



PROGRAMA DE SOCIEDAD CIVIL DE USAID

Implementado por
Creative Associates International, Inc.



ACTION PLAN

2002

Prepared by
CREATIVE ASSOCIATES INTERNATIONAL, INC. (CAII)
For
United States Agency for International Development (USAID)
Guatemala

CONTENTS

I. Introduction.....	1
USAID/CSP Start Up	1
II. The Management Strategy	3
The Project Team	3
Office Inauguration.....	3
III. Overall Objective of USAID/CSP.....	3
IV. Intermediate Result 1: Substantive results achieved by policy reform efforts and oversight of public institutions.....	3
Combating Ethnic Discrimination	4
Public Security	5
Transparency/Anti-Corruption	6
Congressional Strengthening.....	7
Strategy to Achieve Results	7
Proposal Evaluation Process	8
Developing Conditions for Effectiveness Phase (April-June 2002)	9
CSO Support Process.....	9
Quick Response Funds (QRFs)	10
Media Coverage.....	10
V. Intermediate Result 2: Selected CSOs' organizational and technical skills improved.....	11
Organizational Assessment.....	11
Technical Assistance and Training.....	11
Developing Conditions for Effectiveness Phase.....	12
TA&T during the Implementation Phase	12
TA&T Plan.....	13
International Exchanges	14
VI. Intermediate Result 3: Links among CSOs working at the departmental, national and local levels developed and consolidated	14
Approach for extending alliances and addressing gender and ethnic issues	14
Political Analysis Events	15
Media Facilitation.....	15
VII. Monitoring and Evaluation	15
VIII. Reports.....	16
Quarterly Reports	16
The Monitoring and Evaluation Reports	16
IX. The Budget.....	16

ACTION PLAN 2002

I. Introduction

The new USAID/Civil Society Program (USAID/CSP) was awarded to CREATIVE ASSOCIATES INTERNATIONAL, INC. (CAII) on August 24, 2001. Program activities started on September 10, 2001, the first Monday after Proyecto INCIDENCIA ended (September 7, 2001). The new USAID/CSP builds on the experience and success of Proyecto INCIDENCIA although it pursues a more focused approach. The Program supports the achievement of USAID's Strategic Objective (SO) No. 1, "More Inclusive and Responsive Democracy." The overall expected result of the Program coincides with USAID's Intermediate Result (IR) No. 2 under SO 1: "Broader, more effective civil society participation in the policy process and oversight of public institutions."

The three-year USAID/Civil Society Program seeks to achieve substantive results by policy reform efforts and oversight of public institutions, improve technical and organizational skills of selected CSOs, and develop and consolidate links among CSOs working at the national, departmental, and local level. USAID/CSP will support four programmatic areas: Transparency/Anti-Corruption, Public Security, Ethnic Discrimination and Congressional Strengthening.

This Action Plan briefly describes CAII's activities during September to December 2001 and CAII's implementation approach for USAID/CSP in 2002.

USAID/CSP Start Up

In order to ensure a rapid Program implementation as stated in CAII's proposal and USAID's Cooperative Agreement, USAID/CSP developed a carefully scheduled start up plan. All USAID/CSP staff started working on September 10, 2001. Everyone, with the exception of David Arias (the Media Specialist), had worked for CAII under Proyecto INCIDENCIA. Therefore, the staff was able to commence Program implementation on the very first day.

On September 19, 2001, staff attended the first USAID/CSP retreat. ODI personnel also participated in these discussions that were held to further decide upon and clarify various Program aspects. An event was held on September 26 to officially introduce USAID/CSP to the local CSOs. The following day, USAID/CSP was officially introduced to the Guatemalan media at a breakfast meeting. Also, during September, USAID/CSP sponsored the six Guatemalans to attend the 10th International Anti-Corruption Conference held October 7-11 in Prague, The Czech Republic. These individuals represented CSOs, the government, private sector, and the media, respectively: María del Carmen, President, CIEN; Elfidio Cano, Director, INIAP; Congressman Jorge Rosales; Eduardo González of Bancafé; Silvia Gereda, a journalist with *El Periódico*; and Alberto Ramírez, a journalist with *Prensa Libre*. Sharon Van Pelt represented USAID at this conference.

On October 2, USAID/CSP initiated a consultation process with CSOs, the private sector, academicians, and opinion leaders to identify themes and potential project results to develop USAID/CSP RFAs. Three three-day sessions were held to identify the themes and develop the RFAs under Transparency/Anti-Corruption, Public Security and Ethnic Discrimination. CAII hired consultants to support USAID/CSP in facilitating the workshops and developing the RFAs. USAID/CSP was prepared to disseminate the RFAs on October 26, as originally planned; however, distribution was postponed at USAID's request in order to allow more time for discussion of the details of the RFAs. CAII learned that there were certain limitations preventing the project from working with the Penitentiary System, therefore, this theme was replaced by Crime Prevention. CAII and USAID spent a great deal of time reviewing the RFAs' expected objectives, results, and illustrative activities. The additional discussion time allowed USAID/CSP to state clearer, more realistic objectives and results under each RFA. An official launching event was held on November 29, 2001 where the RFAs were disseminated to civil society.

During this time, CAII had hired an external consultant to evaluate Acción Ciudadana's impact in the area of monitoring Guatemala's Congress. The evaluation results and a one-day meeting held with Acción Ciudadana and USAID allowed USAID/CSP to develop an RFA for Acción Ciudadana for this thematic activity.

In December, CAII developed Terms of Reference for the hiring of a Monitoring & Evaluation (M&E) Specialist for the project. The M&E Specialist had four main responsibilities during this time: monitor USAID/CSP's progress; answer CSO questions about the RFAs; work with USAID to define Program indicators and benchmarks; and develop instruments and procedures to evaluate CSO proposals.

During the first four months of activity, USAID/CSP, at USAID's request and jointly with USAID's Human Rights and Reconciliation Program (a Program also awarded to CAII), moved out of the old Proyecto INCIDENCIA office and relocated to a new office building in Zone 9. The new location is more suitable, accommodates both Programs comfortably, and is closer to USAID and the CSOs grantees. Ample parking is available for a larger number of vehicles, more telephone lines have been installed, and most importantly, this setting provides a better working environment.

A significant programmatic change also occurred during the first four months. USAID verbally requested that CAII put a hold on pursuing media and journalist strengthening activities as a part of USAID/CSP as the project would run the risk of duplicating the efforts of American Embassy efforts that were already underway. Thus, the media strategy described in CAII's proposal and in the USAID/CSP Cooperative Agreement will mainly be carried out by the CSO grantees as an integral aspect of their project implementation.

CSO responses to the RFAs were originally due January 4, 2002, however, an extension was later authorized allow for a January 15 submission deadline. Once grants were awarded, USAID/CSP defined its partner organizations and began program implementation.

II. The Management Strategy

The Project Team

CSP consists of a solid team of capable individuals who will provide technical support to the CSOs to ensure they are skilled in the necessary areas to achieve effective project implementation. These individuals will also provide leadership and project monitoring. The USAID/CSP team includes: Harold Sibaja, Chief of Party; Harvey Taylor, Technical Assistance & Training Coordinator; David Arias, Media Specialist; and Rita García, Grants Assistant. The administrative team include: José Xet, Finance & Administration Coordinator; Luis Coyote, Accountant; Marvin Méndez, Driver; and the shared USAID/CSP- USAID/HRRP staff of Carolina Landaverry, Administrative Assistant; Anita Zayas, Receptionist; and Johanna Méndez, Office Cleaner.

Although the Program staff of four is smaller than the one under INCIDENCIA, the size of the team is considered appropriate to implement USAID/CSP.

Office Inauguration

USAID/CSP will inaugurate the new Program and offices jointly with the USAID/Human Rights and Reconciliation Program in February 2002. This will be an opportune time for the partner CSOs to visit the new office as they were welcomed into the Program.

III. Overall Objective of USAID/CSP

As stated earlier, USAID/CSP will respond to USAID's Intermediate Result (IR) No. 2 under Strategic Objective 1: **“Broader, more effective civil society participation in the policy process and oversight of public institutions.”** In this Action Plan and on all future USAID/CSP documents, USAID's IR 2 will be referred to as USAID/CSP's Overall Objective. Under this Overall Objective, USAID/CSP will pursue three intermediate results:

- IR 1: Substantive results achieved by policy reform efforts and oversight of public institutions
- IR 2: Selected CSOs' organizational and technical skills improved
- IR 3: Links among CSOs working at the departmental, national and local level developed and consolidated.

IV. Intermediate Result 1: Substantive results achieved by policy reform efforts and oversight of public institutions

Although all Intermediate Results are considered important and key for the achievement of the Overall Objective, this Intermediate Result is considered of critical importance.

During the last quarter of 2001, USAID/CSP and USAID paid high attention to defining USAID/CSP's expected substantive results. These results were the focus of the RFAs presented to CSOs on November 29, 2001. All CSO proposals are expected to address these results in their proposals and USAID/CSP will provide ongoing support to CSOs to assist them in meeting the expected results.

USAID/CSP defined 20 lower-level results to be achieved by CSOs with USAID/CSP's support under the four selected programmatic areas. The lower-level results developed are presented below by project name and programmatic area:

Combating Ethnic Discrimination

“Pluricultural” Society:

1. Citizens in selected geographic areas expand their understanding of the identity, “cosmovisión,” and values of indigenous populations.
2. CSOs conduct activities to fight discrimination against indigenous populations.
3. The nature of discrimination is made evident in selected areas.

The first lower-level result under this sub-area intends to strengthen the identity of indigenous populations as a starting point to fight discrimination. The second lower-level result looks for action-specific efforts to fight ethnic discrimination and to develop CSOs' capacity and commitment to pursue such efforts. The last lower-level result focuses on ensuring impact in selected areas.

USAID/CSP looks forward to selecting its partner organizations to implement this activity and intends to play a proactive role in defining the selected areas, the seriousness of the expected research, and the selection of the appropriate personnel to achieve the expected results. In addition, during project implementation, USAID/CSP will sponsor complementary activities to support placement of the issue of ethnic discrimination on the national agenda.

Pluricultural State:

4. At a minimum, introduction of two public policies that address the pluricultural vision of the country and/or make evident discrimination against the indigenous populations.
5. An ongoing public program or project that mobilizes participation of the indigenous populations and addresses the fight against ethnic discrimination.
6. An institutionalized body of citizens who advocate in favor of public policies and/or institutions that address issues related to discrimination.

This project pursues the implementation of public policies that make ethnic discrimination evident; a program that mobilizes the fight against ethnic discrimination and, more importantly, that promotes the development of a body that focuses on fighting discrimination on public policy-related matters.

This is one of the most challenging projects USAID/CSP will pursue. Therefore, additional efforts will be made to support its success. CSOs will approve the selection of the two proposed public policies in order to maximize the possibility of passage into legislation. USAID/CSP will support its partners as they conduct public policy advocacy campaigns.

Public Security

Strengthening Public Security:

7. Civil society organizations will institutionalize a mechanism to monitor the Civil National Police.
8. Actions that favor the “professionalization” of the Civil National Police and that ensure improvement of internal control systems has begun.

This project envisions “professionalization” of the Civil National Police and the improvement of internal control systems as key to strengthening public security. This project requires the right organizations to implement it, a well-designed model or mechanism to ensure proper monitoring of the Civil National Police, and a willingness by the Police to be monitored to respond to CSO recommendations. USAID/CSP will focus on selecting the right organizations to implement this project and will play a proactive role in developing the most effective monitoring mechanism through provision of customized technical assistance and complementary support of their activities.

Prevention of Delinquency:

9. Programs and campaigns to prevent delinquency in selected areas (at least one urban and one rural) are implemented in coordination with the related authorities.
10. Delinquency is reduced in selected areas and police effectively respond to citizens’ security needs in selected areas.

This is an exciting project for USAID/CSP that, with adequate implementation, can provide interesting success stories and lessons learned on how civil society can play an integral role in preventing delinquency. USAID/CSP will ensure the selected areas are appropriate to achieving the desired impact. Also, it will carefully review the proposed programs and campaigns prior to project implementation. It is key under this project to define a good baseline in order to be able to measure the reduction of delinquency in selected areas. USAID/CSP will pay attention to this issue so that select CSOs pursuing this activity receive proper technical support to develop a trustworthy baseline and appropriate monitoring and evaluation techniques. Also key under this project is the involvement of the private sector, the coordination with public entities, and the support of the media. USAID/CSP will support this project through promotion of networking efforts with area-related stakeholders. This

is an area of great interest to the US Ambassador and his presence at specific activities would serve to increase the project's visibility.

Transparency/Anti-Corruption

Strengthening Controlling Entities:

11. A consolidated and stable body of civil society, private sector and the media monitors and strengthens the effective operation of the state controlling agencies (Órganos de Control).
12. Selected controlling agencies (Órganos de Control) show progress in promoting transparency and fighting corruption.
13. Election of officers and key authorities of controlling agencies (Órganos de Control) is handled in a transparent manner.

Controlling agencies (Órganos de Control) are those state institutions responsible for monitoring state funds and engaging in tasks on behalf of the nation's citizens (i.e., Congress, General Comptroller, Public Ministry for Fiscal Anti-Corruption, and SAT). CSOs were asked to focus on a maximum of two to three entities.

Both Transparency/Anti-Corruption projects are challenging due to their nature and the lack of will on the part of the Government to promote structural improvements. USAID/CSP will make an effort to support the consolidation of the proposed body to promote effective operation of the selected controlling agencies.

Access to Information:

14. Civil society organizations systematically monitor citizens' right to access public information.
15. Pilot programs are systematized and evaluated based upon the use of instruments developed to access public information.
16. Legal proposal for access to information has been lobbied and negotiated.

A negotiated legal proposal to access information under the current administration proposes a challenge for the Program. USAID/CSP will support the implementing CSOs as much as possible in achieving this result. Efforts will be made to promote the development of CSO coalitions with the capability and conditions to provide systematic monitoring. USAID/CSP will ensure that the monitoring mechanism used is appropriate to achieving the result and will keep CSOs involved and committed. Also, USAID/CSP reserves the right to approve the pilot programs to be systematized and evaluated to ensure they present good cases to advance project efforts.

Congressional Strengthening

17. Successful practices and transparent procedures aimed at strengthening monitoring functions of Congress are in place. (Acción Ciudadana will define the practices and procedures to be followed.)
18. A coordinated and sustainable body of civil society members that possesses institutionalized capabilities to strengthen Congress is operating.
19. Mechanisms to improve the selection of Congresspersons by political parties are implemented.
20. Acción Ciudadana is financially sustainable.

This project will require closer support from USAID/CSP, especially in relation to lower-level result 20. USAID/CSP will continue encouraging Acción Ciudadana to achieve financial sustainability. Also, USAID/CSP will continue to promote the involvement of the organization's director in influencing changes in Congress. These expected lower-level results require a high level of commitment and strategizing from Acción Ciudadana to ensure that Congress allows for changes in practices and procedures. USAID/CSP will support Acción Ciudadana's efforts in designing an effective and honest approach to ensure the development of a sustainable, representative body of civil society members committed to strengthening Congress.

Strategy to Achieve Results

USAID/CSP will focus on supporting CSOs in their achievement of the expected results. The staff understands that this is the Program's main challenge. CSOs are not accustomed to working to achieve specific results, nor do they have experience attaining them. CSOs focus more on complying with proposed activity goals more so than ensuring the impact such activities have on the achievement of expected results. USAID/CSP will minimize this potential risk by:

- **A Comprehensive Proposal Evaluation Process:** USAID/CSP will conduct an intensive and comprehensive proposal evaluation process to ensure appropriate qualifications of CSOs' proposed, that the previous experience of the CSOs submitting proposals matches the level of experience required for implementation of the proposed projects, and that the quality of the proposed activities and strategies is in accordance with expected results;
- **Developing Conditions for Effectiveness:** A three-month period to focus on developing conditions for effectiveness intends to upgrade the knowledge of CSOs to implement their projects, enhance their proposed strategies, and develop and approve adequate operational and monitoring and evaluation plans;
- **Accompanying CSOs:** USAID/CSP will support the projects with activities implemented by the Program itself. Some actions have been already taken and others will be decided in the near future. USAID/CSP will also hold monthly meetings with CSOs to monitor the progress of the approved projects, identify potential obstacles,

- define technical assistance and training needs, and adjust strategies. Finally, USAID/CSP will attend CSO activities as a complement to the monitoring process;
- **Providing Technical Assistance and Training (TA&T):** USAID/CSP will provide TA&T as considered necessary to strengthen the capacity of CSOs in achieving results. TA&T is expected to improve the chances of CSOs in achieving the expected results; the activities related to TA&T will be discussed under Intermediate Result 2.

Proposal Evaluation Process

This phase will start with the receipt of proposals scheduled for January 15, 2002, and will end with the grants award ceremony scheduled for early March 2002.

Once proposals are received, USAID/CSP will take three weeks to select the two best proposals under each RFA. A maximum of thirteen proposals (including that of Acción Ciudadana) will be selected to submit revised proposals based on observations and requests for changes provided by USAID/CSP. CSOs will be given two additional weeks to write the new proposals, hopefully CSOs' Best and Final Offers (BAFOs). Then, USAID/CSP will take an additional two weeks to make the final selection. At the end of this process which is targeted to occur the first week of March, USAID/CSP will award six grants to implement projects under the first three programmatic areas. It is possible that Acción Ciudadana's grant will be signed before that time.

CAII and USAID staff will conduct the grants' evaluation process. USAID/CSP will conduct a thorough evaluation process to ensure projects are of the highest quality. CAII and USAID staff will evaluate and rank each proposal using an evaluation format developed for this purpose. Once proposals are ranked, evaluators will select those proposals chosen for further consideration, will analyze and discuss them, and make recommendations and requests for changes. This step is key to evaluating the proposals in the light of the expected results. Recommendations will be made about the coalitions developed, the strategies and activities proposed, and the personnel proposed. Activities and strategies that do not fulfill the results will be not be approved and key personnel proposed who do not meet the requirements to achieve results will be rejected.

In relation to Congressional Strengthening (monitoring), Acción Ciudadana (AC) will submit a proposal that will also be reviewed by the evaluation committee. Although AC will not be competing with other organizations, the proposal will be reviewed very carefully by the evaluation committee and AC will be given the chance to make corrections and address the evaluators concerns. If possible, USAID/CSP will award a project to AC prior to the awards granted to the other CSOs, however, this will depend on AC's effort to meet USAID/CSP deadlines and requests.

USAID/CSP expects that by the end of March all seven grants will be awarded and this phase will be concluded.

Developing Conditions for Effectiveness Phase (April-June 2002)

Once grants are awarded, CSOs will be authorized to initiate project implementation to a limited extent. CSOs will be authorized to hire personnel, buy equipment, and develop project start up activities. All CSO efforts will mainly focus on attending USAID/CSPs TA&T activities and making plans to ensure a results-focused approach to their work. CSOs will be asked to develop procedures to work in coalitions, develop operational and monitoring plans, and revise strategies as requested by USAID/CSP. All TA&T activities offered during this phase will be followed by the CSOs' development of a revised plan, strategy, manual or report that meet USAID/CSP requirements. CSOs will also obtain authorization to begin full project implementation.

During this phase, USAID/CSP will authorize CSOs to commence implementation of certain activities considered critical to advancing project activity and enhancing project success prior to developing all of the conditions for effectiveness. The activities that may be approved include research and consultation activities as well as others as authorized by USAID/CSP under each grant agreement.

Upon completion of this phase, USAID/CSP will authorize full implementation of all projects. CSOs will be able to begin other activities as stated in their approved action plans. This phase is expected to end in June.

CSO Support Process

As soon as USAID/CSP has approved all requested deliverables from the previous phase, CSOs will be allowed to enter the full implementation phase. This phase is expected to begin in July 2002 and will last through the end of June 2003 when USAID/CSP expects that CSO, government, private sector and political party energies will be focused on preparations for the national elections. Nevertheless, for purposes of this plan, this phase will last through the end of 2002.

USAID/CSP will support the project implementation phase with activities implemented directly by the Program, all aimed at supporting CSOs in achieving the expected results. USAID/CSP will provide leadership in the programmatic areas of the Program to support CSOs positioning the subjects on the national agenda and achieving the results. If considered appropriate, USAID/CSP will organize forums and/or conferences on related issues, will develop strategic partnerships, and promote networking mechanisms among key stakeholders such as CSOs, donors, and government officials and the media.

USAID/CSP will monitor all projects closely during this phase. A monthly meeting with each organization will be scheduled throughout the life of the projects. CSOs will know in advance the meeting dates scheduled for the year. Key personnel implementing the projects are expected to attend the monthly meetings that will last between two and three hours, and will allow USAID/CSP to monitor project progress as stated in the respective M&E plans. The monthly meetings will also allow USAID/CSP to identify important aspects of project implementation that need to be addressed by CSOs and USAID/CSP in order to ensure the achievement of results. This may relate to unexpected challenges or changes in the political

environment that may force CSOs to revise their plans and strategies. In addition, the monthly meetings will help USAID/CSP to identify TA&T needs that were not addressed in the organizational assessment and that are considered key to achieve CSOs' expected results.

Project implementation will be pursued as approved through yearly operational plans. The identified benchmarks will allow USAID/CSP to assess the achievement of results and to approve remaining funding for continuing project implementation.

In addition to the monthly meeting, USAID/CSP will attend CSO activities as much as possible. In order to support CSO activities, USAID/CSP will assign one staff member to each of the programmatic areas. Although already defined responsibilities of USAID/CSP personnel will remain, key staff will build an expertise in one programmatic area. The COP will focus on Transparency/Anti-Corruption, the TA&T Coordinator will focus on Public Security, and the Media Specialist will focus on Ethnic Discrimination and Congressional Strengthening. USAID/CSP envisions the possibility of extending the services of the Media Specialist beyond this calendar year. Should the project choose to do so, USAID/CSP will then request approval from USAID, and will submit a budgetary impact analysis related to maintaining this position beyond 2002.

Quick Response Funds (QRFs)

QRFs are another mechanism used by USAID/CSP to support results achievement. CSOs will authorize additional funding through the approval or results focus QRFs. Before development of this Action Plan, USAID/CSP had considered obtaining approval of a QRF for Acción Ciudadana to bridge current activities to the new AC 2002 project. This QRF will support lower-level result 1.20. In addition, another QRF has been approved for FADS, which is working in alliance with FMM, Madres Angustias and ICCPG, to work for transparency in the election of the nation's attorney general. This QRF will support achievement of sub-result 1:13.

USAID/CSP expects to approve approximately six additional QRFs in 2002. All approved QRFs must be in line with the results expected by USAID/CSP. QRFs not meeting this requirement will not be approved, unless USAID and CAII considers their approval is considered key to strengthening democracy in Guatemala.

Media Coverage

During a three-month period, USAID/CSP will monitor select media coverage related to issues pursued by CSOs working under USAID/CSP. The results of the analysis will be disseminated among the CSOs who will be encouraged to continue monitoring media coverage pertaining to their projects. As CSOs continue their media monitoring, the analysis will provide USAID/CSP information about the success of the campaigns pursued by the CSOs and will provide CSOs with the necessary information to strengthen their media strategies. Based on the results of the analysis, the Media Specialist will develop TA&T activities aimed at enhancing the positions of CSOs in the media.

V. Intermediate Result 2: Selected CSOs' organizational and technical skills improved

To improve select CSOs' organizational and technical skills, USAID/CSP will assess partner CSOs' skills and develop institutional TA&T plans. USAID/CSP will provide TA&T through consultants, organizations such as the Corporación Latinoamericana de Desarrollo (CLD), and USAID/CSP staff.

All TA&T will focus on improving the skills of partner CSOs to increase the likelihood of their achieving the expected results and as a way to strengthen CSOs and enhance their sustainability.

Organizational Assessment

Once proposals are approved and partner CSOs are selected, CSP will begin a CSO organizational assessment process. The assessment aims to identify the CSOs' strengths and weaknesses as well as the strengths and weaknesses of the CSO coalitions created for the project implementation.

The organizational assessment will be conducted through visits to the organizations' offices and a workshop intended for this purpose to clarify and expand upon information obtained at the workshop. CLD will conduct the organizational assessments.

CLD will first assess the financial and accounting capabilities of the organizations responsible for managing the funds as selected by USAID/CSP. This assessment, scheduled to occur in April, will allow USAID/CSP to identify organizations' abilities to run financially sound projects. CLD will then proceed to assess technical and other organizational skills. The assessment will include all organizations selected to implement the proposals.

The tabulated results of the organizational assessment will be the input required to develop the USAID/CSP baseline for IR2. Also, the assessment input will be the base for development of the TA&T plans for each of the seven approved projects. TA&T will focus on strengthening the CSOs and the proposed alliances as a way to minimize the risk of failure during project implementation.

During the first quarter of 2002, USAID/CSP will enter into a contractual relationship with CLD for the purposes of conducting this assessment, developing an organizational assessment tool, and coordinating with the M&E consultants to design the baseline and targets for 2002.

Technical Assistance and Training

TA&T will be the main mechanism used to achieve this Intermediate Result. While improving CSOs' organizational and technical skills, USAID/CSP will also contribute to achieving Intermediate Result 1. This is more obvious in the developing conditions for effectiveness phase since during this phase, CSOs will be asked to improve their

organizational and technical skills to ensure proper start up and to maximize their ability to achieve the lower-level results under IR 1.

Developing Conditions for Effectiveness Phase

The following are the TA&T activities to be conducted during this three-month phase:

- **TA&T on USAID/CSP Administrative and Financial Procedures:** USAID/CSP F&A Coordinator will offer this one-day training follow up through technical assistance sessions with each selected coalition. This TA&T aims to strengthen the coalitions' understanding of USAID/CSP procedures and to enhance the reporting mechanisms and transparency of the projects.
- **Conflict Prevention Workshop:** This workshop will focus on providing mechanisms to coalitions to solve their differences and a means by which they can develop coalition agreements. CSOs attending the workshop will be asked to submit a signed agreement stating their responsibilities, resources available to the project, norms to be applied during project implementation and rules adopted for problem solving.
- **Civic Education, Media Campaigns and Mobilization:** This workshop will seek to expand the participants' views on building alliances and developing innovative mobilization, media and civic education campaigns. USAID/CSP staff, with the support of external consultants, will be responsible for conducting this workshop. Participants will be asked to submit revised civic education, media, and mobilization and strategies at a later date.
- **Planning Workshop:** This training will be provided by CLD and is intended to equip CSOs with skills to assist them in planning and designing budgets for their activities. At the end of the workshop, participants are expected to have developed Annual Operating Plans that USAID/CSP will review and approve.
- **Monitoring and Evaluation Workshop:** This workshop is intended to train CSOs on monitoring and evaluation techniques and development of indicators and benchmarks. This training will be provided by the M&E consultants hired to develop USAID/CSP's M&E plan, indicators, and instruments. CSOs will be asked to submit for approval a monitoring and evaluation plan for each of their approved projects.

At the end of this phase, CSOs are expected to possess the necessary tools to implement well-defined, focused strategies with clear and transparent objectives and procedures. USAID/CSP expects that this phase will serve as a defining point in how civil society organizations pursue project implementation from that point forward.

TA&T during the Implementation Phase

The TA&T during the implementation process will be based on the results of the organizational assessment activity and as needs arise during project monitoring. TA&T will be provided on technical, programmatic, and organizational aspects. All training will focus on improving the CSOs' abilities to achieve the twenty IR 1 lower-level results, and to ensure the sustainability of the processes once USAID/CSP ends.

TA&T Plan

USAID/CSP will submit, for USAID approval, a TA&T plan developed for each approved project. However, prior to assessing the needs of the organizations, USAID/CSP envisions the following TA&T activities will be undertaken.

Programmatic Capacity

Once CSOs are assessed, USAID/CSP will define needed TA&T under each programmatic area. If the TA&T is project-specific, USAID/CSP will provide funding under each project to bring international or local expertise. For example, if the organizations implementing the “Pluricultural State” project require assistance in writing a legal proposal on ethnic discrimination, and there is an expert overseas, funds will be added to such project for that specific support. The same applies for project-specific needs. In some cases, the funding will already be included in the approved projects; in other cases, additional funding will be added. Depending upon the circumstances, the organizations will be responsible for arranging such TA&T and at times, USAID/CSP will make the arrangements.

Technical Capacity

Once CSOs are assessed, USAID/CSP will develop TA&T plans for each project in relation to their technical training needs. USAID/CSP staff or external consultants will conduct the proposed TA&T and will respond to coalition needs in an effort to advance project activity. TA&T will be provided, as appropriate.

If deemed necessary, an advance training on **Media Campaigns** will be developed for the second half of the year. Training will focus on strengthening the CSO capacities in the design and implementation of information and media campaigns. Illustrative examples of this training are: “The role of the media in a democracy,” and “How to build alliances between civil society and the media.”

Organizational Capacity

CLD will be asked to facilitate a course on financial issues to strengthen CSO capacity for project implementation. This course will be offered to key organizations responsible for managing USAID/CSP funds for the respective alliances or coalitions.

If deemed appropriate, USAID/CSP will involve CLD in providing training to CSOs on the development of strategies for sustainability. This training will focus on strengthening the longevity of civil society organizations, develop their independence from single donors, and expand the chances for institutionalized civil society mechanisms to endure for the long-term.

USAID/CSP will provide follow up M&E training to the CSOs. The M&E consultants contracted to develop the USAID/CSP M&E plan are expected to evaluate USAID/CSP’s performance during the first year. USAID/CSP will, therefore, ask the consultant to conduct advance training and provide TA&T as needed for each project as USAID/CSP is very

interested in building M&E capacity within the CSOs given the Program's results-oriented approach.

International Exchanges

All approved international exchanges must contribute to the achievement of results under IR 1 and IR 3 but are included under IR 2 since, in general and by definition, all international exchanges are expected to strengthen CSOs' organizational or technical capacities. As QRFs, international exchanges will be approved based on the demand for these opportunities and/or the need as identified by USAID or USAID/CSP.

As opportunities for international exchanges arise, USAID/CSP will submit proposals to USAID and will jointly agree the sources for funding. International exchange recipients will be asked to prepare a summary report of the activity and present it to USAID/CSP, USAID, and selected invitees at a brown bag lunch.

VI. Intermediate Result 3: Links among CSOs working at the departmental, national and local levels developed and consolidated

Approach for extending alliances and addressing gender and ethnic issues

The proposal evaluation process is critical in assessing the importance given to CSOs **discuss, coordinate and work together on key issues under each programmatic area at the national, departmental and local levels**. USAID/CSP will ensure that these aspects are addressed in each proposal, and will continue focusing on expanding CSOs' thinking regarding these issues. USAID/CSP will encourage the development of extended alliances during the proposal evaluation, developing conditions for effectiveness, and project implementation phases.

This approach will also be pursued in relation to **how CSOs address the views and concerns of women and indigenous populations** on key issues related to the programmatic areas. This approach will first be addressed during the proposal development phase. Should additional training be required, USAID/CSP will organize sessions related to these aspects during the developing conditions for effectiveness phase and CSOs will be asked to resubmit strategies covering these issues. As appropriate, USAID/CSP will hire experts on these issues to support CSOs' strategy development.

During the last quarter of 2002, USAID/CSP will invite CSOs implementing the projects to discuss lessons learned and strategies developed regarding their coalition alliances and their gender and ethnic approaches. The lessons learned and feedback received will provide new input for refining next year's action plans pertaining to these issues.

Political Analysis Events

CAII will continue sponsoring political analysis events as it did under Proyecto INCIDENCIA. These events were well-received by the CSOs and are considered important to strengthening CSO capacities to analyze the political scenario. This activity, while largely contributing to the achievement of result under IR 1 and IR 2, is classified under IR 3 due to the fact that these events mainly contribute to helping CSOs develop new partnerships and encourage coordination on issues of interest. These events are also aimed at expanding CSO interaction with important stakeholders in the government and/or private sector.

Beginning in July 2002, USAID/CSP will sponsor four such events. This year's political analysis events will focus on how to analyze the political scenario as it relates to the four programmatic areas.

Media Facilitation

USAID/CSP will encourage development of a "CSO alliance for success." USAID/CSP will organize a reference group comprised of individuals responsible for designing the media campaigns for each project. The group will develop and implement a strategy to share experiences among the seven projects, improve the impact of the strategies (i.e., journalist training) and develop alliances with the media. USAID/CSP's Media Specialist will be directly responsible for facilitating the group meetings and supporting follow up activities, as deemed appropriate.

VII. Monitoring and Evaluation

USAID/CSP is in the process of hiring an evaluator to develop the Program's M&E plan and to provide regular follow up for the duration of the Program. Terms of reference have been developed for this purpose and submitted to five consultants. USAID/CSP will receive the proposals in early February and select the consultant within a matter of weeks. The M&E consultant's first task will be to develop the USAID/CSP M&E plan and to define the M&E tools. The evaluator will also be asked to develop the baseline and targets for USAID/CSP, as well as train the CSOs on M&E, and provide TA&T to the CSOs on how to develop individual M&E plans and indicators. The M&E consultant will monitor USAID/CSP's performance during the year, revise targets for the following year and expand the training given to the CSOs on targets, and provide TA&T on the project M&E plans, instruments, revision of indicators and targets.

Monitoring and evaluation is such a pivotal area for USAID/CSP due to the Program's results-oriented approach. Therefore, it is important for the TA&T/Monitoring Coordinator to attend the USAID training course on this subject. The course, occurring in early 2002, will give USAID/CSP staff additional tools to support CSOs in their M&E efforts, and will allow USAID/CSP to better address USAID's needs regarding M&E.

VIII. Reports

Quarterly Reports

Quarterly performance reports will be submitted to USAID in January, April, July and October. The reports will provide information and analysis on all project activities implemented during the quarter. CSOs will be asked to submit quarterly performance reports to USAID/CSP in June, September and December so that the information presented is included in USAID/CSP's quarterly reports to USAID.

The Monitoring and Evaluation Reports

The M&E plan will be submitted to USAID upon completion, although the USAID/CSP staff recognized that the Cooperative Agreement requested submission of the M&E plan by December 24, 2001. Due to the additional time required to issue the RFAs and secure the external M&E consultant, USAID/CSP is still developing the M&E plan. It is expected that the report will be submitted by the end of May 2002. The target performance report for 2002 and the revised targets for 2003-2004 will be submitted to USAID in October 2002.

IX. The Budget