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Engaging Civil Society Project (ECSP)

USAID Cooperative Agreement No. 497-A-00-02-00055-00
CRS Project Number 5308 and 1550/8480017

FINAL PROJECT REPORT

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PROJECT PROFILE

Project Title:	Engaging Civil Society Project
Cooperative Agreement Number:	N° 497-A-00-02-00055-00
Implementing Organization:	Catholic Relief Services-USCCB, East Timor Program
Donor:	US Agency for International Development (USAID)
Dates of Grant:	<i>Original Award:</i> October 2002 – September 2004 <i>Extension:</i> Ending May 31, 2005
Total Project Budget:	USAID \$1,483,811 CRS \$427,380 Total \$1,911,191
Project Site:	East Timor (Dili, Maliana, Suai, Ermera, Liquica, Ainaro, Maubisse, Baucau, Viqueque, Uatolari, LosPalos)
Project Partners :	Fokupers: Uma Feto Suai, Maliana, Liquica, Ermera Justice and Peace Commission Dili: Sub-Commissions Liquica, Ainaro, Maubisse, Ermera Justice and Peace Commission Baucau: Sub-Commissions LosPalos, Viqueque, Uatolari Haburas: Verupupuk, Hakmatek, Sanggar Masin
Reporting Period:	October 1, 2002 – May 31, 2005

ACRONYMS

CRS/TL	Catholic Relief Services/Timor-Leste
CSO	Civil Society Organization
ECSP	Engaging Civil Society Project
INGO	International Non-Governmental Organization
JPC	Justice and Peace Commission
NGO	Non-governmental Organization
RFA	Request for Applications
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

In October 2002, CRS began implementing the USAID-funded *Engaging Civil Society Project* (ECSP) together with four national level NGOs and twelve community-based organizations in response to RFA Indonesia 02-009, Objective 2, “Strengthening a politically active civil society”. The project was part of larger international efforts to assist East Timor with nation building as over 450 years of foreign occupation ended. Civil society development was seen as an important pillar in facilitating the country’s transition from relief to democracy and long-term development.

The goal of the two-year project was *to create a stronger and more organized civil society, with civil society organizations (CSOs) participating effectively in political processes at all levels in East Timor*. Three objectives underpinned the project’s strategy: 1) developing the institutional capacities of 4 core partners and 12 local groups; 2) building networks and coalitions among all partners while increasing the participation of marginalized groups within their constituencies; and 3) strengthening the advocacy capacities of 16 CSOs for constructive engagement with government at both the national and local levels. The project received one 8-month cost-extension to the cooperative agreement bringing the close date to May 31, 2005.

The ECSP concludes its work with mixed results. Notable progress has been achieved in program objectives, although more significantly concerning organizational capacity and advocacy skills, than in the use of coalitions as an advocacy strategy. In addition, CRS also had notable accomplishments in the promotion of the civil society sector in East Timor that were not specific project objectives. Some highlights from the project include:

- The development of a range of booklets and manuals on organizational strengthening and advocacy for ECSP partners and the larger civil society community; some manuals were jointly developed with the ECSP partners.
- For the first time, ECSP partners had the experience of planning with their constituency a specific activity together that included developing realistic objectives, engaging partners, and working with government and the media.
- CRS/TL conducted a seminar with local government officials in all 13 districts that introduced them to the concepts of democracy, civil society and advocacy; the seminar was so well attended and well received that a follow-on project to continue this seminar series will be implemented by CRS/TL with selected ECSP partners.
- 13 partners implemented advocacy campaigns; some initial results include the postponement of a dam project to allow for environmental analysis, meetings with the Vice Minister of Health who committed to implement the policy on midwives in the communities of several partners, and the engagement of entire communities in the documentation of traditional laws, which will serve as the foundation for subsequent advocacy campaigns.
- CRS/TL ECSP national staff are facilitating advocacy training for all CRS/TL program partners, as well as CRS country programs in South East Asia, and other INGOS in East Timor.
- Some satellite partners are continuing their campaigns and have successfully fundraised from other donors.

The project's objectives and indicators were ambitious for a two-year initiative beginning shortly after the East Timorese Government was established. Given the operating environment in East Timor, the full achievement of these objectives will require sustained support and investment over an extended timeframe. East Timor has only recently celebrated its third anniversary and many basic laws, policies, and governmental structures remain to be put in place. While this has often been an impediment to fuller participation of civil society in political life, it also serves as a unique opportunity for civil society organizations to be partners in the development of these new laws and structures. East Timorese organizations have demonstrated great achievements in the past couple of years, but will continue to need support and guidance so that they have the confidence and capacity to engage with government constructively and advocate for social change and good governance.

BACKGROUND AND CONTEXT

In discussing civil society development in East Timor, one has to consider the experience of East Timorese people during the resistance against the occupation by the Indonesian regime. During that time, the East Timorese people applied what is commonly considered *advocacy*. The resistance movement mounted against the Indonesian occupation was a skillful and persistent international campaign for freedom. It was evident through the way in which the people formed strong networks, both underground and diplomatic, in order to build a strong international lobby for their cause. Data gathering on human rights violations that took place in East Timor was one of the key strategies applied by the clandestine network to support their advocacy campaign in the international arena. All these tactics bore fruit for the Timorese people when they recently achieved independence. This history gives East Timor a strong backdrop for establishing a vibrant civil society. The values of activism and collaboration to transform their socio-political environment are evident everywhere and give the citizens a rare foundation upon which to build.¹

At the start of ECSP, civil society organizations (CSOs) in East Timor were defining a new role for themselves within an independent, democratic state. While there is a strong backdrop for activism around social change, the primary experience was singularly focused around regime change. Consequently, the perception that the role of civil society and NGOs is to criticize government has meant a difficult process of building trust between the two sectors. At the same time, the immediate post-conflict period was characterized by large infusions of cash for NGOs with low standards of accountability and transparency. This project began at the moment where emergency programming was phasing out and longer term, results-based programming was phasing in. At a time when East Timorese individuals and organizations were identifying their new role in society and learning how to interact with their newly elected government, they were also facing changing demands and priorities from the international community. The pace and achievements of this project were greatly influenced by these factors. However, the very heart of the project was to help local organizations cope with these changes and provide them with the knowledge and skills they needed to make those shifts; to enable them to hold the government accountable, but also show the government that they can offer solutions and be partners in the implementation of those solutions.

Some noteworthy factors that influenced the ability of the partners to achieve their objectives during the project period include:

- The law governing civil society organizations has not yet been passed.
- The local government does not have its own budget.
- All decision-making on policy and development takes place in Dili.
- Laws are published in Portuguese and not widely disseminated.
- The Ministries are understaffed and facing their own capacity challenges.
- The culture of dependency is still pervasive.
- Several Ministries have begun establishing NGO coordination bodies that include local NGO representatives.
- Local NGOs have had the opportunity to participate in some public dialogues on key national issues such as domestic violence and the Timor Sea resources.

¹ ECSP Final Evaluation Report

- There is increasing recognition in government bodies of the need for inclusion of local NGOs.

PROJECT OVERVIEW

ECSP was awarded to CRS as a cooperative agreement in October 2002 following competition in response to an RFA issued by the USAID Mission in Indonesia. The project supported USAID East Timor’s Strategic Objective: *Strengthening a Politically Active Civil Society*. The two-year project was granted a cost-extension of 8 months in October 2004 to provide the project partners additional time to implement their advocacy campaigns and apply the skills they had acquired during the first two years.

The focus of ECSP was to strengthen civil society in East Timor through training and capacity building of established, national-level NGOs and very new, local-level NGOs on their understanding and practice of advocacy. Through ECSP’s core partners and satellite groups, the concept of advocacy was reflected, developed and put into action in communities throughout the country.

OBJECTIVES

The overall goal of ECSP as stated in the project document is “A stronger and more organized civil society, with civil society organizations participating effectively in political processes at all levels in East Timor”. ECSP has three inter-related objectives that contribute to the achievement of this goal:

1. To develop the institutional capacities of a core group of 4 CSOs (Fokupers, Justice and Peace Commission Diocese Dili and Diocese Baucau, and Haburas Foundation) and 14 local “satellite” groups to form the basis for advocacy.
2. To build networks and coalitions among 18 CSOs while increasing the participation of marginalized groups, especially for women and youth, within their constituencies.
3. To strengthen the capacities of 18 CSOs for advocacy and constructive engagement with government at both the national and local levels.

PARTICIPATING PARTNERS

As mentioned above, the project used a two-tiered approach to partnership and capacity building. The first tier of the model consisted of four core partners, who were national and more experienced organizations. Each selected three to four smaller organizations in underserved areas that they would mentor and train. The partners were a combination of church and non-church organizations in effort to gain a broader outreach and encourage faith and non-faith based groups to work together on national issues.

ECSP participating partners were:

Fokupers, with four Satellite Groups

Uma Feto Liquica

Uma Feto Maliana

Uma Feto Suai

Uma Feto Ermera –formed during the life of the project upon request from the community of Ermera.

Justice and Peace Commission – Diocese of Baucau, with 4 Sub-Commissions².

J&P Sub Commission Lospalos

J&P Sub Commission Viqueque

J&P Sub Commission Uatolari

J&P Sub Commission Manatuto (withdrew their participation in 2003)

Justice and Peace Commission – Diocese of Dili

J&P Sub Commission Liquica

J&P Sub Commission Ermera

J&P Sub Commission Maubisse

J&P Sub Commission Ainaro

Haburas Foundation³:

Hakmatek, Maubisse (Phase I only)

Verupupuk, LosPalos (Phase I only)

Sanggar Masin, Dili

² JPC-Baucau withdrew from participation in November 2004. An CRS-Internal Audit revealed significant weaknesses in the Commission's internal financial controls and were advised to cease providing funding directly to the organization through small grants. CRS presented alternative funding mechanisms that would allow the Commission to remain an active partner for the remainder of the project. However, they decided to withdraw. Three Sub Commissions opted to continue participation in the project.

³ Haburas was selected in mid 2003 to replace Yayasan HAK. HAK withdrew from the project citing operational differences in approach.

PROJECT LOCATION

The inserted map shows the locations of the ECSP partners. Nine out of thirteen districts were included.

Figure 1. Map of ECSP project locations



PROJECT MODEL

The project relied on a two-tiered model with four core CSOs receiving direct project support in advocacy and organizational development training, ongoing mentoring, and small grants. The four core partners would then work with 3-4 district level groups so that the program's material and technical support would cascade down from the more mature national NGOs to local CSOs. Cascaded replication of the trainings was intended to serve as technical assistance to the satellite groups, and as reinforcement for the core partners. The intention of this model was to extend program reach beyond Dili, where political influence remains centralized, to 16 CSOs located in 12 relatively remote and underserved districts.⁴

In addition, the project also established a Project Consultative Committee. This was based on a model successfully used in the precursor Capacity Building Project, funded by the State Department's Bureau for Educational and Cultural Affairs. The role of the Committee was to provide feedback and input on project implementation, review advocacy proposals, and improve coordination between ECSP partners and the wider group of stakeholders. The Consultative Committee was comprised of representatives of local and international NGOs, women, youth, and other experts.

PROJECT IMPLEMENTATION

“Two [foreign] occupations had destroyed our traditional practices that our ancestors left us. We had reached a point where we did not believe in one another. We wanted to listen to our

⁴ Ibid

communities and support them to hold on to these practices. The training from ECSP helped us do that.”⁵

Phase I: Organizational Strengthening

During the project design process, partners highlighted the importance of reinforcing their core institutional capacities before pursuing training and planning in advocacy⁶. Therefore, Phase I of the project focused on developing the organizational capacities of core partners and their local satellite groups while laying the foundations for advocacy. Key activities included:

- Organizational self-assessments and organizational development training for four core partners (see annex 1 for full list of training activities)
- Training follow-up and mentoring support focused on each organization’s governance and management structure
- Adaptation of this training and mentoring program by core partners and delivery to local satellite groups with the support of small grants

The self-assessments, which served as the basis for capacity building, were based on a pyramid model developed by the Chief of Party, Richard Holloway, which describes the hierarchical flow of an organization’s development. The components include identity and values; mission, vision, strategy and programs; structures and systems; skills and abilities; materials and financial resources; external relations; and sustainability.

Based on the results of the organizational self-assessments, each Core Partner received a capacity building grant which covered costs of any training activities they chose to organize themselves, training given to the Satellite Partners by the Core Partners, and some core operating expenses. Partners also received basic equipment and furniture to enable them to function more effectively. CRS organized training that was identified as a common need for all partners.

Learning events and training conducted during the life of ECSP fall into three distinct categories:

- 1) Training conducted by ECSP staff or consultants for Core and Satellite Partners
- 2) Capacity building efforts aimed at improving the abilities and capacity of ECSP project staff to effectively implement the project and provide technical assistance and accompaniment to partners
- 3) Mentoring and on-site assistance

Over the 32-month life of the project, ECSP conducted over 32 distinct training and learning events for Core and Satellite partners. ECSP staff were provided with 18 training events focused on increasing their skills and capacity to provide technical assistance and provide service delivery.

Please refer to the Annexes for complete details of all training and mentoring.

⁵ Partner comment during final evaluation.

⁶ CRS/TL Technical Application, RFA Indonesia 002-009, September 23, 2002.

Phase II: Advocacy

Phase II of ECSP focused on the design and implementation of advocacy campaigns through broad-based coalitions at multiple levels of society. Key activities included:

- Training and mentoring in Advocacy and Citizenship, including involvement of NGO leaders from the region
- Coalition building at two levels: (1) among the core partners for national-level, issue-based advocacy and (2) Between each core partner and its local “satellite” groups for district-level advocacy
- Small grants in support of Participatory Action Research in the districts aimed at identifying an advocacy issue
- Small grants in support of public awareness and lobby campaigns at both national and district levels.

In this project, CRS used the following definition of advocacy⁷:

Advocacy is the way in which citizens try to persuade those who have power in the country to change unhelpful laws, policies, practices, or behavior.

To carry out advocacy, the following skill sets were identified:

1. Research and analysis
2. Problem solving/Alternative solutions
3. Strategic planning
4. Communication and media use
5. Networking and coalition building
6. Negotiating and diplomacy

Finally, the ten elements of an advocacy campaign are:

1. Identify of the problem or issue, based on participatory research
2. Develop a goal and a set of objectives
3. Identify the target audience(s) to engage
4. Identify other groups who are affected or could be affected by the campaign positively or negatively (i.e. stakeholders)
5. Formulate the advocacy message and identify the media needed to get the message out
6. Prepare a plan of action and schedule of activities
7. Identify resource requirements
8. Enlist support from other key players
9. Identify monitoring and evaluation criteria and indicators
10. Assess success or failure and determine next steps

With this as the framework, CRS and regional consultants from the Southeast Asia People’s Communication Project (SEAPCP) conducted a series of learning events for the ECSP partners, as well as some other local NGO observers. The learning was broken down into three steps: issue identification, campaign planning and management, and communications and media. After each learning event, the partners were given a small grant to enable them to practice the skills in

⁷ The advocacy model used in ECSP was designed by Richard Holloway.

their communities. CRS staff, consultants, and the NGO Forum provided on-site support and monitoring of the implementation.

After the training on campaign design and management, the partners submitted a campaign plan and budget to CRS. This was then reviewed by a panel consisting of CRS staff and members of the Consultative Committee. Partners were given feedback and provided with assistance in making revisions. All of the proposals were successful following the revisions.

Grants

CRS administered small grants to the partners for each phase of the project. In the first phase, the small grants covered capacity building activities for the core partners, and for the core partners to train their satellite partners. The objectives and activities in these grants were based on the analysis of the self-assessments. This grant also included some basic equipment and core costs for the core partners. Although the grants were not intended to cover the costs of regular activities, exceptions were made for the satellite partners to enable them to practice their skills. (See section on Challenges for a further discussion)

In the second phase of the project, partners received two further grants. The first grant was for participatory research to identify a campaign issue. These proposals were designed at the conclusion of the issues identification training in Dare. During the training on campaign planning and management, the partners began to develop their campaign plans, including objectives and indicators. After the workshop, the partners finalized their plans and developed a budget and brief narrative. The advocacy campaign proposals were then reviewed by a panel, which made requests for revisions prior to approval for funding. In all cases, partners were required to submit a results-based proposal that clearly identified the objectives and expected achievements.

CRS encountered a number of difficulties in the administration of the grants. Partners struggled to assemble a proposal that had logic, was results-based, and accompanied by a realistic budget, resulting in lengthy preparation processes. Quarterly reporting was often late, leading to delays in disbursements for the next quarter. CRS overestimated the capacity of the partners to prepare proposals and reports, and thus did not spend sufficient time at the outset, training the partners in this process, resulting in a delayed start to activities. Nonetheless, by the second year, partners were more familiar with the process and expectations and they all received grants and implemented activities.

The following amounts were spent by each Core Partner group.

1. JPC Dili and four satellite partners: \$96,287.06
 2. JPC Baucau and three satellite partners: \$71,253.51
 3. Haburas and three satellite partners: \$76,081.70
 4. Fokupers and four satellite partners: \$82,131.34
- TOTAL SPENT IN GRANTS: \$325,753.61

Additional grants were given to the NGO Forum (\$6283) for monitoring and mentoring of the advocacy campaigns, and to Ikatan Mahasiswa Ermera (\$265) to conduct advocacy activities with youth in Ermera.

PROJECT RESULTS

“We came out of the darkness into the light.”⁸

CRS/TL has had a great deal of success in developing the partner organizations and contributing to the promotion of civil society in East Timor. Indeed, some of the true successes are just now becoming evident as the partners set off on their own and continue their work by approaching other donors or in some cases continue with no funding at all. Significant changes in the behavior of the partners in terms of the maturity of organizational management and understanding the nature of civil society and donor and government relations have occurred even though the project was only implemented over a two and a half year period. Civil society has increased as a priority for other international donors and government has begun to recognize the role that local NGOs can play in implementing the National Development Plan. CRS continues to receive requests for the manuals that were produced (see annex 4 for a complete list) and the national staff are regularly invited to speak on issues surrounding civil society, advocacy, and partnership with government. The development of civil society organizations is a complex and continuous process, and CRS is proud of the contribution ECSP has made to that process in East Timor.

Regarding the specific project objectives, progress in organization strengthening and advocacy capacity building was stronger than progress in coalition building.⁹ Below is a summary of the progress made towards the Strategic Objectives

ACHIEVEMENTS BY OBJECTIVE

OBJECTIVE	INDICATOR	RESULTS
<u>Strategic Objective 1:</u> Develop the organizational capacities of a group of 4 Core Partners and their 14 local district groups to form the basis for advocacy.	By end of project, an average improvement of 60% across CPs and their SGs between their pre- and post assessment scores of institutional capacities, organizational development, coalition building and advocacy (including those for participation and interests of women and youth.)	Completed A. Significantly high level of agreement that improvement has been made in all areas of organizational development. B. There has been significant progress among satellite groups in every area but organizational sustainability.
<i>Intermediate Result 1.1:</i> 4 core partners and their 14 district partners have plans for competent and effective organizational management capacity		100% Achieved

⁸ Partner comment during final evaluation.

⁹ ECSP Final Evaluation Report, May 2005

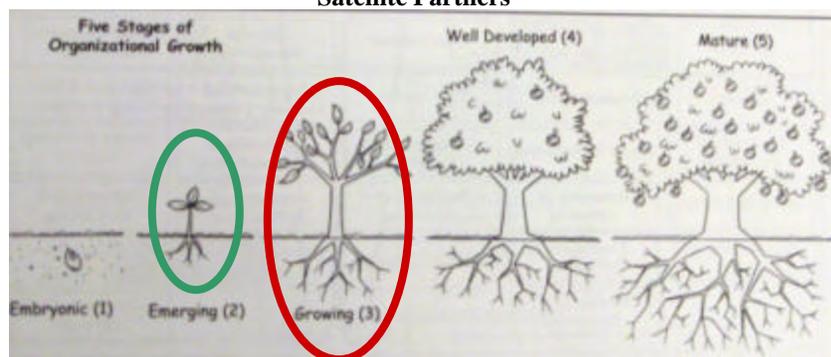
<i>Intermediate Result 1.2: 4 CPs and 14 SGs employ improved organizational management skills</i>		Achieved in 14 out of 18 partners.
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Initially, CRS anticipated replicating the self-assessments as a means of measuring a change in scores. However, the exercise of the original self-assessment highlighted the challenges of using such a measure. For some of the partners, especially the nascent satellite partners, a significant number of basic concepts in the assessment were new. These included terms like constituency, outreach, advocacy, and so forth. Additionally, many organizations inflated their scores in an effort to look stronger; the high standard deviations for fundamental questions on aspects like mission statements, financial systems, and personnel manuals, were also indications that the scores may not have been a true reflection of reality or consensus. During the mid-term CRS engaged a consultant to conduct a slightly adapted version of the self-assessment, which involved more verification of the scores. Unfortunately, the partners interpreted this process as invasive, and the response was not sufficient to measure change in a quantitative way.

However, the process used during the final evaluation was highly participatory and clearly demonstrated significant progress in institutional development. "... the project brought life to most of these groups and gave them an opportunity to develop and grow. The project provided a unique opportunity to learn and to become active as a group and to explore new areas of work while at the same time responding to an issue that was identified as a priority in their own

Table 1. Capacity Growth Assessment Results for Core Partners	<i>Average Score</i> <i>3=better;</i> <i>2=same;</i> <i>1=worse</i>
Vision	3.0
Vision, Mission and Strategy	3.0
Governance	2.9
Programs	2.9
Project Cycle	2.9
Assessment and Planning	2.9
Implementation	2.9
Learning and Reporting	2.9
Strategic Mgmt	2.9
Management Practice	2.9
Human Resources	3.0
Financial Resources	2.9
Material Resources	2.8
External Relations	3.0
Public Relations	3.0
Peer Networking	3.0
Sustainability	2.9
Financial Sustainability	2.8
Organizational Sustainability	3.0
OVERALL	2.9

Figure 1. Capacity Growth Assessment Results for Satellite Partners



communities.¹⁰

Above are the results from the final evaluation on the capacity building inputs from ECSP. The table on the left, Table 1 lists the average degree of change between the two core partner self-assessments. Each partner scored the degree of change since the beginning of the project. The table clearly indicates that in all areas the partners felt their capacity had improved. This was strongest in the area of vision and external relations. Figure 1. is a visual of the growth in the satellite partners. During the final evaluation, the satellite partners said they felt they matured from an emerging organization to a growing organization. This is important recognition that they had grown as organizations, but were not yet well developed and would require further care to continue that growth and development, and to ultimately bare fruit.

<p>Strategic Objective 2: Build networks and coalitions of 16 CSOs for advocacy and constructive engagement with government at national and local levels.</p>	<p>By EOP, at least 75% of the district level coalitions demonstrate the ability to work together effectively by implementing advocacy campaigns at the local level of government.</p>	<p>Moderately Achieved. One Coalition formed around health involving UmaFeto Liquica and Maliana and Sub Commissions Liquica and Los Palos.</p>
<p><i>Intermediate Result 2.1.</i> Promising coalitions are formed for joint advocacy action at national and local level.</p>		<p>Partially achieved. One coalition was formed. By end of project, partners gained an understanding of why a coalition is important and how it can be beneficial to their efforts.</p>

Highlight: Working Together

Coalition building among partners improved significantly as the issue based advocacy campaigns began in November of 2004. There were four partners advocating for health issues: the Justice and Peace Sub-Commissions in Lospalos and Liquica, and the Uma Feto in Liquica and Maliana. As their respective local advocacy campaigns gained momentum, they made a strategic decision to form a coalition and to strengthen their approach to the Ministry of Health. Their slogan became “One midwife for each suco in East Timor”.

Although the initial intention was that four Core Partners would address one national issue together as a coalition, ECSP staff and partners pointed out that the different missions, interests, capacity, constituencies, and experiences of the partners impeded them from finding common ground on which to launch a common campaign. Together a decision was made and agreed to by USAID to put aside plans for one coalition and instead work on four different issues.

While a national coalition was not formed, there was some important success made in this area nonetheless. Most specifically, the partners reached a deep understanding of what a coalition was about and how it plays a role in

advocacy. First, their ability to recognize and agree that it was not wise to force a coalition where one does not exist naturally was an important step. This in itself was an indication that the

¹⁰ ECSP Final Evaluation Report May 2005, p. 16

partners understood the foundation of any coalition- a concept that was part of the advocacy training.

Additionally, at the onset of the campaigns, many of the partners wanted to have sole responsibility for the campaign. However, as the campaigns progressed, and the training continued, the partners came to their own realization of the benefits of working in a coalition. This was especially exciting for us in terms of the satellite partners, who had never worked in any type of coalition before. In fact, in the end, it was the satellite groups who came together to meet jointly with government. This was a dramatic shift in understanding and application of advocacy skills. While the coalitions are not mature, it was still a positive first step and one CRS is quite proud to have seen occur during the life of the project.

<p>Strategic Objective 3: Strengthen the capacities of 18 CSOs (14+4) for constructive advocacy incorporating engagement with government at both national and local levels</p>	<p>(Revised from Technical Submission) At least 75% of the partners demonstrate engagement on an issue with national and local government decision-makers.</p>	<p>40% of the partners held meetings with government officials on the advocacy issue.</p>
<p><i>Intermediate Result 3.1.</i> Core Partner Coalition and 14 Satellite group Coalitions have increased capacity for researching, designing, and implementing advocacy campaigns.</p>		<p>17 partners successfully completed a participatory issues identification process. 14 partners (78%)¹¹ had their advocacy campaign plans approved for funding by the review panel.</p>
<p><i>Intermediate Result 3.2.</i> Core Group coalition and 4 district level coalitions have increased ability to lobby local and national government for legislative policy change</p>		<p>All advocacy campaign plans included engagement with government. 7 partners held meetings with government representatives. 6 meetings were held with local government and 5 meetings were held with national government representatives.</p>

One of the most significant achievements in this area was the interaction that took place between the partners and their constituencies. At the beginning of the project, all of the partners struggled with this concept- particularly in terms of representation and accountability to a group of people. Through this project, partners had practical experience in working with their communities to identify issues that are of priority to the communities, as opposed

¹¹ Due to the withdrawal of JPC Baucau, 13 of the 14 approved campaigns were implemented.

HIGHLIGHT: THE PEOPLE WE SERVE
One of the core partners underwent a reflection process in December 2003, during which they consulted with the communities they had been serving and representing. To their great surprise, they discovered that the priorities they had identified were not the same priorities their constituents identified when consulted. As a result, the core partner completely restructured and updated its vision and mission.

to the NGO deciding what it thought the community needed. This exercise changed the way many partners approached their program development process and how they involved their constituents in planning. They also now have skills in using various creative tools for identifying priority issues with community involvement. They have demonstrated the ability to plan a campaign, including using various forms of media and communication, and have the confidence to lead their community in advocacy.

RESULTS OF THE ADVOCACY CAMPAIGNS

*“We know that if we start at the bottom we can reach the top.”
“Now they have to listen to us.” (Referring to government decision makers)¹²*

Rarely is an advocacy campaign completed within a few months; this holds true for the ECSP partner campaigns. While many of the partners have stated an intention to continue with their campaigns, a success in itself, there is a risk that without continued technical and financial support, this will not be possible. CRS has received proposals from some of the partners to continue the activities, which we hope to be able to support. The achievements that have been made to date are summarized in the table below.

Table 2.

Organization	Advocacy Issue	Original Indicator	Present Result
JPC–Dili	Legislation on the use of land or property for social organization	The legislation and facilities for social organization	Confirmation from Justice Department’s Land and Property Unit on use of public buildings. JPC Dili has coalition with several local social welfare organizations to review property; one organization has been granted a 10-year agreement for use of a public building.
Sub–JPC Liquica	Clinic and midwife	A Clinic in Ebenu village and midwife	Confirmation received from Health Department about establishing the clinic and delivering training to the traditional midwife. Monthly visits from midwife have begun, as well as planning for reconstruction.
Sub–JPC Ainaro	District hearse to provide dignity to the dead	A hearse for the district	Approached Ministry of Health for a hearse. Request is pending and requires follow-up,
Sub– JPC Maubisse	Elementary school and teacher	More room in the school and more teachers in Manetu village	Visited by the vice minister of education. They now have an additional permanent teacher. Progress has been slower in Manetu as teachers are still required to attend Portuguese classes.
Sub– JPC Ermera	Demand for a junior high school in Ponilala village, Ermera	The existence of a junior high school in Ponilala village, Ermera	Community offered their land to build the school and some promises from the Education Minister and contact with international organization.
Sub–JPC Viqueque	<i>Tarabandu</i> ¹³	Formal rules of tarabandu and the ceremonies of <i>tarabandu</i>	Preliminary research at the community, public meeting at the local level. They have continued with activities and received funding from other donors to print the documentation collected during the initial research phases. Active engagement of youth especially.

¹² Partner comment during final evaluation.

¹³ Tarabandu is the system of traditional law. It governs the use of natural resources, as well as other aspects of communal life.

Organization	Advocacy Issue	Original Indicator	Present Result
Sub-JPC Uatulari	<i>Tarabandu</i>	Formal rules of <i>tarabandu</i> and the ceremonies of <i>tarabandu</i>	Preliminary research at the community and public meeting at the community level
Sub-JPC Lospalos	Midwife for Luro II village in Lospalos	A midwife for Luro II village	Confirmation from the vice- minister as with JPC Liquica. Created coalition with local hospital and Catholic clinic to train local people to work as a nurse.
Fokupers	Midwife for Uma Feto Maliana and Liquica and also assists Uma Feto Suai	Midwife in Liquica and Maliana and economic activities for women in Suai	Some confirmation from the government on the midwife issue and some economic activities have been undertaken by the Uma Feto Maliana
Uma Feto Liquica	Midwife for the Darulete village	A midwife in Darulete village	Met with the vice minister of health, promise of vice minister on training for the traditional midwife
Uma Feto Maliana	Midwife for Memo village	A midwife in Memo village	Met the vice-minister of health, promise of the vice minister on the training for the traditional midwife; also have support of District Health Director.
Uma Feto Suai	Empower the economic life of women, especially former sex workers in Suai	Economic activities for women in Suai	Formed several economic groups in Suai, conducting some economic activities such as cooking, sewing and handicraft. Advocating to District Administrator for use of public buildings to provide alternative activities to prostitution.
Haburas	The postponement of the building of dam in Iralalaro	The postponement of the development and awareness-raising in the community	The postponement of the dam after several years of effort; developed and organized the local community; raised awareness of locals; trying to complete another study for comparative purposes.
Sanggar Masin	Help unemployed youth in Dili via art activities	The recruitment of some young people to joint the art activities carried out by Sanggar Masin.	More young people joined Sanggar Masin. President Xanana commissioned them to produce paintings conveying messages about the tsunami for a fundraising auction. The paintings were bought by the public. They have also been asked by the President to represent East Timor's artists in South Korea because of their use of art as a communication medium.

ADDITIONAL PROJECT RESULTS

Capacity Growth of Partners

Perhaps the most significant impact that the project has had on civil society development in East Timor has not been in the capacity growth areas outlined in the official project document. The European Center for Development Policy Management (ECDPM) has developed a list of capabilities that are critical to NGOs. This list forms another layer for understanding organizational development and complements the capacity areas familiar to most readers of this report. These capabilities are clearly ones that the ECSP partners

Critical Organizational Capabilities

- *Capability for survival*
- *Capability for legitimacy*
- *Capability of political neutrality*
- *Capability for innovation under adversity*
- *Capability of delivering on donor requirements*
- *Capability of being 'donor savvy'*
- *Capability of mapping growth path*
- *Capability of approaching the funding issue tactically*
- *Capability for acquiring trust from donors*
- *Capability of harmonizing group identities and aspirations*

have developed and that will ensure their continued relevance in the development field¹⁴.

Civil Society in East Timor

Remarkable changes have occurred in the donor environment from the time of the original Indonesian resistance, to the relief phase, and now to development. The CRS/TL civil society team played a role in advocating to the donor community through mechanisms like the Small Grants Donor Network and publications, for a development approach to funding, including standards of accountability and transparency. ECSP helped its partners to start to understand and respond to the new environment of accountability and stewardship.

Through Chief of Party Richard Holloway's participation in international fora for civil society, the ECSP became engaged in the Civil Society Index Project. CRS assisted the NGO Forum (a local umbrella organization that represents local NGOs) to prepare a proposal, successfully funded by UNDP, to conduct baseline research on civil society in East Timor. The Civil Society Index involves consultative methods with a range of stakeholders across the country to measure aspects of society in East Timor that affect CSOs.

ECSP also provided capacity building to the NGO Forum in the way of advocacy training. The NGO Forum District Liaison Officers were then later engaged to assist with monitoring of partner advocacy activities in the districts. CRS feels that this helped the NGO Forum build its capacity to take on a networking and leadership role in the civil society sector. As a result of the partnership developed during this project, CRS staff have been requested to be active participants in the strategic development and oversight of the NGO Forum, which has great potential as an advocacy organ in East Timor.

CRS believes that efforts undertaken during this project have made a genuine difference in the way civil society is viewed in East Timor by donors and the government. One example of this is the tremendous response CRS received after a seminar was conducted with local officials in all 13 districts introducing concepts related to civil society and advocacy. The high profile activities of ECSP combined with the widely distributed publications have contributed to the NGO community's efforts to encourage many branches of government to be more open to working with local NGOs. For example, most ministries now have an active NGO Liaison Officer or coordination group, and local NGOs are being consulted and engaged more frequently on Ministry activities.

Research and Materials Development

At the beginning of the project, very few materials, manuals or publications on civil society in East Timor existed. Over the course of the project, ECSP staff developed a number of materials and publications that were seen as necessary contributions to the development of civil society resources. These materials were distributed widely throughout the local and international NGO community in East Timor.

Additionally, ECSP engaged three Timorese Social Scientists to examine five specific areas of the enabling environment for NGO Advocacy in East Timor, and make recommendations for how the different actors involved could do their work better. The objective of the research was

¹⁴ ECSP Final Project Evaluation, p.2

to assess the environment and the extent to which advocacy can be applied in East Timor. A seminar involving a wide array of stakeholders was held to discuss the findings, and a book was produced as a result. The topics examined included local NGO relationships with local government, Parliament, and the media, and case studies of local advocacy. Results were collected and published under the title: *Aspects of Democracy in East Timor – NGOs Advocating for Social Change: A collection of essays by social scientists from East Timor to explore what is possible*. Some of the key findings included:

- Few people had a clear understanding of what advocacy is. It was often thought that advocacy was another NGO project, or in other cases mediation.
- In the cases of successful advocacy, the NGOs had access to foreign funds.
- NGOs were most successful when they had support from people inside the government
- Local government welcomed the involvement of civil society organizations in decision-making; however, there are few existing structures by which they can lobby local government. Furthermore, local government does not have a budget or delegated authority.
- There are opportunities for the Church and traditional organizations to influence local communities.
- Media is not well acquainted with the work of NGOs, and many issues important to the people are not discussed by the media.
- If NGOs are to practice advocacy they need to suggest clear alternatives, know how to work with the structures of Parliament, and learn more about forming coalitions.
- NGOs needed to do more advocacy on issues important to the people, instead of bringing issues important to the NGO to the people, as is currently the main mode of operation.

Materials Developed and Language of Publication:

Civil Society Booklets – 12 series for organizational capacity building; ECSP	English Tetum Indonesian
Self-Assessment Tools (Penilaian Diri) and results; ECSP & Partners	Indonesian
Perspectives on Advocacy; ECSP & JPC Baucau	Indonesian
Computer Training Manual on Basic MS Word & Excel 2000; ETDA & ECSP	Tetum
Computer Training Manual on Advance Excel 2000; ETDA & ECSP	Tetum
Participatory Rural Appraisal /PRA; joint collaboration between CRS/TL & USC Satunama Yogyakarta.	Indonesian
Administration Training; ETDA & ECSP	Tetum
Youth and Gender Training Manual; Partners and ECSP	Indonesian
Issue Identification & Problem Solving Training Manual; SEAPCP & ECSP	English
ECSP Partners I Advocacy Review Workshop; SEAPCP & ECSP	Indonesian
Advocacy Campaign Management - Strategizing, Planning, and Managing Training Manual; SEAPCP & ECSP	Indonesian
<i>Handbooks for Advocacy in East Timor – How to work with Parliament</i>	English, Portuguese Tetum Indonesian
<i>Advocating for Social Change in East Timor – Role of Timorese NGOs</i> . Results of the Advocacy Environmental Research Booklets & CD-ROMs; ECSP	English, Tetum Indonesian

CONSTRAINTS

Not surprisingly, there were numerous challenges encountered in the implementation of this complex project. Challenges occurred in partnership, communication, and the operating environment. Most of the constraints to implementation were related to the basic assumptions underpinning the model; several of the conditions necessary for success did not materialize.

Partnership: During the first year of the project, there were a number of ‘growing pains’ as CRS and its partners learned how to work with each other. As mentioned earlier, many of the partners were accustomed to activity-based funding, minimal reporting requirements, and complete flexibility in spending. CRS underestimated the impact the request of results-based proposals, financial and narrative reporting to those results, and adherence to budgets, would have on the relationship and time required to administer small grants. With time, these relationships improved, and CRS now looks forward to continuing relationships with several of the project partners.

Capacity: The constraint of capacity cannot be underestimated in the East Timor context. Both CRS staff and partners were on a tremendous learning curve during this project, and the progress and perseverance of both was equally noteworthy. CRS’ role was to support and mentor the partners in their pursuit to become a strong organization capable of undertaking advocacy campaigns. However, CRS staff were also new to this field, and most often learning alongside the partners. For this reason, CRS provided intense training for its own staff, as well as brought in experts from East Timor and Southeast Asia to provide training and mentoring to the staff and partners. CRS staff feel that they have significantly increased their own knowledge and skills in civil society, advocacy, and organizational development, and consequently better able to support the local organizations.

The two-tiered model was based on the assumption that the core partners had enough skill and experience to be able to train and mentor smaller organizations. However, the intense pace of the program, demands from their own programming, and inexperience, resulted in a number of challenges with the model. Often, the satellite partners did not receive sufficient training, support, or funds from their core partners, and in many cases, with mutual consent, CRS worked directly with the satellite partners. That said, there was a strong desire from the core partners to fulfill this role. Even when CRS worked directly with the satellite partners, the core partners were present, allowing them to maintain their leadership role but with additional support from CRS. This shift in the second phase of the project seems to have also alleviated some of the tension in the partnerships at all levels.

Funding: The ECSP was not intended to be an additional ‘project’ that the partners implemented. It was designed to bolster their regular, ongoing activities. Advocacy is not a project, but a methodology that the partners can employ to achieve their objectives. This also assumed that the participating partners had other sources of funding for their programming and had ongoing activities to which the capacity building and advocacy could be applied. This assumption proved faulty in two respects. First, the partners were not able to grasp the idea that this project was to be integrated into their existing program. Every partner saw ECSP as a CRS project that they implemented. Indeed, there was even a perception by some of the satellite partners that they were hired by ECSP to implement the activities. This was due in some part to insufficient

communication by CRS to the partners on what ECSP was about. It was also a result of the reality that, for the satellite partners, ECSP was their only activity. Therefore, phase I of the program was a disconnect because they had no programs to which they could apply the skills they were learning. Second, the grants to the partners for the first phase were not intended to support program activities (since there was an assumption that all participating partners had alternative sources of funding for activities), but to support the capacity building activities. Nonetheless, for many partners, this project was their only source of funding, and so after discussion with USAID, it was agreed that a portion of the small grants funds would be used to fund partner activities. This helped address the disconnect and provided opportunities for the partners to apply the skills they were acquiring.

Local Government: At the outset of ECSP, a critical assumption was made that over the course of the project's two-year implementation, the newly formed central government would have devolved power to the country's 13 districts, where appointed government administrators would have decision-making authority and a budget. Even now, this devolution is only beginning to take place, thereby significantly affecting the project partners' access to local government for the purposes of advocacy. While local government officials were included as targets in the advocacy campaigns of ECSP partners, the partners were forced to mount national campaigns that required they address concerns to and interact at a national ministerial level – a daunting task for even the most mature organizations. Nonetheless, to CRS' delight, most of the satellite partners took the courageous step of coming to Dili to meet with Vice Ministers and other high-level national government representatives. CRS believes that this requirement was also a motivating factor for working together in a coalition.

Project Timeframe: As noted in the final evaluation, the project objectives were ambitious for a two-year project, most especially in a new country with a nascent civil society and limited prior experience of community organizing and advocacy. In order to complete the activities and achieve the objectives, the project maintained an intense pace. In the first phase, this meant that there was insufficient time for the partners to absorb and practice applying new skills before the next training event took place. During the second phase, CRS slowed down the pace of training and implementation, but this meant there was not enough time to allow the campaigns to play out fully. Nonetheless, CRS feels that all of the partners had enough time to test out a variety of techniques and gain a better sense of what they do and do not know. In the future, CRS would recommend a longer-term view towards the development of civil society and the application of advocacy as a strategy for CSOs. Sufficient time needs to be provided to strengthening the partners' understanding of the basic concepts and foundations of advocacy, so that they are more prepared for the specific skills of planning and implementing an advocacy campaign.

MONITORING AND EVALUATION

A mid-term review of the project was conducted in November 2003. It concluded that the project had successfully achieved most of its first-year objectives. The review also identified a number of challenges which affected the project's implementation including: lack of ownership, partnership tensions, program intensity, differing levels of institutional capacity among core partners and satellite groups, and unclear relationships between the satellite groups and their constituents.

The mid-term assessment team made 17 recommendations covering partnership, teambuilding, grants management, and monitoring. All of the recommendations were carefully considered by the ECSP staff and implemented to a certain degree.

A final external evaluation of ECSP was conducted in April and May of 2005, using a participatory approach that involved all participating partners, staff and important stakeholders, including USAID. The evaluation team examined all aspects of the project: achievements of proposed outcomes, strategy and implementation, technical inputs, organizational and financial management. The project evaluation concluded that ECSP had made notable progress towards meeting its objectives and outcomes as proposed in the project document. However, the degree to which the ECSP contributed to USAID's strategic objective of "strengthening a politically active civil society" was indeterminate.

While the gains have not yet resulted in a more organized and politically active civil society at all levels, this project has clearly had an impact for most of the participating organizations. It has also highlighted the importance of involving civil society organizations in decision-making at a national level. Due to the noted challenges that faced the project, the evaluation team questions if the timing of the project (i.e. so early in the development of civil society and democracy) was optimal for its greatest effectiveness and use of resources. However, the team is also confident there will be positive effects seen in future.¹⁵

LESSONS LEARNED

During the final two months of the project, all partners, staff and key stakeholders participated in a two-day reflection meeting facilitated by the project's external final evaluator. The purpose of this meeting was for the evaluators to share their observations from their fieldwork and for the participants to determine together the lessons learned that were significant. The meeting rendered the following lessons from ECSP falling into four themes: project design and methodology, organizational capacity building, advocacy and coalition building, and partnership. A fuller discussion of these lessons, including recommendations, can be found in the text of the ECSP Final Evaluation.

PROJECT DESIGN AND METHODOLOGY

1. Ground-breaking projects require adequate time for strong project startup

A strong start-up phase is foundational for the success of any project. Where the environment is new or fragile, this is particularly important. Discussion and joint planning are critical where the approach is new, so that all stakeholders have their interests addressed and gain full understanding of the expectations of others.

2. Leadership from national staff is critical for sustainability

Cultural adaptation is important in any project, particularly in places that have experienced extreme isolation, such as East Timor. Empowered and supported national staff are able to bridge divides that may arise. Their understanding of the culture and the most appropriate

¹⁵ ECSP Final Evaluation, Executive Summary.

response for addressing conflicts build interdependence and problem-solving skills that continue to serve the stakeholders long after the project has ended and international staff have departed.

ORGANIZATIONAL CAPACITY BUILDING

1. Training needs simplicity, direct application, follow-up and mentoring

Partner capacity strengthening is not developed through off-site skills-building workshops. It requires direct application and follow-up at the conclusion of workshops to instill the new skills in the organization. Consistent mentoring and accompaniment, preferably by the same person, is the most effective strategy. The effects may take longer to see but are more sustainable.

2. Build the fiscal capacity of new partners before awarding grants

While very useful in supporting partners, small grants can also greatly tax capabilities and relationships with their requirements. It is necessary to lay a solid groundwork first, even if this means delaying grant awards until later in the project. Funds disbursement is not the same as training and capacity strengthening. Learning by doing is a difficult strategy in this case. Partners and staff must first have mutual understanding of their responsibilities and commitments. This will greatly diminish time spent on compliance conflicts later.

3. Build upon existing interests, capacities relationships, and experiences concepts

NGO institution building is long-term work that may be accomplished over several successive projects, rather than just one. Project objectives and activities should build on previous investments and inputs to ensure continuity and a gradual building of capacity.

ADVOCACY AND COALITION BUILDING

1. Civil Society development requires an enabling environment

For civil society to develop, grow and become effective, it requires certain democratic values and factors to be in place. These include values of cooperation, constructive engagement and constituent representation, a deep understanding of the role of government and how to influence decision makers, institutions of local and national government empowered to engage in dialogue, and a receptive governmental attitude that considers civil society a partner and not a threat. Without these factors, no advances can be made in encouraging an effective civil society.

Part of the enabling environment includes addressing the priority needs of the beneficiaries. Not only should the issues themselves be considered but also the stakeholders' understanding of the best solution to the issue. In the case of ECSP, community members and NGOs were highly motivated to make changes in their lives. However, the emphasis on advocacy as the means to that change exceeded the readiness of those closest to the communities.

Donors and international organizations should be vigilant in determining if these factors are in place before initiating civil society projects. Not only are misdirected programs in danger of dissipating resources but also could actually do harm by taking time, effort, and idealism away

from the beneficiaries. This causes tension in relationships and constituents to become jaded when faced with similar efforts in the future.

2. Civil Society development is a long-term process

Civil society development is a process measured in decades, rather than years. The factors described above required creating the enabling environment – democratic values, institutions, understanding and relationships – taking time to grow. Advocacy should not be undertaken for advocacy’s sake but for social change. If government/civil society relationships are antagonistic and critical, pushing advocacy as a routine agenda for a non-democratic country could set progress back significantly.

Donors have the opportunity to influence relationships between government and civil society and create more open space for the two to begin engagement because of their position. This is rarely done to its full potential.

3. Offer organizational and advocacy capacity strengthening efforts simultaneously

The phased approach taken by ECSP resulted in a shortened time allotted for implementing the advocacy campaigns, the central portion of the program. It also frustrated partners because they could not see the direct connection between the capacity strengthening activities and the advocacy work. It was only when the second phase started that interest and momentum accelerated. Combining the two objectives to occur simultaneously may have provided opportunities for them to reinforce one another and given substantive application to training activities.

4. Coalitions grow naturally and must be encouraged, not mandated

Coalitions, like most relationships, must develop naturally based on mutual interests and complementary roles. Furthermore, all members must desire the association. Coalitions that are artificially organized have a low probability of sustainability and effectiveness. While outside sponsors may encourage and facilitate coalition development, it must come from the genuine interests of the members.

PARTNERSHIPS

1. Good relationships with government, partners and other donors are key

Nurturing partner relations characterized by solidarity and subsidiarity are a critical element in all project implementation and are appropriately emphasized through all CRS work with partners. Partnership development and dedication to seeing difficult discussions through is key to conflict resolution. Conflicts will understandably arise in any project. Strong partnerships serve as the basis for resolving them quickly.

FUTURE DIRECTIONS

CRS strongly recommends continued investment in the strengthening and empowerment of civil society organizations in East Timor. As mentioned in this report, this process is long-term one that will require sustained inputs over the coming years. Many local organizations are just beginning to understand basic concepts essential to their role; to stop investing in this learning process now would put past investments at risk of being lost. Many of these organizations are just beginning to gain confidence in themselves to organize their communities, represent their communities, and engage with government representatives. While CRS is confident that the learning achieved by ECSP partners will be sustained, it is not so sure if the organizations themselves will be sustained without continued support and guidance. It is simply not realistic to expect such young local organizations to engage in fundraising events as is common in the United States to finance their activities. Indeed, even the government does not recognize the distinction between income generating activities for non-profit organizations, and profit. There simply does not exist a strong enough economy for such fundraising activities to be successful. Without international support, these organizations will struggle to survive.

The enabling environment is also a critical area for focus in future activities. CRS identified this first in its Strategic Planning Process conducted in 2003, and remains confident that this continues to be an essential area for investment of resources. Advocacy to the government on the importance of a vibrant civil society must continue. The recent attitude of government towards local NGOs indicates that this effort is having success, but this needs to be continually impressed upon government representatives and decision-makers. The international community must also continue to work with local organizations to help them understand that their own accountability and transparency contributes to the level of trust from the government. During this project, CRS struggled to make the partners understand that the standards required of them were not simply a matter of CRS requirements, but a part of becoming a responsible and professional organization. This shift in mentality will take time and continued efforts. Bridges must be built between government and CSO's, with meaningful opportunities for dialogue, debate, and collaboration.

CRS greatly appreciates the investment that USAID has made in supporting the development of a strong civil society and strongly recommends that this be an area of continued attention and investment. As local government structures are established and decision-making devolved, East Timor arrives at a critical juncture for civil society. This transition represents an important window for civil society organizations to demonstrate their importance and contribution to democracy, and to ensure that democratic values truly take hold.

LIST OF ANNEXES

Annex 1. Training Conducted by ECSP October 2002-May 2005

Annex 2. Partner Mentoring 2002-2005

Annex 3. Capacity Building for CRS Staff

Annex 4. Materials Developed by ECSP

ANNEX 1: TRAINING EVENTS CONDUCTED BY ECSP

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/ No of Days	Place	
1.	Self Assessment Workshops for the 5 CPs	All staff of all four CPs:	Agreed together in Partnership Meeting	CRS and each CP	Richard, ECSP Training Coordinator & local facilitators	2 days each	Baucau and Dili, TC: Training Center	
	a. JPC Baucau	9 men				13-14 Dec 02		Diocese Baucau Fokupers TC Fokupers TC HAK TC Fokupers TC
	b. JPC Dili	5 men, 2 women				16-17 Dec 02		
	c. Fokupers	12 women				7-8 Jan 2004		
	d. Hak	14 men, 2 women				28-30 Jan 04		
e. Haburas	5 men, 5 women	6-7 June 03						
2.	TOT Self Assessment Workshops for 4 CPs	All ECSP Staff, 2 - 3 staff each from each CP: 7 men and 6 women	CPs	CRS	Facilitators from ECSP & Local Facilitator	2 days in February 2003	Diocese Center Baucau	
3.	Self Assessment Workshops for the 14 SGs	All staff of all the 14 SGs	Agreed together in Partnership Meeting between CS and 4 CPs	The CPs	Facilitators from CPs	March – July 2003, for 3-4 days each	Their working place Dili and Liquisa Maubara TC Maubisse Baucau Viqueque Fokupers TC Fokupers TC Fokupers TC	
	a. 3 Uma Feto	3 men, 13 women		Fokupers	Fokupers	17-20 March		
	b. SC Liquisa and Ermera	5 men, 7 women		JPC Dili	JPC Dili	12-13 May 03		
	c. SC Maubisse and Ainaro	7 men, 5 women		JPC Dili	JPC Dili	3-4 Jun 03		
	d. 2 SCs: Lospalos, Manatuto,	6 men, 2 women		JPC Baucau	JPC Baucau	22-23 May 03		
	e. 2 SCs: Viqueque and Uatolari	6 men, 2 women		JPC Baucau	JPC Baucau	28-29 May 03		
	f. Hakmatek	18 men, 19 women		Haburas	Haburas	23-25 Jun 03		
	g. Sanggar Masin	22 men		Haburas	Haburas	3-5 July 03		
h. Verupupuk	10 men	Haburas	Haburas	9-11 July 03				
4.	Grass roots advocacy	All staff of Fokupers and their SGs, JPC Dili and Baucau: 5 men, 23 women	4 CPs	Fokupers	Fokupers Trainers and INSIST – Anton	March 2003, for 3 days	Fokupers Training Area	
5.	Community Organizing	All staff of Fokupers and their SGs, JPC Dili and Baucau: 8 men, 36 women	Fokupers	Fokupers	INSIST and SEAPCP	May 2003, for 3 days	Fokupers Training Area	

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/	Place
6.	TOT Financial Management	1 Financial Staff from 4 CPs, in case of JPC Dili 2 staff): 2 men, 5 women	4 CPs	CRS	CDEP and CRS	May 2003, for 3 days	Maubara Training place
7.	Media Training (Photography and video taping)	All Fokupers staff and their SGs: 3 men, 10 women	Fokupers	Fokupers	SEAPCP	May 2003, for 3 days	Fokupers
8.	Strategic Planning	2 staff on preparation meeting and all JPC Baucau staff in the actual SP workshop: 8 men	JPC Baucau (in CB Program)	CRS	INSIST & local facilitator	Jun-03 2 Days prep & 3 days	JPC Baucau
9.	Training of Trainers	1-2 Trainers from each CP, and 2 people from 4 SCs of JPC Baucau 9 men, 6 women	JPC Dili & Baucau	CRS	ECSP Team	June 2003, 5 Days	Dare
10.	Fundraising Trainings a. Eastern districts b. Western Districts	The leaders of 4 CPs, 14 SGs 9 men, 1 women 16 men, 13 women	JPC Dili and Haburas	CRS CRS CRS	ECSP Team CRS CRS and Alola Found	August 2003, 2 days each 7-8 Aug 03 18-19 Aug 03	Dare and Baucau Diocese Baucau Dare
11.	Financial Management Training	The financial management staff of 4 SGs of JPC Dili 7 men, 7 women	4 SGs of JPC Dili	JPC Dili	JPC Dili	August 2003, 4 days	Maubara Training place
12.	Strategic Management, Time and staff management and Public Speaking	Leaders of the two JPCs and their deputies 6 men, 1 woman	JPC Dili and Baucau, Fokupers	CRS	Satunama	September- October 2003, 10 days	Yogyakarta

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/	Place
13.	Administration and Management Training	2-3 Administrative Staff of the 4 CPs; and another one for 2-3 SGs admin staff	JPC Dili, and most SGs	CRS	ETDA	October – November 2003, 4.5 days each 27-31 Oct 03 17-20 Nov 03	ETDA
	a. National Level Organizations	7 men, 7 women		CRS	ETDA		ETDA
	b. District Level Organization	11 men, 6 women		CRS and CPs	ETDA		HAK TC
14.	Comparative study, Community Organizing	2 staff from Fokupers and 1 person from Uma Feto Liquica and 1 from Maliana 4 women	Fokupers	Fokupers and PPSW Jakarta and Wisnu Found Bali	Nani Zulmarni (Jakarta), I Made Suarnata (Bali)	November 2003, 12 days	Bali - Indonesia
15.	Youth and Gender Training	4 CPs, CRS staff and 7 SGs: 12 men, 15 women	4 CPs	CRS	5 local trainers from 3 CPs, 1 mentor from PIKUL Kupang	December 2003, 5 days	Dili and Liquica
16.	Culture and Peace Training	4 Sub Commissions and JPC Dili 11 men, 7 women	CRS	CRS	4 trainers from JPC Dili 1 mentor from CRS/PRU	January 2004, 3 days	Maubara
17.	Introduction to Advocacy Training	CRS Staff, CC members, 2 CPs and 7 SGs 12 men, 8 women	CRS	CRS	CRS	January 2004, 6 days each	Fuiloro and Baucau
	a. CRS Staff and Consultative Committee	12 men, 8 women	CRS Staff	CRS	Richard Holloway, CRS and Laura A, Fokupers	7-9 Jan 2004	Dare
	b. JPC Dili and its 4 SGs	15 men, 11 women	JPC Dili and SCs	JPC Dili and CRS	Catharina, Adelio & Odete, CRS, & Barto, JPC Dili	27-30 Jan 04	Dare
c. JPC Baucau and its 4 SGs	15 Men, 5 women	JPC Baucau and its SCs	JPC Baucau and CRS	Catharina & Mary, CRS; & Domingos, JPC Baucau	21-23 Jan 04	Fuiloro, Lospalos	

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/	Place
18.	Advocacy Concept – ToT	Trainers of CRS, Fokupers, Haburas and NDI 4 men, 6 women	Fokupers	CRS	CRS	March 2004, 3 days	Aimutin, Dili
19.	Financial Management Training	JPC Baucau and 3 Sub Commissions 8 men, 5 women	JPC Baucau	JPC Baucau	Facilitator from JPC Dili	March 2004, for 3 days	Ossu
20.	Leadership training	Fokupers staff, 12 women	Fokupers	Fokupers	Facilitator from P-Hak	April – May 2004, half a day every two weeks	Dili
21.	Local Issue Identification training	14 SGs and CPs Mentors 18 men, 9 women	CRS	CRS	Facilitator from SEAPCP	March 2004, for 3 days	Dare
22.	2 Computer Trainings	JPC Baucau and 4 SCs	JPC Baucau	CRS and JPC Baucau	Trainers CETTIL	April and June 2004	Fatuhada, Dili
	a. JPC Dili	Staff of JPC Dili, its 4 SCs and Uma Feto Staff 4 men, 6 women	JPC Dili	JPC Dili	Antonio, CETTIL	6 days each 13-18 April 04	CETTIL Fatuhada
	b. JPC Baucau	9 men, 6 women	JPC Baucau SGs	JPC Baucau	CETTIL	7-12 June 2004	CETTIL Fatuhada
23.	National issue Identification	All staff from CPs and SGs 11 men, 9 women	All CPs	CRS	SEAPCP	Apr-04 1 days	Dare
24.	Training on: Advocacy Campaign Strategy, Leadership, Social Analysis and Movement	All staff Haburas and their SGs JPC Dili and Baucau 15 men, 5 women	Haburas	Haburas	Aderito (SAHE), Joaquim Fonceca (P-Hak)	Apr-04 6 days	Dare
25.	Advocacy Campaign skills, planning and management Training	Advocacy Staff from 4 CPs, 1-2 Staff from each SGs & one community representative each 25 men, 13 women	4 CPs	CRS	Facilitator: Johan Tan, Doni Hendro Cahyono (SEAPCP)	25-31 July, 2004 6 days	Dare
26.	Comparative Study on Farmers Organizing	2 Members of Verupupuk 2 men	Verupupuk	Verupupuk/Haburas	Taring Padi Yogyakarta	August 2004, 2 weeks	Yogyakarta

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/	Place
27.	Comparative Study to Art Institute, ISI Yogyakarta	2 Members of Sanggar Masin: Mario Lobo and Joao Victorino: 2 men	Sanggar Masin	Sanggar Masin and Haburas	ISI Yogyakarta, Indonesia	August 2004, 2 weeks	Yogyakarta
28.	Training/Exposure Trip to learn about pests, cattle farming, post harvest management and food diversification.	2 Farmers from Hakmatek: Manuel P Araujo and Julio Mendoca Tilman	Hakmatek	Haburas and Hasatil	Agriculture Technical Training Centre, Solo, Central Java	August-September 2004, 3 weeks	Solo
29.	Advocacy Campaigns Review Session I	1-2 staff of each CP and SG who conducted advocacy campaigns 15 men, 17 women	Partners	CRS	SEAPCP, 2 Facilitators	November 2004, 3 days with the partners 2 days with CRS staff	Dare
30.	Media Training for SGs a. 1 st Workshop b. 2 nd Workshop c. 3 rd Workshop	2-4 staff of each SGs, and CRS Ag partners 10 Men, 5 woman 8 men, 6 women 8 men, 5 women	Partners in Review Session I	CRS	Local Trainer from Kadalak Liquisa, PRU & ECSP staff	January 2005, for 3 days each 18-20 Jan 05 26-28 Jan 05 1-3 Feb 2005	Maubara Maubisse Baucau

No	Name of activity	Who Attends	Requested by (from SA Results)	Organized by	Facilitated by	Month/	Place
31.	Local Government Workshops on Civil Society & Advocacy	10-30 local Government Officials in all 13 districts	Local Government Coordinator – Lino Torezano, in consultation with the DAs	CRS and the local DAs	Aderito, Local Consultant; Pedro da Silva, CRS	November – December 2004, one day each	13 Districts.
	1. Manufahi	19 men, 2 women				8-Nov-04	Same
	2. Ainaro	12 men, 5 women				9-Nov-04	Ainaro
	3. Covalima	11 men, 1 women				10-Nov-04	Suai Kota
	4. Maliana	11 men, 3 women				11-Nov-04	Maliana
	5. Ermera	18 men, 3 women				15-Nov-04	Ermera
	6. Liquisa	9 men, 5 women				16-Nov-04	Liquisa
	7. Manatuto	16 men, 2 women				18-Nov-04	Manatuto
	8. Baucau	10 men, 8 women				19-Nov-04	Baucau
	9. LosPalos	30 men, 6 women				22-Nov-04	Lospalos
	10. Viqueque	10 men, 5 women				23-Nov-04	Viqueque
	11. Aileu	18 men				26-Nov-04	Aileu
	12. Dili	13 men, 4 women				1-Dec-04	Dili
	13. Oecusse	39 men, 4 women				7-Dec-04	Oecusse
32.	Advocacy Campaigns Review Session II	1-2 staff of each CP and SG who conducted advocacy campaigns	Partners	CRS	SEAPCP, 2 Facilitators	February 2005, 3 days with the partners 2 days with CRS staff	Centro Juvenil, Dili
		12 men, 11 women					

ANNEX 2: MENTORING ACTIVITIES

No	Name of activity	Organizations being accompanied:	Mentors:	Month	Place
1.	<p><u>SELF ASSESSMENT OF SATELLITE GROUPS:</u></p> <ul style="list-style-type: none"> ▪ Preparation of Self Assessment Materials, ▪ Implementation of the Workshop and its result analysis, and ▪ Report writing <p>For 8 Self Assessment Workshops for the 14 SGs</p>	<p>4 Core Partners:</p> <ul style="list-style-type: none"> ▪ JPC Dili, ▪ JPC Baucau, ▪ Fokupers and ▪ Haburas 	Richard, Catharina, Miguel, Mary and Adelio from ECSP/CRS	February – July 2003	Their working place, CRS Office and Workshop venues
2.	<p><u>PREPARATION AND REVISION: FOR PROPOSAL, WORK PLAN, BUDGETING</u></p> <ul style="list-style-type: none"> ▪ Self assessment of SGs ▪ Capacity Building for CPs and SGs ▪ Office Rehabilitation and SGs Support ▪ Issue Identification ▪ Advocacy Campaign and its 2 months extension 	<p>5 CPs: Hak, JPC Dili and Baucau, Fokupers and Haburas</p> <p>And also the SGs</p>	<p>PM, Grants Coord, CBM & Contact Persons:</p> <ul style="list-style-type: none"> ▪ JPC Dili: Odete/ Adelaide ▪ JPC Baucau: Mary ▪ Fokupers: Catharina ▪ Haburas: Pedro 	February 2003 – March 2004	Their working place and CRS Office in Dili or Baucau.
3.	<p>Community Organizing and Grassroots Advocacy:</p> <ul style="list-style-type: none"> ▪ Accompanied 3 Uma Feto Coordinators in organizing the communities to strengthen their groups ▪ Mentored Fokupers Community Organizers/COs on identifying local issues. ▪ Helped Fokupers in writing/ producing documentation: 7 years of Fokupers Work. 	Fokupers: Division of Community Organizing and Advocacy	Anton from INSIST Yogyakarta	May – June 2003, two months	Fokupers Office and 4 Uma Feto locations.
4.	<p><u>Financial Management system:</u></p> <ul style="list-style-type: none"> ▪ For JPC Baucau: Installed Excel Financial System and internal discussion to implement a better financial system 	JPC Baucau, finance staff and the management	Jose Jaquelino, CDEP and Miguel Nunes, CRS	June 2003, 5 days	JPC Baucau Office
	<ul style="list-style-type: none"> ▪ For Haburas: Installed and taught Quicken Version 7; accompanied the finance staff to use it 	Haburas Finance Staff, Director and Program manager	Jose Jaquelino, CDEP	July 2003	Haburas Office

No	Name of activity	Organizations being accompanied:	Mentors:	Month	Place
Ad 4	<ul style="list-style-type: none"> ▪ JPC Dili: Assisted during the preparation of Financial Management Training for 4 SGs, ▪ Provided technical assistance for Manual Production ▪ Provided accompaniment and technical assistance during actual trainings, both for JPC Dili SGs and JPC Baucau SGs 	JPC Dili Finance Manager	Catharina Maria, Odete and Mary: ECSP, Adelaide, PRU	July – Sept 2003, and March 2004	CRS Dili Office, JPC Dili Office, Maubara Training Venue, Ossu Training Venue
5.	<p>REVISION OF NARRATIVE AND FINANCIAL REPORTS, ALSO SOMETIMES, DURING THE PREPARATION FOR:</p> <ul style="list-style-type: none"> ▪ Self assessment of SGs ▪ Capacity Building for CPs and SGs ▪ Office Rehabilitation and SGs Support ▪ Issue Identification ▪ Advocacy Campaign 	4 CPs: Hak, JPC Dili and Baucau, Fokupers and Haburas; and their SGs when needed.	PM, Grants Coord, CBM & Contact Persons: <ul style="list-style-type: none"> ▪ JPC Dili: Odete/ Adelaide ▪ JPC Baucau: Mary ▪ Fokupers: Catharina ▪ Haburas: Pedro 	February 2003 – March 2004	Their working place and CRS Office in Dili or Baucau.
6.	<p>Strategic Management, Time and Staff Management and Public Speaking:</p> <ul style="list-style-type: none"> ▪ Followed up with the participants of what have been implemented from the training ▪ Discussed any difficulties faced in the field ▪ Assisted JPC Dili/SC Liquisa in a sharing session with other staff members. 	JPC Dili, JPC Baucau SC Liquisa, 2 CRS Staff	Uli – Satunama Facilitator from Yogyakarta	Sept – Oct 2003, 12 days	JPC Dili, Baucau, SC Liquisa and CRS Office
7.	<p><u>Implementation of Administration Training:</u></p> <ul style="list-style-type: none"> ▪ ETDA mentored CRS Admin staff in 2 CRS offices – Dili and Baucau ▪ ETDA accompanied by CRS Staff mentored the CPs – at least two visits for each partner ▪ ETDA accompanied CPs and CRS in mentoring the SGs – 2 SGs for each CPs <p>For other SGs that were not covered by ETDA, CRS staff and CPs staff conducted the mentoring.</p>	2 CRS office, 4 CPs and 14 SGs	Emma Connolly, Herminie, ETDA, CPs and CRS ECSP Staff.	Nov 2003 – Jan 04, one/two days in each Partner's office.	Collaborates Office in Dili, and all the district partners' offices.

No	Name of activity	Organizations being accompanied:	Mentors:	Month	Place
8.	<p><u>Involvement of Youth and Women in Development Project:</u></p> <ul style="list-style-type: none"> ▪ Assisted local trainers from CPs to prepare for the workshop on Women and Youth Participation in a development project. ▪ Accompanied local trainers during classroom workshop and the practice in the community – in Guguleur. ▪ Provided Input on the manual development. 	5 trainers from 3 CPs	Sinta Dewi dan Yuli Ndolo from PIKUL Kupang	November 2003, 5 days	Fokupers Office in Dili
9.	<p>PEACE BUILDING TRAINING:</p> <ul style="list-style-type: none"> ▪ Mentored 4 JPC Dili trainers during Culture and Peace Training preparation ▪ Accompanied them during the actual training implementation 	4 trainers from JPC Dili	Liliana, Adelaide, PRU and Catharina, ECSP	January 2004, 2 weeks	CRS Dili Office
10.	<p>IDENTIFYING ADVOCACY ISSUES:</p> <ul style="list-style-type: none"> ▪ Accompanied the partners when they were having community meetings to identify local issues ▪ Assisted the partners in prioritizing the issues based on the urgency and the partner's capacity. 	4 CPs and 14 SGs	Doni, SEAPCP; CRS/ECSP Staff; CPs staff for their respective SGs	May – July 2004	Communities where SGs/CPs works, also their offices
11.	<p>PLANNING ADVOCACY CAMPAIGN:</p> <ul style="list-style-type: none"> ▪ Assisted each partner in elaborating the issue that they selected into an advocacy campaign plan, complete with proposal and budget. ▪ Worked with each partner in making their advocacy proposal/ plan better after getting inputs from the Review Panel. 	4 CPs and 14 SGs	CRS/ECSP Staff; CPs staff for their respective SGs	July – September 2004	SGs/CPs Offices, Both CRS offices.
12.	<p>IMPLEMENTATION OF ADVOCACY CAMPAIGN:</p> <ul style="list-style-type: none"> ▪ Assisted partners during the preparation of a campaign activity, gave suggestions and provided them with necessary assistance. ▪ Attended advocacy campaign activities of the partners, assisted them during the process, and provided them with inputs afterwards. 	4 CPs and 14 SGs	CRS/ECSP Staff; CPs staff for their respective SGs	October 2004 - current	SGs/CPs Offices, Both CRS offices, communities

ANNEX 3. CAPACITY BUILDING FOR ECSP STAFF

No	Name of activity	Date	Organized by	Facilitated by	Participants	Place
1.	English Course focusing in Office and Project language	Oct 2002 – April 2004	ECSP and CRS	ETELI – East Timor English Language Institute	CRS Dili and Baucau Staff	CRS Dili and Baucau.
2.	Basic Portuguese Course	Dec 2003 – March 2004	Missão Horizontes	Luce Mara - Misão Horizontes	Catharina Maria/ Training Coord	CRS Dili
3.	Basic Tetum	Continuous	CRS	Joana Vila-Nova – Private tutor	3 International Staff of ECSP	CRS Dili
4.	Training on CRS Financial Procedures - better managing financial resources	Thursday, 3 July 2003 Friday, 18 July 2003	ECSP	Trainer: Jessica Pearl (ECSP), Catharina (ECSP)	ECSP staff Other CRS Staff	CRS Dili Traditional House
5.	Internal Workshop on “How to Use the 13 Capacity Building Booklets”	Wed, 20 Aug 2003	ECSP	Facilitator: Richard Holloway	ECSP staff Other CRS Staff	Traditional House, CRS
6.	Workshop on “What is a good mentoring practice?”	Thursday, 21 Aug 03	ECSP	Facilitator: Deng Co-Facilitator: Catharina Maria	ECSP Staff and other CRS Staff who work with partners directly.	Traditional House, CRS
7.	Strategic Management, Time and staff management and Public Speaking	Sept – Oct 2003, for 10 days	CRS and Satunama	USC Satunama	2 ECSP Staff	Yogyakarta
8.	Introduction to Advocacy Training	January 2004, 5 days	CRS	Richard, ECSP; Laura A., Fokupers	CRS ECSP staff and other CRS Staff	Dare
9.	Acting for a Just World	March 19-25, 2004	Civicus World Assembly	Civicus Facilitators	COP/ Richard Holloway & DCOP/ Pedro Belo	Gabarone, Botswana

No	Name of activity	Date	Organized by	Facilitated by	Participants	Place
10.	Meeting with 7 Indonesian advocacy NGOs to learn about the best advocacy capacity building strategies.	April 2004 1 day	CRS	Richard and Catharina, CRS	CRS / ECSP and 7 Advocacy NGOs from Indonesian	Bali, Indonesia
11.	Participating in TOT advocacy	April 2004 9 days	CRS HQ	Just Associates	Catharina Maria/ Capacity Building Manager	Kenya, Africa
12.	Boards of Directors Orientation	16-17 June 2004	CRS Micro Finance	Clarence – CRS Technical Advisor	Pedro da Silva/DCOP	TIDS, Dili
13.	Team Building Exercise	August 2004, 3 days	CRS	Catharina Maria - CRS	ECSP Team and CRS support staff	Pante Ualu
14.	Propack Training	September 2004, 5 days	CRS SEAPRO	Susan Hahn and Guy Sharrock	Katherine Pondo, ECSP PM	Bangkok
15.	Exposure Visit to Wisnu Foundation to learn about Advocacy, Community Organizing and Partner Mentoring	September 2004, 5 days	ECSP, SEAPCP and Wisnu Foundation	Wisnu Foundation and community Organizers from Ceningan Island and Pelaga	8 ECSP staff, and 1 Agriculture program staff	Ceningan Island, Pelaga and Denpasar, Bali.
16.	Advocacy for social Justice – Introduction	21-22 October 04, 2 days	CRS TL	CRS SEAPRO Advocacy Trainers	14 staff, ECSP and other program staff	World Bank Meeting Room, Hotel Timor
17.	Monitoring Training	8-9 Feb 2005	CRS TL	Katherine Pondo	CRS Program staff/Field Officers	World Bank
18.	Leadership in the Work Place	25 Feb 2005	Darwin Human Resources & Computer Academy	Darwin Human Resources & Computer Academy	Pedro, DCoP	Darwin, Australia
19.	Development Management	May 2005	CIRR	Center for International Rural Research	Pedro, DCoP	Manila, Philippines

Note:

- CRS Staff usually participated in various trainings/workshops that we provided for the partners, and in capacity building events organized by the partners for the satellite groups/the communities.
- When the topic of the training/workshop was new and needed for the staff, he/she joined as participants. Otherwise, he/she attended the event as an observer that would provide inputs before, during and after the training/workshop.

ANNEX 4. MATERIALS DEVELOPED BY ECSP

No	Materials developed by organizations	Periods	Beneficiaries / Participants	Languages
1.	Civil Society Booklets – 12 series for organizational capacity building. Short and concise blue color – by ECSP	June – December, 2003	Government, NGOs & INGOs, Embassies, Parliament, Consultative Committee Members, Individuals, CRS staff	English, Tetum and Indonesian
2.	Self-Assessment Tools (Penilaian Diri) and results of ECSP National and Local Partners – ECSP & Partners	January – May, 2003	4 Core partners, 14 Satellite Groups and ECSP office	Indonesian
3.	Report Grass-root Advocacy Training (Pelatihan Advokasi Basis) – Fokupers & ECSP	April, 2005	Fokupers and its 3 Satellite Groups	Indonesian
4.	Menyamakan Pemahaman tentang “Advocacy” (Perspectives on the Advocacy) – ECSP & JPC Baucau	January, 2004	JPC Baucau its 4 Satellite Groups	Indonesian
5.	Report Perempuan Timor Lorosa’e: “Mencari Kemerdekaan di Tanah Merdeka”. East Timor’ Women: “Seeking for Freedom in An Independence land”. – by Fokupers.& ECSP	Year 2000 – 2002	Fokupers	Indonesian
6.	Report on: Perencanaan Strategi Training – by Saleh Abdullah & Budi Sutomo (INSIST Yogyakarta) & ECSP	June, 2003	8 NGOs in Timor Leste	Indonesian
7.	Computer Training Manual on Basic MS Word & Excel 2000 – by ETDA & ECSP	2001	SGs of JPC Dili and Baucau	Tetum
8.	Computer Training Manual on Advance Excel 2000 – by ETDA & ECSP	2002	SGs of JPC Dili and Baucau	Tetum
9.	Pengenalan Desa Secara Partisipatif – Participatory Rural Appraisal /PRA – by Joined collaboration between CRS/TL & USC Satunama Yogyakarta.	October 2001	Baucau NGOs	Indonesian

10.	Menyamakan Pemahaman tentang “Advocacy” (Perspectives on the Advocacy) – by ECSP	January, 2004	CRS staff and Consultative Committee members	Indonesian
11.	Report Strategic Management Training – by ECSP	December, 2001	Timor Leste NGOs empowerment	Indonesian
12.	Report Compiled of Organizational Self-Assessment – by JPC Baucau & ECSP	May, 2003	JPC Baucau & its SGs	Indonesian
13.	Report Administration Training – by ETDA & ECSP	November, 2003	ECSP SGs	Tetum
14.	Report & Manual Administration Training – by ETDA & ECSP	October, 2003	CPs of ECSP	Tetum
15.	Activities Report – by Sub-Commission Justice and Peace, Liquica	January – March, 2004	JPC Dili’s SG	Tetum
16.	Report Financial Management Training – by ECSP	August, 2003	SGs of JPC Dili	Tetum
17.	Report Community organizing Training – by Fokupers & ECSP	May, 2003	Timor Leste Women organizations and groups	Indonesian
18.	Manual Youth and Gender Training – Partners and ECSP	December, 2002	CRS staff and partners	Indonesian
19.	Manual Issue Identification Training & problem Solving – SEAPCP & ECSP	March, 2004	All ECSP Partners	English
20.	ECSP Partners I Advocacy Review Workshop – SEAPCP and ECSP	November, 2004	All ECSP Partners	Indonesian
21.	Advocacy Campaign Management Training – Strategizing, planning, and managing – by SEAPCP & ECSP.	July, 2004	All ECSP Partners	Indonesian
22.	Booklets & CD-ROMs “Handbooks for Advocacy in Timor Leste” – based on the Advocacy Environmental Research, ECSP commissioned three experts on TL media, TL Advocacy NGOs, TL Local Government, Parliament. – ECSP	October, 2004	Parliament, President Office, Consultative Committee Members, Local government, INGOs, NGOs, Partners, Academia, and individuals.	English, Portuguese, Tetum, and Indonesian.

