formal Action Plans. For example, UMENGO/Mongolia reported using some of the new advocacy concepts and skills in an International Forum of Investors in the Mining Sector in Mongolia. In another instance, NACSSC/Tajikistan has created a coalition of 12 NGOs to address the restricted hours during which power is supplied.
  - Most Fellows indicated that their Action Plans are progressing according to the schedule, while two indicated difficulty in sticking to the plan due to the lack of funding.
- **Links to relevant regional and global advocacy networks:** Using NGOConnect.NET and the Advocacy.org eNewsletter, the CAP Team has worked to identify areas for Fellows to connect and network with international groups and organizations.

## **B. Technical Assistance in Organizational Development**

During this period, CAP provided direct technical assistance to 15 GCI 1 Participating Organizations. This took the form of organizational assessments, as well as institutional strengthening assistance. The CAP process involves the initial application of the IDF within each organization, the subsequent development of Institutional Strengthening Plans, and the submission of requests for TA from CAP to meet the priority needs outlined in those plans.

### **Institutional Assessments**

Excellent progress was made on administration of the IDF and the provision of TA during this period. Highly qualified facilitators were fielded to conduct these assessments of CAP's partner organizations.

In the case of the two Sudanese organizations, the CAP CTO traveled to the field and assisted with the assessment process.

At this point, only two of the 17 organizations remain for IDF assessments, and those are scheduled for October 2004. The following table summarizes progress to date.

Table 2: IDF Assessments for GCI 1 Participating Organizations

<b>COUNTRY</b>	<b>PARTICIPATING ORGANIZATION</b>	<b>TIME FRAME</b>
Albania	All Together Against Child Trafficking (BKTF)	September 14 - 22
Bulgaria	Transparency International (TI)	May 29 - June 5
Georgia	Citizens Advocate! Program for Georgia CAP G)	July 13 - 22
Ghana	Ghana Association of Private Voluntary Organizations in Development (GAPVOD)	February 18 - 20
Ghana	Legal Resources Center (LRC), member of GAPVOD	September 21- 23
Guyana	Association of Regional Chambers of Commerce (ARCC)	May 31- June 7
India*	ATSEC National Secretariat SLRTC	October 25 - 30
Indonesia	Indonesian Women's Coalition (Koalisi Perempuan Indonesia, or KPI)	July 29 - August 6
Lebanon*	Rene Moawad Foundation (RMF)	Oct 25 - Nov 3
Mongolia	Union of Mongolian Environmental Non-Governmental Organizations (UMENGO)	August 9 - 16
Paraguay	Ciudadanos por la Reforma (CPR)	August 16 - 21
Peru	Sociedad Nacional del Ambiente (SNA)	August 23 - 30
Sri Lanka	Sarvodaya Shramadana Sangamaya Movement	August 19 - 27
Sudan	New Sudanese Indigenous NGOs Network (NESI-Net)	July 27 – August 2
Sudan	African Organization for Relief and Development (AORD), member of NESI-Net	August 4 - 5
Tajikistan	Civil Society Support Centers Network (CSSC)	July 12 - 19
Zambia	Zambia Community Schools Secretariat (ZCSS)	August 7 - 20

\* To be completed in first quarter of FY 05.

As reflected in written workshop evaluations, facilitators received high marks from participants in all cases. In addition to ensuring that all facilitators were highly qualified, the CAP team also put considerable effort into ensuring consistency and quality in assessment implementation. These are some of the quality assurance steps taken to date and planned for the next period:

- Presenting the methodology to all networks at the two Advocacy workshops (in Accra and Istanbul);
- Maintaining communication with all NGOs between workshops to schedule events and answer questions;
- Developing a “Consultants’ Workroom” on NGOConnect.NET that contains a host of materials that greatly assist in ensuring uniformity in application;
- Briefing consultants prior to departure to prepare them for the assignment; debriefing them to learn what could be improved in the process and in the IDF tool kit;
- During the next period, MSI will host a mini-workshop for facilitators to share experiences. The objective will be to further improve the tools and share innovations in applications that might be useful to colleagues in the future; and
- CAP also hopes to add a chat room feature to NGOConnect.NET to encourage IDF practitioners (both within and outside CAP) to continue the dialogue on lessons learned and innovations.

### **Institutional Strengthening**

Field-based technical assistance was provided during this period to the two participating organizations based in Ghana: GAPVOD and Legal Resources Center. U.S.-based remote technical assistance has begun for the networks in Peru and Paraguay. We are now beginning to program technical assistance in response to needs identified through the IDF process for most of the remaining networks. We anticipate completing the majority of the institutional strengthening assistance during the upcoming period.

### **C. NGOConnect.NET**

All CAP members assisted with various tasks related to the CAP Web portal. This included reviewing and making suggestions for its configuration, identifying and uploading key documents and resource materials, and planning for distance learning modules. The first module is currently being designed and focuses on use of the IDF for organizational assessments and institutional strengthening initiatives. It will be of use both to those who have been trained by CAP and to those seeking to get started. The technical design is now 75 percent completed with a target date of December 1 to be online.

CAP is working with AI on the design of a learning module dedicated to advocacy training. CAP plans to complete the template by the end of October, at which time AI is to provide a draft of the initial segments of the module.

CAP also used NGOConnect.NET extensively for the first round of Innovation Grants, responding to inquiries from potential grantees and to organizations submitting concept papers and proposals.

During the past six months, NGOConnect.NET was converted to Version 4 of Tomoye’s Simplify software, which streamlines many aspects of site administration and adds new functionality for the creation of separate communities.

Achievements related to NGOConnect.NET during this reporting period include:

- The most active community at present is the Advocacy Fellows Workroom, with 31 members and an average of 258 page views per month.
- A total of 201 new members have been added, bringing total membership for the site to 252.
- An additional 1,411 knowledge objects were posted to the site, bringing the current total to 1,866. In addition to the many site pages and discussion posts, this figure includes 68 books, 217 documents, 205 Web site links, 11 multimedia presentations and 65 communities (12 public and 53 private – including 17 private workrooms established for the Innovation Grant applicants).

#### **D. Innovation Grants for NGO Networks**

CAP personnel devoted a substantial amount of time to the grants process. During the pre-submission stage, selection criteria were developed, and the five countries targeted for these grants were identified: Nicaragua, Vietnam, Mozambique, Tanzania and Nepal. CAP staff also reviewed and edited grant documents and worked to promote this component of the program to better ensure broad dissemination of grant-related information and to elicit concept papers.

Beginning May 1, CAP solicited applications for the grants program via Resource Organizations and Missions in the 5 target countries. The first deadline was August 1, and 19 concept papers were submitted and reviewed concept papers for eligibility. Seventeen organizations were deemed eligible, of which 7 were invited to submit full proposals. CAP staff provided comments to all of the applicants and provided technical assistance to those submitting full proposals. By September 29, submissions had been received from all seven of the organizations invited to move to phase two of the process.

#### **E. Associate Awards**

During the reporting period, the CAP team has provided key programmatic and financial management support in connection with Associate Awards. This has included communication with USAID Missions, program and budgetary design assistance and contract administration. In addition to the proposal submitted during the first reporting period to USAID/Sudan, the CAP team has submitted two new full proposals as outlined below to USAID/DCHA/PVC-ASHA and USAID/Kenya.

##### ***Sudan***

The Associate Award Cooperative Agreement with USAID/Sudan was finalized on September 13, 2004. The Sudan Advocacy Program supports the participation in CAP's GCI 1 of a second representative of NESI, the NGO network identified by the Mission.

### ***Conflict-Sensitive Monitoring and Evaluation in West Africa***

In August 12, 2004, CAP submitted a proposal to USAID/DCHA/ PVC-ASHA to design and conduct an activity titled “Conflict-Sensitive Monitoring and Evaluation: A Workshop for USAID, Partners and NGOs in West Africa.” The workshop will be a combined effort of PVC-ASHA and the West Africa Regional Program. The workshop will be held November 15-18 in Accra, Ghana. The overall objective is to provide USAID bilateral and regional Mission staff, PVOs and local NGO partners with a forum to enhance their understanding and ability for effective monitoring and evaluation that is appropriate for programming in conflict-affected areas. AED is working closely with MSI and the Collaborative for Development Action, Inc. (CDA) to design and facilitate the workshop.

### ***Kenya***

As requested by USAID/Kenya, on July 19, the CTO sent CAP a letter of concurrence for an activity described by the Mission. As a result, on July 30, CAP submitted a proposal to the Mission for the design and implementation of a one-year Small Grant and Institutional Strengthening Program. The program targets Kenyan NGOs working with HIV/AIDS-affected orphans and vulnerable children, NGOs working more broadly to address HIV/AIDS in Kenya and NGOs in other sectors that plan to introduce an HIV/AIDS component into their work. The CAP team is awaiting an official response from USAID/Kenya.

## **IV. Lessons Learned**

### **A. Institutional Strengthening for GCI 1 Participating Organizations**

In addition to advocacy training, organizations participating in GCI 1 also receive organizational development assistance. The process begins with an institutional self-assessment facilitated by a CAP staff member or consultant. The tool used for this purpose is the IDF, knowledge of which is simultaneously transferred to the recipient organization through this experiential learning process.

Based on the results of the IDF application and the organizational priorities identified, an Institutional Development Plan is formulated, showing what the organization itself intends to do to help overcome weaknesses as well as the type of technical assistance it intends to request from CAP. In many cases, recipient organizations also requested that, in addition to facilitating the self-assessment process, the CAP specialist also train staff or consultants in use of the IDF in order to build local capacity. Highlights of what CAP has learned from experience to date include:

- ◆ Written and verbal evaluations of IDF workshops have shown that participating organizations value the institutional development component of GCI 1 roughly as highly as the advocacy training provided.
- ◆ IDF workshops in which staff, board members and other key stakeholders participate, have enabled all concerned to better comprehend the strengths and

weaknesses of their organization, as well as the views and opinions held by their colleagues. This has permitted consensus building in terms of future priorities.

- ◆ The fact that the IDF process results in a concrete Institutional Strengthening Plan by and for the participating organization has been hailed as a unique feature. A number of organizations judged the CAP approach to be far superior to similar past experiences. They pointed out that in other cases, the process ended with the self-assessment and left them “hanging.”
- ◆ Because nearly all GCI 1 participants are NGO networks, the training of trainers conducted by CAP in conjunction with self-assessment visits has been shown to hold great potential for reaching a significantly larger number of local NGOs. Indeed, this training has already begun to bear fruit. Various participating networks report that newly trained personnel are facilitating IDF applications within member NGOs (often in different parts of the country in question) as a capacity-building measure. Some underscore that, thanks to CAP, this is a new service the network is now able to offer to member NGOs.
- ◆ Based on this experience, CAP is now exploring ways to effectively link IDF trainees around the world in a global cadre of IDF specialists. This likely will include creation of a separate space on NGOConnect.NET.
- ◆ Through discussions with the eight IDF facilitators that have worked with GCI 1 organizations, CAP will be able to glean a wealth of context-specific experience. That information will be used to further refine the tool and the application process.

## **B. Associate Awards**

Since the inception of the CAP program, AED has received three Associate Awards and is awaiting the award of a fourth. Although the process for making these awards under a Leader With Associates (LWA) agreement is clearly laid out in the Contract Information Bulletin (CIB) 99-10, the procedures employed for issuing the four Associate Awards under CAP has been very different in each case and is sometimes quite lengthy. In this regard, CAP has learned:

- ◆ Not all technical officers, procurement personnel or activity managers at USAID Missions or operating units are familiar with the LWA mechanism and the process for making Associate Awards.
- ◆ The role of the CTO is crucial in providing assistance to USAID staff unfamiliar with the LWA mechanism and instructions regarding issuance of Associate Awards. The process is often delayed by the procurement office, as not all Mission contracting officers or regional agreement officers are familiar with this mechanism.

- ◆ The draft program description or scope of work received from Missions is not always clear; assistance from the CTO and/or the CAP team may be required to clarify the objectives of the proposed activity or other aspects of the terms of reference.
- ◆ The process for issuing Associate Awards under an LWA agreement varies from one Mission to another. Some technical officers request the program description and budget directly from the agreement holder before receiving concurrence from the CTO.

# Screenshots: NGOConnect.NET

**newuser (Read) Log out**      **News**      **Resources**      **Communities**      **NGO/Network Training**      **Help**

     ALL of the words      Search

**EXPLORER**

- About Capable Partners (CAP)
- Organizational Development Resources
- Communities
- NGO/Network Training
- News
- Help

**PARTICIPATE**

- E-mail this Page
- Who's Online?

**TOOLS**

- My Business Card
- My Options
- Calendar
- Search Resources
- Search Conversations
- People Directory

**EDITORS**

 **Cheryl Walniuk**  
(Viewed 293 times)  
Editor

**NGOConnect.NET** **NGOConnect.NET (702)**  
Have feedback? Email the [Chief Editor](#)  
Portal Statistics: 2326 knowledge objects - 611 topics

Implemented by the [AED Center for Civil Society and Governance](#) and [Management Systems International](#).  
Funding provided by [USAID's Office of Private Voluntary Cooperation - American Schools and Hospitals Abroad \(PVC-ASHA\)](#).

---

**NGOConnect.NET** [open Topic](#)  
**ID: 1**

*Sharing knowledge and resources among the global NGO community.*

NGOConnect.NET is an interactive web portal with tools, [resources](#) and participatory [communities](#) to promote NGO and NGO network capacity building and linkages throughout the developing world.

Many of the resources on the site are available to "guest users." To participate in discussions and other interactive features, simply join as a member. Membership is free and open to all interested parties. (To request membership, [click here](#).)

Once your membership has been activated, we encourage you to join one or more of our [communities](#), where members from around the world can share ideas and comments about their work in a variety of subject areas.

**CAP INNOVATION GRANTS**

The Capable Partners Program (CAP) is seeking applications from non-U.S. local non-governmental organizations (NGOs) in target countries for the 2004 CAP Innovation Grants for NGO Networks program. The goal of the program is to strengthen NGO networks, intermediate support organizations (ISOs) and coalitions.

**Target Countries:** The target countries for the 2004 CAP Innovation Grants for NGO Networks program are: **Tanzania, Mozambique, Vietnam, Nicaragua and Nepal.**

The deadline for submitting concept papers for Round Two of the competition is November 1st. For more information and application materials, [click here](#). If you have additional questions about the CAP Innovation Grants program, please send an email to [Deirdre Russo](#).

Date Modified: 10-12-2004:12:47



- EXPLORER
- NESI Network
  - Objectives
  - Activities
  - Member Organizations
  - NESI Secretariat (Intranet)
- PARTICIPATE
- Add Resources
- Options for Community
- Create a Blank Forum
- Subscribe to this Page
- E-mail this Page
- Create Knowledge Relationships

## NESI Network

Index to the local organization members of the New Sudanese Indigenous NGOs (NESI-Network)

ID: 3478

NESI-Network stands for New Sudanese Indigenous NGOs network, an umbrella body of now forty-two (42) member organizations. It is an indigenous civilian body working full-time in South/New Sudan, to safeguard the rights of civilians by performing a watchdog role.

- Objectives
- Activities
- Member Organizations
- NESI Secretariat (Internal - NESI Members Only)



## CAP Advocacy Fellows Workshop

- EXPLORER
- Advocacy Fellows Worlroom
  - Action Plans & Semi-Annual Reports
  - Advocacy NETWORK News
  - Archived Materials
  - Closed Workrooms
  - Community Resource Center
  - Discussion Forum
  - IDF Workroom
  - Workshop Photo Album

## Advocacy Fellows Workroom

Information for CAP Advocacy Fellows

ID: 1673

The Istanbul workshop was a wonderful learning experience for all of us. Let's keep the spirit of the workshop alive through NGOConnect as we continue to grow as a community. Information about the workshops in Accra and Istanbul has been moved to the "Archives" section.

- Semi-Annual Reports: Reports are due September 30th. You can post them here.
- Discussion Forum: We've moved the Advocacy Fellows Discussion to its own page!!
- Community Resource Center

### QUICK LINKS

- Discussion Forum
- GAPVOD Private worlroom for Ghana Association of Private Voluntary

- EXPLORER
- NGOConnect.NET
- About Capable Partners (CAP)
- Organizational Development Resources
  - NGO Development Community
  - General NGO Development
  - Administrative Management
  - Advocacy Resources
  - Board Development
  - Communications
  - Financial Management / Budgets
  - Grants and Fundraising
  - Knowledge Management
  - Leadership Style
  - Membership Development
  - Monitoring & Evaluation

## Organizational Development Resources

Index of resources on organizational development, network strengthening and more

ID: 1135

In this section, you will find a wide array of organizational development and institutional strengthening resources for NGOs and NGO networks. Sub-topics are arranged alphabetically below. Click [here](#) for a menu organized by topic areas.

- General NGO Development: Resources that provide an overview of the subject or cover a wide variety of organizational development topics are located in this section. Resources may also be cross-referenced in the sub-sections listed below.
- Administrative Management
- Advocacy
- Board Development
- Communications
- Financial Management/Budgets
- Grants & Fundraising
- Knowledge Management

**SEARCH** NGOConnect

Looking for something specific? Use the Search Box, located above. You'll find this Search Box on every page at NGOConnect. Simply type in a word or phrase that describes what you're seeking. The search engine will pull up a list of topics and resources that match your search terms.

- EXPLORER
- Advocacy Fellows Worlroom
  - Action Plans & Semi-Annual Reports
  - Advocacy NETWORK News
  - Archived Materials
  - Closed Workrooms
  - Community Resource Center
  - Discussion Forum
  - IDF Workroom
  - Workshop Photo Album
- BOOKMARKS
- Add bookmark
- PARTICIPATE
- Add Resources
- Create a Blank Forum
- Options for Topic

## Discussion Forum

Private discussion forum for the CAP Advocacy Fellows Program

ID: 1387

### Conversations

Subject	Author	Views	new Posts
<b>Reminder-Interim Reports/CAP Program</b> Greetings, All! Just a gentle nudge to please send in your Interim Reports as soon as possible. Thanks to Indira, Diana, Dilorom, and Batbold for submitting theirs by last Thursday's deadline. ...		3	1
<b>30 September Interim Report</b> Dear CAP Program Fellows, I just sent an email about the Interim Report that it is requested that you submit by 30 September. Hopefully, you received such. Posted below are the guidelines for the ...		3	1
<b>*The Parliament have agreed with Draft LAW OF DOMESTIC VIOLENCE, &amp; HAVE LEGALIZED IT BECOME THE LAW!!*</b> Dear all, after the hard work of Women NGOs in the last 2 months - in Discussion in Parliament, yesterday, Tuesday, September 14, 2004, the Parliament have agreed with Draft Law of Domestic Violence, ...		5	1

**ADVOCACY INSTITUTE  
ACADEMY FOR EDUCATIONAL DEVELOPMENT  
MANAGEMENT SYSTEMS INTERNATIONAL**

**CAPABLE PARTNERS (CAP) ADVOCACY FELLOWS PROGRAM  
13 – 28 JUNE 2004  
ISTANBUL, TURKEY**

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**ADVOCACY INSTITUTE  
ACADEMY FOR EDUCATIONAL DEVELOPMENT  
MANAGEMENT SYSTEMS INTERNATIONAL**

**CAPABLE PARTNERS (CAP) ADVOCACY FELLOWS PROGRAM  
13 – 18 JUNE 2004  
ISTANBUL, TURKEY**

**REVISED AGENDA**

*(as of 18 June 2004)*

**OBJECTIVES:**

By the end of the five-day program, participants will have:

- Strengthened their community of advocacy practitioners.
- Learned how to use NGOConnect.NET as a resource within their organizations.
- Reinforced their knowledge of, and ability to use advocacy concepts, tools, and skills, and how to apply them in different contexts and within their own organizations.
- Committed to finalizing and implementing their Advocacy Action Plans in accordance with their Action Plan timelines.

**Sunday, 13 June**

16:30-18:30      **Opening Session**

Facilitators: Sharvell Becton and Nader Tadros

We'll spend some time getting caught up and reacquainted, and welcoming new faces into the CAP community. Other components will include a review of our objectives, agenda, and guidelines. Barney Singer, CAP's Chief of Party will give welcoming remarks.

18:30              **Adjourn**

**Monday, 14 June**

8:45                **Opening Session**

Facilitator: Sharvell Becton

9:00                **Setting the Table: What Spells Success for CAP?**

Presenter: Barney Singer

Fellows will be reminded of the CAP Program's core-funded activities and timeline, and learn about success factors for the Program.

- 9:30            **Institutional Development Framework (IDF)**  
Facilitator: Mark Renzi
- Taking Stock:
- How was the IDF received at home? Is there commitment to the IDF process?
  - Do any organizations wish to discontinue participation in the IDF process?
  - Importance of a second round of measurement – to be completed by NGO.
- 10:30            **Break**
- 10:45            **NGOConnect.NET – Your On-Line Source**  
Facilitator: Cheryl Walniuk
- Fellows will be trained as community coordinators of NGOConnect and will learn to use their private workroom on the site as an intranet to facilitate and support communication within their organization.
- 13:15            **Lunch**
- 14:45            **Reflections on CAP**  
Facilitator: Sharvell Becton
- Fellows will discuss how their organizations/networks have received CAP Program learnings back home.
- 15:30            **Observations from Review of Action Plans**  
Facilitators: Sharvell Becton and Nader Tadros
- Facilitators engaged the Fellows in a discussion about what they were observing in reading the Action Plans, and introduced components needed for the finalized plan.
- 16:00            **Break**
- 16:15            **Social Marketing**  
Facilitator: Barney Singer
- Principles of Social Marketing were introduced. The principles stressed the importance of social marketing as a process for creating, building and maintaining beneficial exchange relationships with a specific target audience for the purpose of voluntarily influencing behaviors that are in the individual's and/or society's interest.
- 17:00            **Adjourn**
- 17:15            **One-on-One Action Plan Consultations**  
  
Facilitators: Sharvell Becton and Nader Tadros

**Tuesday, 15 June**

- 8:45           **Opener and Daily Review**  
Facilitators: Sharvell Becton and Daily Management Teams
- Review of the previous day.
- 9:00           **The Critical Response Process**  
Facilitator: Sharvell Becton
- Fellows will be introduced to the Critical Response Process, which they will utilize in getting and giving feedback to their Advocacy Action Plans. The session will also include tips for Active Listening.
- 9:45           **Advocacy Action Plan Presentations and Response**  
Facilitator: Sharvell Becton
- Three Fellows will have 10 minutes each to present their Advocacy Action Plans. Using the Critical Response Process, participants will have up to one hour to give and receive feedback.
- 11:15          **Break**
- 11:30          **Advocacy Action Plan Presentations and Response**  
Facilitator: Sharvell Becton
- Three Fellows will have 10 minutes each to present their Advocacy Action Plans. Using the Critical Response Process, participants will have up to one hour to give and receive feedback.
- 13:00          **Lunch**
- 14:30          **Strengthening Our Networks: CAP Program Resource Consultations**  
Facilitators: Sharvell Becton, Nader Tadros, Mark Renzi and Cheryl Walniuk
- Fellows will have an opportunity to engage in individual conversations with AI staff, and peer “buddies” about their Advocacy Action Plans and/or presentations, and consult with Cheryl on NGOC, and Mark on the IDF.
- 15:30          **Wrap Up**
- 15:45          **Adjourn**

**Wednesday, 16 June**

- 8:45           **Opener and Daily Review**  
Facilitators: Nader Tadros and Daily Management Teams
- Review of the previous day.

- 9:00            **CAP Program Expectations and Opportunities**  
Facilitator: Barney Singer
- This session will focus on next steps for the Advocacy Action Plans, and Fellows will learn about CAP Program Associate Awards, and the criteria for Follow-on Grants.
- 10:00           **Social Marketing Practicum**  
Facilitator: Barney Singer
- Fellows will have the opportunity to practice the Principle of Social Marketing discussed earlier in the Program.
- 11:00           **Break**
- 11:15           **Advocacy Learning Module Brainstorm**  
Facilitator: Cheryl Walniuk
- Using a brainstorm process, the group will generate a “wish list” for the NGOConnect advocacy module.
- 11:45           **Advocacy Action Plan Presentations and Response**  
Facilitator: Sharvell Becton
- Four Fellows will have 10 minutes each to present their Advocacy Action Plans. Using the Critical Response Process, participants will have up to one hour to give and receive feedback.
- 13:30           **Lunch**
- 14:30           **Modified Open Space Work Groups**  
Facilitator: Nader Tadros
- This session will provide an opportunity for Fellows to have small group discussions about their ideas for networking and going forward in the CAP Program. A follow-up session is slated for Friday.
- 15:45           **Break**
- 16:00           **Advocacy Action Plan Presentations and Response**  
Facilitator: Nader Tadros
- Three Fellows will have 10 minutes each to present their Advocacy Action Plans. Using the Critical Response Process, participants will have up to one hour to give and receive feedback.
- 17:30           **Wrap Up**
- 17:45           **Adjourn**

**Thursday, 17 June**

- 9:00           **Opener and Daily Review**  
Facilitators: Nader Tadros and Daily Management Teams
- Review of the previous day.
- 9:15           **Advocacy Action Plan Presentations and Response**  
Facilitator: Sharvell Becton
- Two Fellows will have 10 minutes each to present their Advocacy Action Plans. Using the Critical Response Process, participants will have up to one hour to give and receive feedback.
- 10:30          **Applying Advocacy Tools and Concepts**  
Facilitators: Sharvell Becton and Nader Tadros
- Using a story from the *Washington Post*, Fellows will engage in a discussion about their observations of advocacy tools and concepts illustrated in story.
- 11:15          **Break**
- 11:30          **Leave for Site Visit**
- The group will take a van to the offices of the Foundation for the Support of Women’s Work (FSWW) to meet with FSWW staff and tour their micro-enterprise café and shop.
- 13:15          **Site Visit Debrief: Lessons Learned**
- 13:45          **Lunch**
- 14:45          **Adjourn/Free Time**
- 14:30          **Strengthening Our Networks: CAP Program Resource Consultations (optional)**  
Facilitators: Sharvell Becton, Nader Tadros, Mark Renzi and Cheryl Walniuk
- Fellows will have an opportunity to engage in individual conversations with AI staff, and peer “buddies” about their Advocacy Action Plans and/or presentations, and consult with Cheryl on NGOC, and Mark on the IDF.
- 19:00          **Group Closing Dinner - The Hill Restaurant at Hotel Seven Hills**

**Friday, 18 June**

- 8:45           **Opener and Daily Review**  
Facilitators: Sharvell Becton and Daily Management Teams  
  
Review of the previous day.
- 9:00           **Evaluation**  
Fellows will be give ample time to complete the written evaluation form.
- 9:45           **Follow up on Modified Open Space**  
Fellows will make commitments about how they will continue to grow their community of advocacy practitioners, and be reminded of CAP Program deadlines.
- 11:15          **Break**
- 11:30          **Wrap Up**  
Facilitators: Sharvell Becton and Nader Tadros  
  
All will participate in a symbolic, “so long, until we meet on line” process.
- 12:30          **Adjourn and Lunch**

**ADVOCACY INSTITUTE  
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MANAGEMENT SYSTEMS INTERNATIONAL**

**CAPABLE PARTNERS (CAP) ADVOCACY FELLOWS PROGRAM  
13-18 JUNE 2004  
ISTANBUL, TURKEY**

**EVALUATION SUMMARY**

(as of 6/22/04)

Total Questionnaires Returned: **15**

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**1. Please rate how effective the Advocacy Fellows Program was in meeting the following objectives:**

a) *Strengthening the community of advocacy practitioners.*

1 = not effective at all; 5 = very effective

Not Effective At All	Slightly Effective	Effective	Very Effective	Extremely Effective
			8	7

**Comments:**

- ◆ I think it's just the beginning of strengthening, [the community]. I'm very pleased but it can be improved.
- ◆ Sharing experiences, presentation of action plans and future prospect was [sic] of use for each participant. Fellows had a good opportunity to learn from each other and get feedback for their plans.
- ◆ We learned many new things. Our knowledge on advocacy is strengthened. We can do things/organize our Advocacy Program in a better way.
- ◆ Meeting together and sharing ideas is one of [the] most effective ways of strengthening relationships.
- ◆ The Program encouraged future linkages and exchanges in the NGOConnect.NET portal or otherwise. The most basic advantage of the workshop was undeniably, the face-to-face contact.
- ◆ Quite effective. Some links were established which may lead to future collaboration. Willingness to share information and resources was stated clearly.
- ◆ The sharing of individual action plans gave a better feeling and appreciation of each others' work and opened us up to areas where [we can] support one another.
- ◆ We will achieve a rating of "five" if we make effective use of NGOConnect.NET.
- ◆ This has been a very effective method in promoting a cadre of "specialists" that can make a difference in strengthening civil society to advocate for positive changes in demanding times.

b) *Learning how to use NGOConnect.NET as a resource within your organization/network.*

1 = not effective at all; 5 = very effective

Not Effective At All	Slightly Effective	Effective	Very Effective	Extremely Effective
	1	2	5	6

\*One evaluation not numerically rated.

**Comments:**

- ◆ It does not work in general because users mostly do not have time (that's my experience in Peruvian context). Maybe institution's staffs in developing countries are overburdened, so priorities are focused on specific activities which have no[t] much to do with Internet communications.
- ◆ Except general overview of NGOConnect.NET mechanism, individual consultations were very beneficial for fellows. Possibility of developing a website that could be done with the help of Cheryl is an innovation to [help] our work.
- ◆ Rating 2- this problem is due to ineffective Internet infrastructure within my organization.
- ◆ Has the potential of being a useful resource if all or most members of the network have the capability or are connected.
- ◆ The level was too basic. Maybe a different approach [is needed, depending on the] different levels of expertise among the participants.
- ◆ A detailed and vivid presentation was provided. The open space [session] discussed this further. Website discussion was useful.

c) *Reinforcing your knowledge of, and ability to use advocacy concepts, tools, and skills, and how to apply them in different contexts and within their own organizations.*

1 = not effective at all; 5 = very effective

Not Effective At All	Slightly Effective	Effective	Very Effective	Extremely Effective
		3	7	5

**Comments:**

- ◆ Things appear clearer, [in order] to increase efficiency in our advocacy work.
- ◆ Within four days of the workshop, we found to allude to Advocacy tools and their appreciation in our work.
- ◆ Maybe we can have a special session to add, new right ways [i.e., best practices] for every country (about advocacy concepts, tools) so the Advocacy Resource Manual will be more rich.
- ◆ [The] Program has certainly enhanced my knowledge, but my ability to deliver or use the skills will need more practice.
- ◆ This component could have been developed a bit more. I was expecting additional information and advocacy tools & skills. Hopefully, the books will allow us to strengthen our knowledge.
- ◆ This was an excellent opportunity to share with other people our experiences and reinforce our knowledge.
- ◆ Not much time spent on this.
- ◆ Well thought[out] course content. Display of teamwork and constant review by facilitators ensured the most effective knowledge delivery and assimilation.

- d) *Helping you to commit to finalizing and implementing your Advocacy Action Plans in accordance with your Action Plan timeline.*

1 = not effective at all; 5 = very effective

Not Effective At All	Slightly Effective	Effective	Very Effective	Extremely Effective
		1	7	6

\*One evaluation not numerically rated.

**Comments:**

- ◆ Advocacy staff has provided multiple individual consultations. Besides [this opportunity] fellows had the possibility to work in buddies to get further feedback and help each other to finalize AAPs.
- ◆ Yes, it has helped me a lot in finalizing the Advocacy Action Plans and I am sure it will help in its implementation.
- ◆ Has helped a great deal in finalizing and implementing the Advocacy Action Plan, but the timeline will have to be reviewed.
- ◆ One-to-one consultations were extremely helpful. However, I was expecting more feedback and input from the other fellows.
- ◆ The follow-up timeline was helpful. However, as my Action Plan is fully dependent on external funding, implementation may take some time. Nader's comments and the Fellows' AAP's will indeed help to fine-tune the proposal so that it is ready for submission whenever the opportunity arises.
- ◆ Individual discussions were helpful and observations made from colleagues useful.

**2. What was the most useful aspect of this Advocacy Fellows Program?**

**Social Marketing:**

- ◆ My feeling is that there is a lot to learn in this field and that it is an important tool to strengthen our advocacy work.
- ◆ The introduction of the "social marketing" by Barney as a new tool for future initiatives.
- ◆ The tools to implement social marketing.
- ◆ Social Marketing module.

**Advocacy Action Plans:**

- ◆ Presentation of plans in accordance with the Critical Response format that prompted to profound analyses of suggested plans; find answers/get recommendations in regards to challenges.
- ◆ The Action Plans discussions and sharing experiences and ideas.
- ◆ The one-on-one consultations helping fellows target their issues and improve final action plans.
- ◆ Action Plans give you a chance to see the diversity of needs and issues.
- ◆ Presentation of Advocacy Plans and Critical Response process.

**Other/General:**

- ◆ We can share about other countries experiences and learn so many things from there. We can empower each other.
- ◆ Positive, proactive approach of everyone. Practice and guidance from the resource persons.
- ◆ All the areas are interrelated and I consider them all as very useful.
- ◆ The tools and the framework to management.
- ◆ Critical Response Process. Looking ahead discussions, these were integrated throughout the week. Discussion on success of CAP, plans, proof, etc.
- ◆ Getting me to think of social change advocacy in a more systematic way and equipping me with conceptual frameworks and tools in addition to creating a community within which I can share ideas while practicing.
- ◆ NGOConnect. IDF, ISP, Advocacy Resource books, etc. Experiences of the participants.

**3. What was the least useful aspect of this Advocacy Fellows Program?**

- ◆ NGOConnect since many of us can interact electronically with others without using this tool. Of course, this tool has some advantages but in real life and considering our agendas, it is difficult to devote some time to take full use of this tool. The offer to allocate our websites or members is a good point to be considered.
- ◆ I think all aspects of the Advocacy Fellows Program was very useful to me.
- ◆ The Open-Space exercise. (Three times). It was unclear especially in view of no follow-up plans.
- ◆ I believe that the Critical Response Process was not very appropriate for our closed and specialized community. It had a slightly artificial impact on the discussion for the first few presentations on the first day. The improvements were noticeable during the second day.
- ◆ The site visit, because that showed a different aspect about the implementation plans. I was more interested in new concepts and tools in order to know how I can be most effective in my projects.
- ◆ Difficult to point out, one aspect led to another to make the Program more complete. I don't know.

**4. Facilitation is an important part of the Advocacy Fellows Program. Please provide your detailed comments and suggestions for the facilitators regarding their styles, methodologies, etc.****Barney:**

- ◆ New kid on the block. Very refreshing, warm and knowledgeable, a fantastic facilitator.
- ◆ Very much to the point. Quick to react to the audience's mood.

**Cheryl:**

- ◆ Approach and personality surely helped in demystifying and embracing enthusiastically NGOConnect.Net.
- ◆ Very good, attentive to details, more flexibility needed to grasp the audience and change the way of presentations.

**Mark:**

- ◆ There's your regular next door guy, unassuming yet knowledgeable and effective.
- ◆ Sweet as always. Is perceived as one of the crowd.

**Sharvell:**

- ◆ Here's a cool sister. Sponge-like brain, keeps on top of everything and everyone. A dedicated facilitator, extremely polite yet firm. Top points for methodology.
- ◆ Very disciplined, sometimes "strict," but makes her voice heard.

**Nader:**

- ◆ Intervenes at the most appropriate times. Embraces genuinely and looks out for those not quite on the ball whenever this may seem necessary. Comes across as very caring.
- ◆ Listens well to the audience, but not aggressive enough to keep the group active and involved at all times.

**General Comments on Facilitators:**

- ◆ Facilitation was good.
- ◆ Excellent facilitators.
- ◆ Their styles were stimulating, encouraging and thought provoking.
- ◆ Critical Response-good; Open Space- good; Daily Management team reports- useful feedback.
- ◆ Everyone has his or her own style, for us it was O.K.
- ◆ All presentations were clear and concise. One overall impression was the openness of facilitators and their willingness to commitment. You all did a great job! Thank you.
- ◆ Maybe for some sessions, facilitators can have participants help facilitate (if they know the topic).
- ◆ Due to the efficient facilitation of Advocacy Institute staff, workshop is valued at a high level.
- ◆ The facilitators contributed to the success of the workshop.

**5. Are there any additional comments or suggestions you would like to share?**

- ◆ I would like to thank all program staff and logistical support of Advocacy Institute for a great job and hard efforts to make our short stay in Turkey fruitful, productive and entertaining.
- ◆ Social Marketing should be an important component of the training and NGOConnect should not be considered in the opening session since many participants are already familiar with the use of the Internet and how to navigate within websites. Just in case the CAP Program had resources, please consider a short training module mostly focused on social marketing. I think it is the missing part in our advocacy efforts.
- ◆ A training seminar for those interested in IDF component would be very useful because it would build capacity and further expertise to participants. I am strongly motivated to participate.
- ◆ Group Action plans by thematic subject, I do not know if this is due to the last minute posting of the plans.
- ◆ For the sake of cost-effectiveness of future CAP workshops; let participants deal with their own tickets to save money. I am really grateful for the opportunity to meet all of you. You have done a wonderful job in terms of thinking through all the details, (i.e., material agenda, cultural events and logistics). I am sure this kind of initiative will give fruits all over the globe.
- ◆ Since a lot of money is being spent, maximum time utilization should be ensured to get greater results. Late attendance and absence in the week's program should not be tolerated, unless someone is very sick so that she/he could not attend. This fact should be taken very seriously. Group exercise in the latter part of the evening (after 5:00pm) could be arranged. Optimum time utilization for optimum involvement and engagement for optimum results.
- ◆ I really tried to offer suggestions, but I could not do it. The CAP Program was very perfect for me. I just say, "thank you very much."
- ◆ Objectives of this Program are not only met, but also overachieved by leaps and bounds. Thanks to USAID, CAP for this opportunity extended to my country, my association and yours truly.



- 1. Edit Your Business Card*
- 2. Post to a Discussion Board*
- 3. Locating and Contributing Resources*

## QUICKSTART TIPS

### Edit Your Business Card

1. On the left of the screen, click on **My Business Card**.
2. At the top of the screen, click on the pencil icon.
3. Scroll down to various boxes and fill in as directed. It is not necessary to fill all the boxes (the only required boxes are your name and email), but fill in as much as you would like others to know about yourself and your areas of expertise. Be certain that the email address is correct and that it is the one you wish to use. If not, change the email address as necessary.
4. You may add a photo of yourself to the card. Your photo should be approximately 100x100 pixels. If you have a digital photo, but are unsure how to format it, just email it to [cwalniuk@aed.org](mailto:cwalniuk@aed.org) and we will post it for you.
5. When you have added or changed as much as you want by following the instructions for each box (there are examples below each box), click on "FINISH".
6. You will be returned to your business card, which will refresh in a moment. You will then see your edits.
7. You may edit your card as many times as you wish.

Questions? Email [cwalniuk@aed.org](mailto:cwalniuk@aed.org).

NGOConnect.NET, the online resource of the Capable Partners Program (CAP) is dedicated to strengthening NGOs and NGO networks. It is implemented by the Academy for Educational Development (AED), and its main partner, Management Systems International (MSI), and is funded by USAID's Office of Private Voluntary Cooperation - American Schools and Hospitals

**NGOConnect.NET**

newuser (Read) Log out    News    Resources    Communities    NGO/Network Training    Help

ALL of the words    Search

**EXPLORER**

- About Capable Partners (CAP)
- Organizational Development Resources
- Communities
- NGO/Network Training
- News
- Help

**PARTICIPATE**

- E-mail this Page
- Who's Online?

**TOOLS**

- My Business Card
- My Options
- Calendar
- Search Resources
- Search Conversations
- People Directory

## QUICKSTART TIPS

### Post to a Discussion Board

1. On the left of the screen, find an open discussion: a “balloon” next to a topic indicates that it has one or more discussions open that you may join. Click on the balloon to go straight to the discussion(s) in this topic. Note: If the balloon is red and flashing, this indicates that there are new posts since your last log-in.
2. Click on the link for the discussion that you want to join. Or click the icon at the top of the discussion box to begin a discussion on a new topic.
3. When the new page opens, click **Reply** at the right of the screen, next to the comment you want to respond to. A pop-up box will open.
4. In this box, you may change the subject line for your contribution, if you wish. However, the original subject of the entire discussion remains unchanged.
5. You may specify whether you are posting a comment, question, etc., in order to give readers a hint of what to expect. (A “Flame” is a very strong comment...use with discretion.) Enter your contribution in the space provided.
6. You may also attach a document or link – click on **Browse** and follow the directions. When finished, click on **Submit**. You’ll be returned to the discussion page, and your contribution will appear at the top of the list momentarily.
7. You can choose how discussion posts are displayed by selecting one of the three options in the pull-down menu: Newest to Oldest; Threaded WITHOUT Indentation; and Threaded WITH Indentation. The last option (indented) is probably best, as it allows you to view posts in their context.
8. To exit the discussion, click on your browser’s “Back” button.
9. Tip: you can comment on a document or other resource (thereby starting a discussion) when you are at its summary page. Simply click the “Start Discussion” link. A pop-up box will appear, exactly as described above, allowing you to add your comments or questions.

Questions? Email [cwalniuk@aed.org](mailto:cwalniuk@aed.org) .

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**EXPLORER**

- About Capable Partners (CAP)
- Organizational Development Resources
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- NGO/Network Training
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- Help

**PARTICIPATE**

- E-mail this Page
- Who's Online?

**TOOLS**

- My Business Card
- My Options
- Calendar
- Search Resources
- Search Conversations
- People Directory

## QUICKSTART TIPS

### Locating and Contributing Resources

1. There are several ways to locate resources on NGOConnect.NET. The first is to use the search function. If you have a general idea of what you are looking for, type a few keywords into the search box located at the top of the page. The results page will return any Topics that pertain to those keywords, followed by a list of Resources (books, documents, multimedia files, etc.) on the subject. Click on any link to go to the summary page for that Topic or Resource.

2. You may also browse through the Resources that are available for a specific Topic or Sub-topic. Each summary page contains a box like the one below:

**Resources**

1 | 2 >>> Page 1 of 2

**Books** +

- 
**Feeding the Media Beast: An Easy Recipe for Great Publicity**  
 Guide for improving communication skills.  
**Author(s):** Mathis, Mark E.  
 (Viewed 19 times)
- 
**Full Frontal PR: Getting People Talking about You, Your Business, or Your Product**  
 Full Frontal PR lets you in on a big secret of the PR industry: You can create buzz and elicit media attention for yourself without the help of a PR firm and without a large budget.  
**Author(s):** Laermer, Richard; Prichinello, Michael  
 (Viewed 22 times)

3. To download a Resource, click on the link to the file (or, in some cases, the website) located on the summary page.

4. To suggest a new Resource, click on the + icon. A pop-up box will open. Fill in the information about the Resource, being careful to complete any sections that are labeled "required." You may either upload a file or post a link to a website.

5. In members-only areas of the site, you may be allowed to post items immediately. If you wish to post an item in the public section of the site, it will be reviewed by the editor of that section and considered for inclusion as soon as possible.

Questions? Email [cwalniuk@aed.org](mailto:cwalniuk@aed.org).

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## CAP Innovation Grants for NGO Networks Applications Received – Round 1

Applicant	Stage 2	Program Title	Funds Requested	Source
<b>MOZAMBIQUE</b>				
▪ AMRU – Mozambican National Association for Rural Women Development (AMRU)	No	Organizational Capacitating of Women Grass Root Organizations of the Administrative Post of Changalane, Namaacha District	\$31,020	Christel Brito, AED
▪ Center for Learning (C4L)	No	Boardware	\$36,000	Sidney Bliss, USAID
<b>NEPAL</b>				
▪ Committee for the Promotion of Public Awareness and Development Studies (COPPADES)	Yes	Social Change Network Project (SOCHAN Project)	\$30,705	Sharvell Becton, Advocacy Institute
▪ Centre for Micro Finance (CMF)	No	Strengthening Organizational Capacity of Microfinance Institutions for the Expansion of Term Micro life Insurance Scheme	\$30,235	USAID Nepal
▪ Institute for Multi-track Diplomacy (IMTD)	No	Workshop Training to Establish Trauma Healing Centers for Women in Nepal	\$29,957	Barney Singer, AED
▪ <b>SAATHI</b>	<b>Yes</b>	<b>Institutionalization of Network for Women and Children</b>	<b>\$31,182</b>	Local partner organizations
<b>NICARAGUA</b>				
▪ Instituto de Estudios Nicaragüenses (IEN)	Yes	Democracy, Citizenship and Empowerment Building (DECIPODER)	\$34,349.72	Christel Brito, AED
▪ <b>Ometepe Civil Organizations Network</b>	<b>Yes</b>	<b>Strengthening Civic Participation Role of Organized Civil Society in Ometepe</b>	<b>\$26,033</b>	Deirdre Russo, MSI and SUCCO
<b>TANZANIA</b>				
▪ Catholic Diocese of Same	No	Capacity Building of the Community and Diocesan Staff	\$23,321	PACT and USAID Tanzania
▪ Disabled Organisation for Legal Affairs and Social Economic Development (DOLASED)	No	Networking for advocacy and empowerment citizens with disabilities about their constitutional and democratic rights in Tanzania	\$30,000	PACT
▪ Southern Highlands Livestock Development Association (SHILDA)	Yes	Organizational Development and Institutional Strengthening Project	\$38,358	Inter-cooperation, Switzerland

**ATTACHMENT 7**

▪ Tabora NGO Cluster	No	Capacity Building For Tabora NGO Cluster	\$39,682	PACT
▪ Women in Law and Development in Africa (WiLDAF)	No	Capacity Building on Networking For WiLDAF Members	\$30,180	NGOConnect
▪ Women Wake Up (WOWAP)	Yes	Dodoma Region Strategic Alliance Against Female Genital Mutilation (FGM)	\$19,757	PACT
<b>VIETNAM</b>				
▪ Institute of Ecology & Environment (IEE)	No	“Sustainability Watch” Vietnamese NGOs contribution to realizing WSSD outcomes in Vietnam	\$135,000 (\$25,500 requested from AED)	NGOConnect
▪ <b>Center for Education Promotion and Empowerment of Women (CEPEW)</b>	<b>Yes</b>	<b>Capacity building for Vietnamese Non - Governmental Organizations (VNGO group)</b>	<b>\$26,394</b>	The Asia Foundation
▪ Socio-Economic Programs (SOPICEN)	No	Development of a Virtual Consultant Center of Technologies for small-scale industries in Vietnam	\$29,729	Marine Alliance, an American NGO in Vietnam
▪ Vietnam Cooperative Alliance	No	The role of cooperatives in strengthening linkages among traditional villages in Ha Nam province, Vietnam	\$28,635	NGOConnect
▪ VNECPRO	No	Software Engineering & Management related trainings for the Ministry of Science & Technology, Government of Vietnam	\$12,396	NGOConnect



# THE CAPABLE PARTNERS PROGRAM (CAP)

## “Strengthening Local NGOs and Networks”

### Overview

The Capable Partners Program (CAP) assists USAID Missions and operating units in strengthening indigenous NGOs and networks.

Building on thirty years of expertise in organizational development and NGO capacity building, DCHA’s Office of Private Voluntary Cooperation-American Schools and Hospitals Abroad (PVC-ASHA) has launched CAP, a Leader with Associates cooperative agreement, to directly assist Missions and operating units in enhancing organizational sustainability and effectiveness.

CAP provides a fast and efficient way to meet your needs—no competition is required to buy into CAP for a range of activities in any sector, and CAP is available at no cost to help conceptualize and design Associate Award programs. CAP is implemented by the Academy for Educational Development (AED) and its main partner, Management Systems International (MSI), and has immediate access to the specialized expertise of 14 additional resource organizations.

### CAP Associate Awards to Support Mission Objectives

Much of USAID’s development and humanitarian work involves the participation of local NGOs. Few sector-specific programs, however, integrate into technical programs distinct organizational development tools and assistance, such as strategic planning, results monitoring, evaluation, effective partnership building and financial diversification. Yet these are the very skills needed to ensure programs are effectively implemented and sustained.

CAP works with Missions and operating units to design and implement interventions that both strengthen local NGO effectiveness and enhance results in a variety of country contexts, from fragile, post-conflict, to more stable environments in one or more sectors. CAP’s broad scope of work enables us to improve NGO technical and organizational capacity, as well as strengthen partnerships among the NGO sector, government, business and labor and others.

### Examples of Possible Associate Awards

CAP’s buy-in mechanism, Associate Awards, may assist you in any of the following:

- ▶ **HIV/AIDS:** Design and manage a small grants program to host country NGOs to deliver services to orphans and vulnerable children
- ▶ **Public/Private Partnerships:** Foster the development of effective partnerships between NGOs with government, business, labor, etc.
- ▶ **Enabling Environment:** Enhance the legal framework for the NGO sector and NGO participation in sector-specific arenas (health, microcredit, agriculture, etc.)
- ▶ **Workshops and Training Programs:** Design and facilitate country or regional programs in advocacy skills or monitoring and evaluation
- ▶ **Institutional Strengthening:** Build capacity for current Mission partner NGOs and networks or design and implement an NGO strengthening program

### Buying into CAP: 5 Easy Steps

**Step 1** Contact CAP’s Cognizant Technical Officer (CTO) Adele Liskov ([aliskov@usaid.gov](mailto:aliskov@usaid.gov)) to discuss the proposed activity and ensure that it fits within the CAP parameters.

**Step 2** Notify your procurement office to confirm your office’s participation.

**Step 3** Receive email approval (“concurrence”) from CTO for initiating the CAP process.

**Step 4** Send draft program description with proposed goals, terms of reference and timeframe to CAP Chief of Party Barney Singer ([bsinger@aed.org](mailto:bsinger@aed.org)). AED will respond promptly with a proposed program description, personnel and budget.

**Step 5** Negotiate the grant or cooperative agreement directly with AED.

CAP is implemented by



Academy for Educational Development

in partnership with



Management Systems International



# THE CAPABLE PARTNERS PROGRAM (CAP)

## “Strengthening Local NGOs and Networks”

### CAP’s Core Program Activities

Under CAP, USAID Missions and operating units are offered *training* and *small grants* opportunities for NGOs and networks, periodically being invited to identify local NGOs and networks for participation.

The first in a series of **Global Core Initiatives**, the **Advocacy Fellows Program**, began in March 2004 and will end in June 2005, with 16 local NGO networks nominated by Missions. The second Global Core Initiative, focusing on **Monitoring and Evaluation**, commences in Spring 2005, and the third, focusing on **Public/Private Partnerships**, commences in 2007. During the course of these programs, participating organizations receive *customized technical assistance in organizational development* and also may compete for follow-on grants.

CAP’s Learning Portal—**NGOConnect.NET**—includes:

- ▶ Online *library* of practical information and resources for NGO development from USAID and non-USAID sources,
- ▶ Online *communities*, both public and private, that offer opportunities for NGOs to network with each other and share their experiences and ideas,
- ▶ *Distance learning modules* on organizational development topics, such as Grants Management for NGOs, Organizational Assessment Implementation, Advocacy Skills Training and NGO Financial Management

Learning resources and tools on the site are available to USAID Missions and operating units, participating NGOs and networks and the general public. Membership—free to everyone and easy to do when you visit the site—is needed to join discussion forums and other community activities.

### CAP’s Organizational Partners

CAP and its team of proven organizations may be accessed by Missions and operating units in a simple and easy way through the Associate Award buy-in process.

Any or all of these organizations—as well as local capacity providers—is available to implement activities related to their respective specialties.

#### Contact Information

**Barney Singer**  
CAP Chief of Party  
AED Center for Civil Society  
& Governance  
Email: [bsinger@aed.org](mailto:bsinger@aed.org)  
Tel: 202.884.8918

**Adele Liskov**  
CAP Cognizant Technical  
Officer  
USAID/DCHA/PVC-ASHA  
E-mail: [aliskov@usaid.gov](mailto:aliskov@usaid.gov)  
Tel: 202.712.0690

**Website**  
[www.NGOConnect.NET](http://www.NGOConnect.NET)

- ▶ The Academy for Educational Development
- ▶ The Advocacy Institute
- ▶ The Aga Khan Foundation
- ▶ The American Red Cross
- ▶ The Citizens Development Corps
- ▶ Freedom from Hunger
- ▶ Goodwill Industries International
- ▶ The Huairou Commission
- ▶ Institute for Multi-Track Diplomacy
- ▶ International Center for Not-for-Profit Law
- ▶ The Kenan Institute
- ▶ Management Systems International
- ▶ Mercy Corps
- ▶ National Cooperative Business Association
- ▶ ORT International Cooperation
- ▶ Social Impact

Visit NGOConnect to learn more about CAP organizational partners and how CAP can support your goals and deliver sustainable results.